

## FOREWARD

AES Board Policy Manual has been designed in accordance with procedures contained in the European Council of International Schools Policy Planner.

**Basic Policy** consists of the general guidance, objectives, and philosophies upon which the conduct of AES affairs is based.

**Policy Regulations** incorporate those procedures, specific data, and other information which the Board deems necessary to circumscribe school Administration operations. Examples include School Emergency Procedures, Salary Scales, etc.

**Policy Exhibits** provide mandatory examples of documents which must be used by the Administration to implement Board Policy or Policy Regulations. They may also contain "source documents" such as the AES Charter upon which all Board Policy development is based.

The Board Policy Manual will be structured to include basic policy (printed on white pages in the Manual), Policy Regulations (printed on pink pages in the Manual), and Policy Exhibits (printed on blue pages in the Manual).

No revisions, additions, or deletions to the Policy Manual language may be incorporated without Board approval.

The structure of the Policy Manual provides for information contained in separate chapters as specified below:

1.00	THE SCHOOL AND ITS GOALS AND LEADERSHIP
2.00	SCHOOL BOARD OPERATIONS
3.00	BUSINESS/NON-INSTRUCTIONAL OPERATIONS
4.00	BUSINESS MANAGEMENT
5.00	PERSONNEL
6.00	HEALTH, SAFETY, AND SECURITY
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Specific chapter contents are outlined at the beginning of each chapter.

REVISED: Oct. 00, Apr. 02; May 04; Nov. 06

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REVISED: Oct. 00; May 04

## DEFINITIONS

**Academic Year (Also School Year):** The instructional year (usually from August till May) as determined by the Board, comprising days when the school is open and attendance by members of the professional staff and/or students is required.

**Actual Day of Work:** The day when a staff member reports to the school to assume his/her duties and responsibilities for the current school year.

**Administration (also Administrators):** Team comprising of the Director, Elementary, Middle and High School Principals, Business Manager, and any other staff as determined by the Director such as Assistant Principals, Curriculum Coordinator, Director of Admissions Director of Educational Technology, Human Resources Manager, Facilities Manager, and Student Activities Director.

**Ambassador:** The Ambassador of the United States of America to India or his/her designee (e.g. Charge d' Affaires, a.i.)

**Annual Salary (also Salary):** Annual gross salary paid as remuneration and usually paid over twelve months.

**Association :** The American Embassy School Association of New Delhi

**Base Salary:** Salary used for the purpose of calculating all benefits.

**Board:** The Board of Governors of the American Embassy School.

**Budget:** An estimate of costs to meet the needs of operating and maintaining the School. When approved by the Board, it confers upon the Director the authority to obligate funds in accordance with the purposes for which such funds were approved.

**Budget Calendar:** In September of each year the Business Manager shall prepare a calendar which outlines the process for the development and approval of the following fiscal year's budget.

**Central Depository (CD):** The place to store and distribute educational and stationary supplies for classrooms/offices.

**Community:** AES parents, Professional Staff, Instructional Assistants, Non-Teaching Staff and students.

**Contract Year:** The number of working days and/or the contract period as specified in a contract between the American Embassy School and the employee

**Contract:** An agreement between the American Embassy School and an individual for rendering services at the School; normally issued for a specific term.

**Contract Days:** The number of work days in a school year (i.e. August to May) for professional and/or instructional staff, as stipulated in the contract.

**Daily Rate:** Rate for one work day is calculated by dividing annual base salary by the number of

work days or contract days, as the case may be.

**Director:** The person appointed as Director of the American Embassy School by the Board.

**Drug(s):** Means and includes any illicit, illegal, or controlled substance or prescription medication used in circumstances other than under the direction of a physician.

**Employee:** Means and includes all professional, non-teaching and instructional assistant staff members.

**Equipment:**

- a. Items of school property with an acquisition value of \$300 or more, with a life expectancy of more than one year and which are not permanently attached, affixed or appended to the school plant.
- b. Equipment purchases shall routinely be made from annual operating budgets. Such items shall be identified as replacement of current equipment items or as additional items of equipment.  
*Examples:* automobiles, copiers, computers, printers, A-V items.
- c. Purchases of property made to effect repairs or minor renovations of less than \$300 per item shall be considered purchased with funds from the Operations Fund.

**Fiscal Year:** The AES Fiscal Year shall begin on the first day of July in each year and shall end on the thirtieth day of June the following year.

**Holidays:** Days set by the Board as non-working days.

**Hours of Work:** Working hours for employees determined at the time of initial appointment by the administration and subject to modifications from time to time.

**Increment:** An annual step increment on the salary scale, which, if awarded, is effective on the 1st of July each year.

**Instructional Assistant:** A member of the staff (full-time as well as part-time) who assists teachers in classrooms or whose duties directly impact student instruction or supervision of student services.

**Job Description:** A written description of duties to be performed by an employee and which will serve as the primary basis of work performance.

**Letter of Appointment:** A letter of offer appointing an individual to a specific position with salary, benefits and terms of employment stated therein.

**Locally Based/Locally Hired (LBLH) Employee:** a member of the staff based locally and hired locally.

**Member-at-Large** (collectively known as Members-at-Large): One of the seven members of Board elected by the members of the AES Association to manage the affairs of the AES Association.

**Non-Teaching Staff (Also Support Staff):** Persons employed by the School for non-teaching positions other than Instructional Assistants such as, but not limited to, accounts, maintenance,

procurement, etc.

**Operations Fund:** School financial resources allocated from its current and/or reserve assets for the routine operation of the school. The Operations Fund shall provide for the reasonable costs for such items as salaries, employee benefits, staff travel, equipment, supplies and purchased services. Assets (fixed and mobile) acquired in the Operations Fund during any given year will be transferred to the Plant Fund at year end.

**Overseas Based/Locally Hired (OBLH) Employee:** a member of the staff based overseas and hired locally.

**Overseas Based/Overseas Hired (OBOH) Employee:** a member of the staff based overseas and hired internationally and brought at AES expense to New Delhi for employment at AES.

**Overtime:** Hours worked beyond the normal work day.

**Parent/Guardian:** The father and/or mother or legal guardian, aged 21 years or older who is charged with the legal care of an AES student.

**Parent:** Any reference in the Policy Manual (except in Policy on "Guardianship", Chapter-8) to "parent" or "parents" includes a legal guardian who has responsibility for a student as set out in Policy on "Guardianship".

**Pay Scale:** The schedule of annual salary adopted by the Board for various employee groups.

**Plant Fund:** School financial resources allocated from current and/or reserve assets for the development and acquisition of (real) substantive school property. The Plant Fund shall provide for the reasonable costs of the school plant, including land acquisition, major landscaping, building construction and the like. The accounting of all assets and the depreciation thereon will be maintained in the Plant Fund.

**Policy:** A statement of procedures and guidelines as stated in the AES Board Policy Manual.

**Professional Staff:** Persons with requisite professional qualifications employed (full -time as well as part-time) as teachers, counsellors or Administrators or in other professional positions by the American Embassy School.

**Property Inventory:** Any item considered of a "sensitive nature" that is subject to ready theft or other loss, with an acquisition value greater than US \$10.00; Records of all mobile property which has a unit value of \$300 or more, shall be maintained which will include the date of acquisition, description, ID number, location, original value and other information required by the US Embassy.

**Pro-rated:** Salary/benefit paid or payable in cases where the employee has worked less than a full school year. The formula for determining pro-rata payments/awards in case of any employee is: his/her annual base salary divided by the number of work days or contract days, as the case may be, and multiplied by the number of days actually worked.

**Retrenchment:** Reduction or termination by the school of the services of a member of the staff for any reason whatsoever, other than as a disciplinary action, but does not include voluntary retirement or retirement of the employee or termination of service on medical grounds.

**Salary:** See Annual Salary.

**School:** The educational facilities of the American Embassy School Association of New Delhi, known as The American Embassy School of New Delhi; also "AES".

**School Plant**

- a. The School Plant is considered to be the school's physical structures which are or have become a permanent attachment to school property. The term includes those items that are integral to the nature of the property and cannot be readily removed from it. *Examples:* school buildings, electrical wiring, HVAC systems, windows, etc.
- b. Purchases of property or services shall be charged to the plant fund if such purchases:
  - i. significantly alter the school plant by way of major renovations;
  - ii modify or become attached, affixed or integral to such physical structures and cost \$300 or more for each item.

**School Year:** See Annual Year

**Substitute Employee:** A person who temporarily fills in and works at the school in the absence of a regular employee.

**Supervisor:** The person to whom an employee reports directly as stated in his/her job description.

**Teacher (Also Professional Staff):** A person employed by the school to teach at the School. Also collectively referred to as the faculty/professional staff and individually as a member of the faculty/professional staff.

**Work Days:** The number of work days in a fiscal year (i.e. July 1 to June 30) for a non-teaching staff, as stipulated in the letter of appointment/job description.

REVISED: Oct. 00; Oct. 02; May 04; Nov. 06; May 07

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REVISED: May 91; April 92; Nov./Dec. 98; Mar. 96; Dec. 00; Nov. 01; May 04; Nov. 06



**THE SCHOOL, ITS GOALS AND LEADERSHIP**

The full name of the Association established by Charter is "THE AMERICAN EMBASSY SCHOOL ASSOCIATION OF NEW DELHI"; for convenience here-in-below referred to as "the Association"; and the concerned educational facilities are at times referred to as "the School". The Association's and the School's address is: American Embassy School, Chandragupta Marg, Chanakyapuri, New Delhi.

OLD REFERENCE: AES CHARTER EXTRACT  
ADOPTED: Mar. 74  
REVISED: Dec. 88; May 04  
REVIEWED: Apr. 92; Apr. 95; Oct. 00; Nov. 06

**SCHOOL'S LEGAL STATUS**

The School's legal status is as defined in the AES Charter and By-Laws.

ADOPTED: Dec. 88  
REVISED: Apr. 92  
REVIEWED: Apr. 95; Oct. 00; May 04; Nov. 06

**CHARTER OF THE  
AMERICAN EMBASSY SCHOOL ASSOCIATION**

**ARTICLE I - NAME AND ADDRESS**

The full name of the Association established by this Charter is: "The American Embassy School Association of New Delhi"; for convenience, it is herein below referred to as "the Association"; and the concerned educational facilities are at times referred to as "the School". The Association's and the School's address is: American Embassy School, Chandragupta Marg, Chanakyapuri, New Delhi.

**ARTICLE II - PURPOSE, OBJECTIVES AND POWERS**

1. The Association hereby formed is intended, with certain modifications as set forth below, to serve as a successor organization to the American International School, an Indian registered Society dissolved as of June 28, 1973. The Association is being formed pursuant to the American Ambassador's responsibility, on behalf of the Government of the United States of America, for the administration of the School; said responsibility being recognized in a bilateral undertaking dated June 28, 1973 between the Government of the United States of America and the Government of India. Further, the Association is established under authority of Sections 921 and 1081 of the Foreign Service Act of 1946, as amended.
2. The Association is established for the following purposes and objectives:

Primarily, to enable children of American citizens resident in India or elsewhere, and children of other nationalities (to the extent policies and regulations in effect from time to time permit), to pursue and obtain an education at an academic level comparable to that provided at the best schools in the United States; and secondarily, to enable students at the American Embassy School to gain an understanding and appreciation of India's culture and heritage; and also to serve as a demonstration center of American educational techniques and methods.
3. In furtherance of the foregoing purposes and objectives, and under the responsibility of the American Ambassador, the Association is hereby vested with the power and authority:
  - (a) To establish, maintain and run all physical facilities, including boarding and sports facilities, appropriate for a modern and high quality educational institution. This power and authority pertains to all School facilities in existence as of the date of this Charter and those which may, in future, be established. (Facilities in existence as of the date of this Charter are those specified in Schedule I to Deed of Transfer, signed June 28, 1973 between the American International School and the Government of India.)
  - (b) To recruit, within budgetary and policy restraints, all personnel, including teachers and other appropriate professional personnel, necessary to accomplish its purposes and objectives.

- (c) To provide grant-in-aid financial assistance, subject to policy in effect from time to time, to enable or promote attendance at the School by eligible children whose attendance might otherwise cause financial hardship to their families.
- (d) In furtherance of any of the Association's objectives, powers or authorities as stated or implicit in this Charter; to solicit, receive and expend money and other property with which to defray or meet the expenses of the Association and to issue therefore suitable receipts or acknowledgements; to borrow money from, or extend credit to, any person, firm or corporation; to issue notes or obligations; to secure by mortgage, pledge or other lawful means; and to enter into and carry out contracts and agreements of every kind and description without monetary or other limitation.
- (e) To do, whether alone or in association with others, all and anything suitable, necessary and proper which, directly or indirectly, is in furtherance of any of the purposes and objectives as herein above set forth.

PROVIDED: That in the exercise of any of the powers or authorities referred to in this Section 3, the Association shall obtain the concurrence of the American Ambassador (or his/her representative for the purpose) before taking (a) any action which would affect the rights of the Government of United States of America to the land on which the School is situated and its facilities; (b) any action (other than normal and routine repairs, maintenance, purchases and the like) affecting the School's moveable property, equipment or supplies; or (c) any action involving expenditure from, or obligation against, the Association's contingency reserves.

### **ARTICLE III - MANAGEMENT OF ASSOCIATION'S AFFAIRS**

1. The Association's affairs shall be managed by a Board of Governors ("the Board"). The Board shall meet formally a minimum of once per month during the academic year.
2. The Board's composition, and the method of selection of Board members and Board officers, shall be as follows:
  - (a) The Board shall consist of seven Members-at-Large elected normally for a two year term, subject to a maximum of two consecutive terms (four elected in one year and three elected in the next year).
  - (b) The Board shall, each year, at its first meeting elect its own President, Vice-President, Secretary and Treasurer from the Members-at-Large.
  - (c) The Chief Operating and Educational Officer of the School (the Director), or any individual duly acting in said capacity, will serve ex-officio as a Board member.
  - (d) The Ambassador will appoint to the Board two representatives from the American Embassy (who need not be members of the Association) who shall serve at his/her pleasure; one such representative shall normally be the Embassy's Counselor for Administrative Affairs who shall concern himself primarily with financial and budgetary matters.
  - (e) The Board may elect up to three individuals, who need not be members of the Association, to serve as honorary members of the Board of Governors. These honorary members may attend Board and Association meetings and participate in discussions and work of the Board, but will not have the right to vote and will not be counted in determining a quorum. The term of such honorary membership shall be for the current year, with re-election permissible.

3. Only those Board members identified in Section 2(a) of this Article III shall, at Board meetings, cast votes on Association business or be counted for quorum purposes.
4. Voting Board members shall be elected for two year terms at an annual assembly of the membership of the Association, as set forth in Article IV below. To be eligible for voting Board membership, one must be a member of the Association.
5. Vacancies in the voting Board occurring before the Nominating Committee submits its list of nominees will be filled at the next board election.

Vacancies occurring after the Nominating Committee submits its list of nominees will be filled by appointment by the President of the Board, to be ratified by a quorum of the full Board.

In case of a vacancy during the second year of a member's term, the President of the Board, ratified by a quorum of the full Board will make a temporary appointment for the remainder of the term.

A vacancy during the academic year in either of the Board positions occupied by the Ambassador's representative--Section 2(d) of Article III above--shall be filled by a new appointment by the Ambassador.

6. No voting Board members may serve more than four consecutive years of office, excluding terms of less than one year.
7. In the conduct of its business, the Board will actively solicit the comments and contributions of both the School's student body, parent body and staff, through procedures to be determined by the Board.
8. Executive Sessions of the Board shall be limited to the members of the Board as defined in Article III, Section 2 (a), (b), (c) and (d). Agenda items for Executive Sessions shall be limited to financial matters concerning individual Association members, problems involving individual students, items concerning sensitive matters, matters concerning governmental agencies, and personnel actions. All other business of the Board shall be conducted in meetings open to any member of the Association, provided he/she informs the Board secretary 48 hours in advance so that adequate meeting space can be provided.
9. Miscellaneous details concerning the Board are set forth in Article VI below.

#### **ARTICLE IV - ASSOCIATION MEMBERSHIP: MEETINGS, VOTING**

1. Each parent or guardian of each student enrolled in the School, and each Professional Staff employee shall--for the duration of such status--be a member of the Association. Each member shall have one vote only on Association business, regardless of the number of children or wards giving rise to his or her membership.
2. General meetings of the membership, open to all members, shall be held in the fall and spring of each year, at a precise date to be determined by the Board. These semi-annual meetings shall, at a minimum, include a comprehensive discussion of the Association's financial, operating, curriculum and educational status. Special meetings may also be held, in accordance with procedures to be adopted by the Board, by call of the Board or

petition of the membership. Notice of all membership meetings, including pertinent agenda, will be transmitted to all members reasonably in advance of such meetings.

3. All action by the full membership shall be taken only on the basis of a majority vote of a quorum, which shall be fifty members present and voting.
4. The membership shall, at its annual spring meeting, elect for the next academic year voting membership of the Board as identified in Article III, Section 2(a) above. Voting shall be for candidates who have been nominated in accordance with procedures to be adopted by the Board, which procedures shall encourage the nomination of candidates of diverse backgrounds, reasonably representative of the Association's membership. Ballots to elect for the next academic year the voting membership of the Board shall be transmitted to the full membership along with the notice of the meeting and the agenda. Ballots received until the designated meeting time will be counted.
5. In matters dealing with election of Board of Governors, amendment to the Charter, or any other matter being considered at a specially called Association meeting, ballots shall be transmitted to the full membership of the Association. Ballots received until the designated meeting time will be counted.

#### **ARTICLE V - EFFECTIVE DATE**

The Charter shall take effect as of the date of the Ambassador's signature of approval below.

#### **ARTICLE VI - MISCELLANEOUS**

1. The Association is not established for profit and, therefore, it shall have no authority to issue shares. As a general principle, the Association's affairs will be so managed that its annual income (from all sources) will equal or somewhat exceed its total expenditures with allowance to be made for the setting aside of reasonable and appropriate reserves against contingencies.
2. The Board, subject to approval of the Ambassador, may establish, and from time to time amend, By-Laws of the Association consistent with this Charter.
3. The Board may appoint from time to time such committees as it believes desirable in furtherance of the objectives and purposes of the Association, and may delegate to such committees such powers as the Board believes necessary and appropriate.
4. The Board may engage a Director, who shall be the School's Chief Operating and Educational Officer, responsible to the Board, and may delegate to him powers and responsibilities appropriate to the status of such an officer.
5. No Board members shall receive compensation for their services, other than reimbursement for out-of-pocket expenses incurred in furtherance of Association business.

**ARTICLE VII - AMENDMENTS TO CHARTER  
AND DISSOLUTION OF THE ASSOCIATION**

1. Amendments to this Charter will require the Association's compliance with the following procedures:
  - (a) Written notice of the proposed amendment at least 10 days in advance of a special meeting called for such purpose, or of the semi-annual meeting.
  - (b) Approval by a two-thirds majority of those voting.
  - (c) Approval by the Ambassador of the proposed amendment.
2. Dissolution of the Association may also be effected in accordance with the procedure set forth immediately above. In addition, the Ambassador reserves the right, to be exercised after consultation with the Board, to dissolve the Association by a formal document to that effect, if in his/her judgment the best interest of the United States Government, or applicable law or policy, so require.

**ARTICLE VIII - LICENSE AGREEMENT**

By revocable license issued as of date mentioned below, the Association (through the Board of Governors) is further empowered--subject to the understanding stated in that license agreement--to implement any and all of the foregoing.

ADOPTED: Daniel P. Moynihan, American Ambassador  
Date: March 7, 1974

Revisions Approved: Ambassador David C. Mulford  
Date: December 2006

**BY-LAWS OF THE  
AMERICAN EMBASSY SCHOOL ASSOCIATION**

**ARTICLE I - PURPOSE AND SCOPE**

1. In accordance with Article VI, section 2 of the Charter establishing the American Embassy School Association ("the Association"), and in furtherance of the Association's purposes and objectives as set forth in the said Charter, the Association's Board of Governors ("the Board") hereby establishes By-Laws for the regulation of Association activities and business. These By-Laws are intended to furnish implementing details and requirements in addition to those contained in the Association's Charter; and these By-Laws are to be read as complementary to that Charter.

**ARTICLE II - MEMBERSHIP: MEETINGS OF MEMBERSHIP**

1. Each parent or guardian of each student enrolled at the Association's School and each Professional Staff employee employed by the School shall be a member of the Association for the duration of such status. Each member shall have one vote regardless of the number of children or wards upon which his/her membership may be based; and such membership shall be from year to year from the commencement of an academic year of the School to the commencement of the next academic year, provided that a parent or guardian whose child or ward (or all of whose children or wards if more than one) ceases to be enrolled at the School, or a Professional Staff employee whose employment by the School is terminated, at any time, shall cease to be a member from the date of such cessation, or termination, as the case may be.
2. The Association as such shall have no officers. Its business shall be conducted through its Board of Governors, as specified in Article III of the Association's Charter and Article III of the By-Laws.
3. General meetings of the Association, open to all members, shall be held in the fall and spring, at precise dates to be determined each year by the Board. Notice of such meetings, including an agenda, shall be transmitted to all members at least seven but not more than fourteen days prior to the meeting.
4. Special Association meetings, open to all members, may be called to consider such specific items as are listed on agenda forwarded with the notice of such meeting called:
  - (a) by the President of the Board of Governors, by mailing to all members a notice of the meeting at least seven but not more than fourteen days prior to the meeting; or
  - (b) by a resolution passed by the Board at least fourteen days prior to the proposed meeting, the Secretary being required to mail such notice of such meeting to all members at least seven but not more than fourteen days prior to such meeting; or
  - (c) by a petition signed by fifty members of the Association and delivered to the Secretary at least fourteen days prior to the proposed meeting, the Secretary being required to mail notice of such meeting to all members at least seven but not more than fourteen days prior to such meeting.



5. A quorum for the transaction of business at any meeting of the Association shall, except as here-in-below stated, be fifty members. If a quorum is found not to be present at a duly called meeting, the presiding officer shall adjourn the meeting to a date and time at least five but not more than fourteen days thereafter, and shall transmit notice of the adjourned meeting to all members at least three days prior thereto, and at the date and time set for such an adjourned meeting any number of members present shall constitute a quorum. In case of such adjournment, the deadline for receipt of ballots will be automatically extended until the new meeting date and time.

### **ARTICLE III - BOARD OF GOVERNORS : MANAGEMENT OF ASSOCIATION'S AFFAIRS**

1. All executive power of the Association is vested in the Association's Board of Governors, except as the Board shall delegate such power. The Board shall at all times act in a manner consistent with its Charter and By-Laws, shall approve all programs, budgets, personnel actions and other matters of significance to School administration, and shall furnish an appropriate report to the Association's membership at the general meetings in the fall and spring of each year.
2. In the conduct of its business, the Board shall meet formally at least once per month during the academic year and, on call of the President, more frequently as events warrant.
3. The Board may establish such standing or special committees as it believes appropriate which committees may include non-Board members. The Board may provide for the performance by one officer of the duties of another in an "acting" capacity.
4. The Board's membership shall be as stated in Article III, section 2 of the Association's Charter with the following additional limitations:
  - (a) No school employee shall serve as a voting member of the Board.
  - (b) Two of the seven elected Members-at-Large shall be American citizens.
  - (c) The President of the Board must be an American citizen and shall be elected from the Members-at-Large in accordance with Article III section 2(b) of the Association's Charter.
5. All elected Board members shall be available for such duties as the President may reasonably request, and shall be expected to participate fully in the Board's deliberations. In addition, the Board's officers shall have the following specific responsibilities:
  - (a) The President shall serve as the Principal Executive Officer of the Association and shall be responsible to the Membership, and to the American Ambassador, for the proper conduct of the Association's activities and business. The President's duties shall include (without being limited to): presiding at Board meetings; subject to approval of a majority of quorum of the Board, establishing committees and appointing their members; maintaining appropriate coordination with the American Embassy School's Director in the furtherance of the Association's objectives and purposes; and ongoing review of the School's operations, to ensure that the School's objectives and purposes are being accomplished.

- (b) The Vice President shall, as requested by the President, assist the President in the performance of his/her duties; and, in the event of absence, serious illness or incapacity of the President, is empowered to perform all duties and exercise all authority vested in the President. (All references in these By-Laws to the President, or any other Board-Officer, also refer by implication to anyone duly acting in such capacity).
  - (c) The Treasurer shall keep himself/herself closely informed concerning the Association's financial status; at appropriate intervals, no less frequently than semi-annually, he/she shall report to the Board and to the Membership in reasonable detail on the state of the Association's finances; he/she shall, at least monthly, summarize for the Board the state of the Association's finances; and he/she shall make recommendations, as he/she considers appropriate, for improvement or protection of the Association's finances.
  - (d) The Secretary shall keep true minutes and records of all meetings of the Board and of the Membership; and shall, in accordance with Charter and By-Law requirements, notify all Board members of Board meetings; and the Membership of Membership meetings.
6. All non-voting Board members shall, as with voting Board members, be available to undertake such assignments as the Board's President may reasonably request. In particular:
- (a) The School's Director shall, at Board and Membership meetings, report in reasonable detail on School developments, and on educational issues generally, and shall make his/her own recommendations for School betterment in light of such developments and issues.
  - (b) The Ambassador's appointees on the Board shall keep the Board periodically informed as to Embassy and U.S. Government policies which may affect School operations; will attempt to determine areas in which the Embassy can be of assistance to the School in its operations; and - without diluting the Board President's access to and responsibility to the Ambassador on matters pertinent to the School--will keep the Ambassador informed. In addition, one such appointee (with a background in administration) shall assist the Board in its budget and fiscal deliberations and shall ensure that U.S. Government requirements in these areas are being met.
7. The Board may invite from time to time to attend specific Board meetings, such teachers, students, members of the New Delhi Community, or others whose presence at such Board meetings the Board believes would be in furtherance of the Board's objectives and purposes.
8. The Board's business shall be conducted by majority vote of a quorum of its voting members. A quorum shall mean a majority of all eligible voting members of the Board; see Article III, Section 2(a) of the Association's Charter. In the event of a tie vote of such quorum, the President may cast an additional vote to break such tie.
9. The following arrangements will pertain to management of the Association's financial affairs:

- (a) All employees required to handle cash or readily convertible assets will be bonded.
  - (b) Insurance will be carried in an adequate amount to protect the assets of the Association from loss, including public liability, fire, water and theft.
  - (c) The Association's financial procedures shall be subject to formal audit annually, and to "spot check" at other appropriate intervals. Such audits and "spot checks" shall be coordinated between the Board's Treasurer and the American Embassy's Counselor for Administrative Affairs.
  - (d) Financial transactions, books and records and the like, shall be kept up-to-date and in accordance with sound accounting and financial practices.
  - (e) The Treasurer shall, as stated above in the description of his/her duties, keep the Board and the Membership periodically informed as to the state of the Association's finances.
  - (f) Checks drawn on Association funds may be signed by the School's Director or the Business Manager, or in their absence by the President, Vice-President, Treasurer or an Ambassador's Board appointee, in amounts not to exceed \$5,000 (or Rupee equivalent). Checks for amounts in excess of \$5,000 (or Rupee equivalent) shall be signed by the director or the Business Manager and countersigned by President, Vice-President, Treasurer or by one of the Ambassador's two Board appointees. Checks for amounts in excess of \$20,000 (or Rupee equivalent) shall be signed by any two of the following : the director or the Business Manager, President, Vice-President, or Treasurer and by one of the Ambassador's two Board appointees.
- 10 The Board shall, through its President, recruit and retain the services of an experienced professional educator/administrator, to serve as Director, American Embassy School. This official shall be the School's Chief Operating and Educational Officer and shall serve as its day-to-day operating chief. His/her responsibility, authority, terms of appointment and salary shall be determined by the Board.
- 11 The Board, also through its President, shall retain such other personnel and take such other appropriate action as is permissible under its Charter.

#### **ARTICLE IV - BOARD OF GOVERNORS : TERMS OF OFFICE : ELECTION PROCEDURES**

1. All Members-at-Large shall be elected to serve a two-year term beginning on June 1 and ending May 31. Board members may be re-elected but may not serve more than four consecutive years of office, excluding terms of less than one year. Any officer or Member-at-Large of the Board may be removed from office by a two-thirds majority vote of the members present and voting, at a meeting of the Association's membership called for this purpose or for this purpose among others.
2. At least 7 but not more than 14 days prior to the fall General Meeting , a letter shall be sent asking members of the Association interested in serving on the Nominating Committee to submit their names to the Secretary of the Board. Nominations for the Committee may also be made at the Association Meeting. At this meeting, the members shall elect by plurality vote, a three member Nominating Committee. The President of the Board shall appoint one of these members as Chair Pro Tem of the Committee. At its first

meeting, the Committee shall select one of its own members as Chair and select two other Association members to be members of the Committee; thus the full Nominating Committee shall number five persons. The Nominating Committee shall include no Board members; nor shall the Nominating Committee nominate one of its own members for Member-at-large or for any Board office.

3. The Nominating Committee, prior to the 15th day of February, shall transmit to the Secretary of the Board a list of nominees for the next Board and the Member-at-Large. Nominees shall meet the eligibility requirements set forth in Article III of the Association's Charter. The Nominating Committee's list shall contain a biography of each candidate. The Secretary shall transmit this list, together with any written report which may have been received from the committee, to all Association members prior to the first day of March.
4. The Nominating Committee shall, in preparing its list, observe the following requirements in addition to those set forth in Article III of the Association's Charter:
  - (a) The Nominating Committee shall obtain the consent of the candidate concerned.
  - (b) Employees of the school are not eligible for membership as voting members of the Board.
5. The Nominating Committee shall, in addition to honoring the above requirements:
  - (a) Take appropriate steps to solicit suggested nominees from all Association members.
  - (b) Endeavor to nominate a slate of candidates of diversified background and talents, to the end that the Board elected will be reasonably representative of the composition of the Association while also ensuring that at least two of the Members-at-Large will be American citizens.
6. Candidates additional to those included on the Nominating Committees list may be nominated by a written notice, signed by at least six Association members and transmitted to the President no later than the fifteenth day of March along with a written statement of the candidate's consent and a biography of the candidate. Candidates nominated in the foregoing manner will be included on the election slate at the spring General Meeting.
7. Members-at-Large shall be elected by secret ballot and must obtain at least a plurality of the vote. Members must vote for all Board vacancies. If an Association member does not vote for all the vacancies, (i.e. 3 votes for 3 vacancies, 4 votes for 4 vacancies, etc.), the ballot will be considered invalid. At least 7 but not more than 14 days prior to the spring General Meeting, ballots shall be transmitted to all Association members. Only ballots received until the meeting is called to order will be counted.
8. The Board may act to fill any vacancies which may arise during the course of a term of office.
9. Provisions 1 through 8 above in this Article IV affect only those Board members who are elected by the Association's membership. In addition, as called for Article III, Section (b) and 2(c) of the Association's Charter, the School's Director serves ex-officio as a Board member, and the Ambassador's two appointees serve by his/her appointment.

## **ARTICLE V - POLICY MANUAL**

1. Additional operating details pertinent to the administration of the School are too numerous and specific to be incorporated, feasibly or appropriately, in the Association's Charter or By-Laws. Such details are found in the Board of Governor's Policy Manual, a document which will be reviewed and revised by the Board from year to year.
2. Revisions to the Policy Manual based on the Board's periodic reviews and updating, shall in all respects be consistent with the Association's Charter and By-Laws.

## **ARTICLE VI - DISSOLUTION**

Should dissolution of the Association be effected (in accordance with the procedures set forth in Article VII of the Association's Charter), all remaining assets of the Association, following liquidation of its debts and other obligations, will be disposed of in a manner consistent with United States Government regulations then in effect and with pertinent understandings between the Governments of India and the United States.

## **ARTICLE VII - AMENDMENT**

Subject to approval of the American Ambassador, these By-Laws may be amended by affirmative vote of a majority of a quorum of the Board of Governors, at any regular or special meeting of the Board for which such proposed amendment appears as an agenda item.

## **ARTICLE VIII - EFFECTIVE DATE**

These By-Laws shall take effect as of the date of the American Ambassador's approval, set forth below.

## **ARTICLE IX - LICENSE AGREEMENT**

In accordance with the revocable license agreement between the Government of the United States of America and the Association dated March 7, 1974, the Association (through the Board of Governors) is further empowered -- subject to the understandings stated in that license agreement -- to implement these By-Laws.

## **ARTICLE X - NON-DISCRIMINATION POLICY**

No person, otherwise eligible, shall be denied admission to, or employment at the American Embassy School on the basis of race, color, national or ethnic origin, religion, caste, sexual orientation, or gender. Neither shall race, color, national or ethnic origin, religion, caste, sexual orientation, or gender affect in any way the treatment, evaluation or any other consideration of the students and staff of this school.

ADOPTED: Daniel P. Moynihan, American Ambassador

Date: March 7, 1974

REVISIONS APPROVED: Ambassador David C. Mulford

Date: December 2006

PREVIOUS REVISIONS: Nov. 90; Feb. 91; Nov. 93; Apr. 95; Mar. 97; Jan. 98; Mar. 98; Mar. 04; Dec. 06

**AES CHARTER**

The AES Charter and By-Laws are contained in 1.10-E of the Policy Manual for Reference. Excerpts, summaries, and text from these documents which have been included in the Policy Manual have been incorporated for clarity. That information cannot be changed in the Policy Manual without first amending the appropriate source document.

OLD REFERENCE: AES CHARTER, BY-LAWS  
ADOPTED: Dec. 88  
REVIEWED: Apr. 92; Apr. 95; May 04; Nov. 06  
REVISED: Oct. 00

**POWERS DELEGATED TO THE BOARD**

Powers delegated to the Board are specified in the AES By-Laws. Delineation of those powers and how they are to be applied are covered in Section 2.00, "School Board Operations".

ADOPTED: Dec. 88

REVIEWED: Apr. 92; Apr. 95; Oct. 00; May 04; Nov. 06

**SCHOOL PHILOSOPHY AND MISSION (Title Page)**

OLD REFERENCE: 6120  
ADOPTED: Dec. 88  
REVIEWED: Apr. 92; Apr. 95; Oct. 00; May 04; Nov. 06  
REVISED: Nov. 88



CROSS REFERENCE: 7.10

**MISSION**

The American Embassy School serves students from the United States and other nations. It provides a quality American education that enables students to be inspired learners and responsible global citizens through the collaboration of a dedicated faculty and a supportive community.

OLD REFERENCE: 6121  
ADOPTED: UNKNOWN  
REVISED: Apr. 92, Nov. 98; May 03  
REVIEWED: Apr. 95; Oct. 00; May 04; Nov. 06

## **CORE VALUES**

We believe that...

- each individual has intrinsic value,
- people are responsible for the choices they make,
- diversity enriches us,
- every person needs nurturing to thrive,
- every person has a right to learn in a safe environment free of prejudice,
- service to others strengthens us,
- trust and respect are essential in relationships,
- life is more meaningful when lived with integrity and passion.

OLD REFERENCE: 6121

ADOPTED: UNKNOWN

REVISED: Apr. 92, Nov. 98; May 03; May 04

REVIEWED: Apr. 95; Oct. 00; Nov. 06

Cross Reference: Action plan developed by the assessment action team

## **STRATEGIES**

### **STRATEGY 1: STUDENT LEARNING**

Through the use of the best practices in curriculum, assessment, instruction, and professional development we ensure students receive a quality American education.

### **STRATEGY 2: COMMUNITY**

Through building a collaborative partnership among students, parents, faculty and staff we strengthen the caring and service ethic of our school community.

### **STRATEGY 3: PERSONAL WELL BEING**

Personal Well-Being will be promoted and supported through the collaboration of students, parents, faculty, and staff using educational opportunities, resource support, and positive modeling.

### **STRATEGY 4: INFRASTRUCTURE AND FINANCIAL SUSTAINABILITY**

Through a commitment to effective management we ensure the efficiency and cost effectiveness of all school services, the quality and safety of all facilities, and the fiscal sustainability of the institution.

### **STRATEGY 5: TECHNOLOGY**

**Educational Technology** will enhance the quality of education students receive through the well-managed and purposeful integration of technology into classroom instruction and learning.

**Informational Technology** will enhance productivity and efficiency through the seamless use of technology for all users.

ADOPTED: Nov. 98  
REVIEWED: Oct. 00  
REVISED: May 04; Nov. 06

## **NEW INITIATIVE ADOPTION CRITERIA**

We will initiate a new program or service only if:

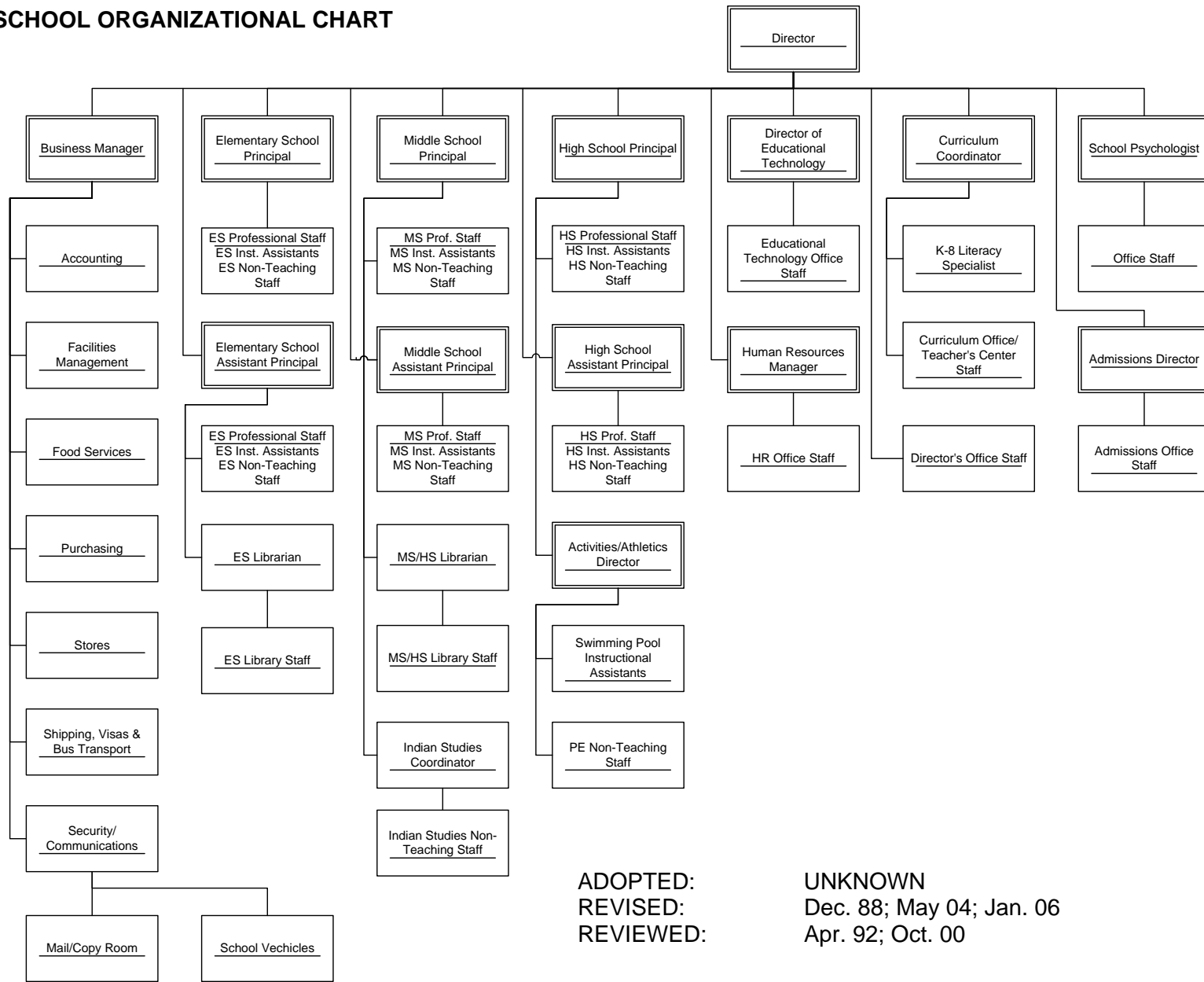
- it is consistent with and contributes to our mission;
- it is accompanied by staff development and resources needed to achieve effectiveness;
- accountability for implementation and management is clear; and
- those affected by it are informed and, when necessary, involved.

ADOPTED: Nov. 98  
REVIEWED: Oct. 00  
REVISED: MAY 04; NOV. 06

**SCHOOL ORGANIZATION (Title Page)**

OLD REFERENCE: 2000  
ADOPTED: UNKNOWN  
REVISED: Dec. 88  
REVIEWED: Apr. 92; Apr. 95; Oct. 00; May 04; Nov. 06

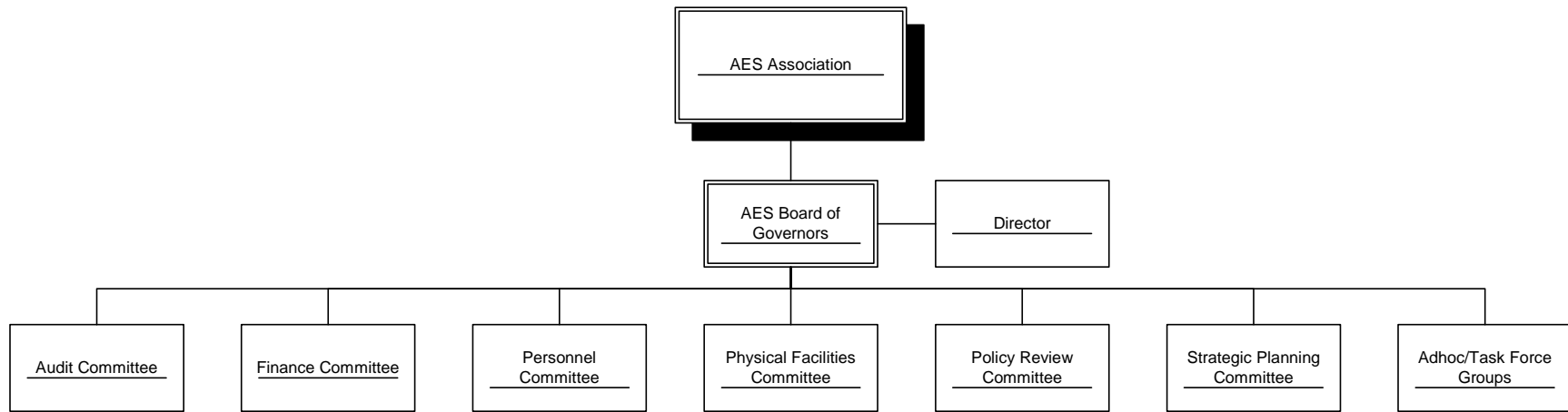
**SCHOOL ORGANIZATIONAL CHART**



ADOPTED:  
 REVISED:  
 REVIEWED:

UNKNOWN  
 Dec. 88; May 04; Jan. 06  
 Apr. 92; Oct. 00

**SCHOOL BOARD ORGANIZATIONAL CHART**



ADOPTED: Nov. 06

**2.00 SCHOOL BOARD OPERATIONS**

2.10 SCHOOL BOARD LEGAL STATUS

2.101 SCHOOL BOARD POWERS AND DUTIES

- 2.1011 SCHOOL BOARD MEETING REQUIREMENTS
- 2.1012 SCHOOL BOARD COMMITTEE AUTHORITY
- 2.1013 AMENDMENT OF THE BY-LAWS
- 2.1014 DIRECTOR
- 2.1015 BOARD HIRING POWER

2.102 INDIVIDUAL BOARD MEMBER AUTHORITY

- 2.1021 BOARD MEMBER CONFLICT OF INTEREST

2.20 ELECTION OF BOARD MEMBERS

- 2.201 BOARD MEMBER ORIENTATION AND DEVELOPMENT
- 2.201-R BOARD MEMBER ORIENTATION PACK

- 2.2011 NOMINATING COMMITTEE
- 2.2012 QUALIFICATIONS AND LENGTH OF SERVICE FOR BOARD MEMBERSHIP

- 2.202 BOARD MEMBER COMPENSATION AND EXPENSES
- 2.203 RESIGNATION OF BOARD MEMBERS
- 2.204 BOARD MEMBER REMOVAL FROM OFFICE
- 2.205 VACANCIES ON THE BOARD

2.30 RESPONSIBILITIES AND ORGANIZATION OF THE BOARD

2.301 BOARD RESPONSIBILITIES

- 2.3011 INDIVIDUAL BOARD MEMBER'S ROLES AND RESPONSIBILITIES
- 2.3012 PRESIDENT'S RESPONSIBILITIES
- 2.3013 VICE PRESIDENT'S RESPONSIBILITIES
- 2.3014 TREASURER'S RESPONSIBILITIES
- 2.3015 SECRETARY'S RESPONSIBILITIES

2.302 BOARD ADVISORY COMMITTEES

- 2.3021 POLICY COMMITTEES
- 2.3021-R BOARD POLICY MANUAL AND REVIEW PROCEDURES
- 2.3022 FINANCE COMMITTEE
- 2.3023 PHYSICAL FACILITIES COMMITTEE
- 2.3024 PERSONNEL COMMITTEE
- 2.3025 AUDIT COMMITTEE
- 2.3026 ADMISSIONS COMMITTEE
- 2.3027 EDUCATION AND STUDENT LIFE COMMITTEE

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- 2.303 OTHER COMMITTEES
  - 2.3031 STRATEGIC PLANNING TEAM
  - 2.3032 CURRICULUM COUNCIL

- 2.304 CONSULTANT SERVICES
  - 2.3041 BOARD LEGAL COUNSEL

- 2.305 BOARD-DIRECTOR RELATIONSHIP

2.40 BOARD MEETINGS (TITLE PAGE)

- 2.401 BOARD MEETINGS
- 2.402 AGENDA AND MINUTES OF BOARD AND BOARD COMMITTEE MEETINGS
- 2.403 RULES OF ORDERS
- 2.404 BOARD VOTING
- 2.405 PUBLIC ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

2.50 BOARD POLICY

- 2.501 DEVELOPMENT OF DRAFT POLICIES
- 2.502 ADMINISTRATIVE PROCEDURES
- 2.503 POLICY REVIEW AND EVALUATION
- 2.504 DISCRETIONARY AUTHORITY IN ABSENCE OF POLICY
- 2.505 SUSPENSION OF POLICY

REVISED: Jan. 89; May 92, Mar. 01; May 04; Jan. 05; May 06; Apr. 07

2.00  
CROSS REFERENCE: 1.10-E

### **SCHOOL BOARD OPERATIONS**

Guidelines on Board powers and responsibilities, Board member election process, organization of the Board, and conduct of Board meetings are contained in the CHARTER and BY-LAWS of the American Embassy School Association. The following sections clarify and expand on those basic guidelines.

ADOPTED: Jan. 89  
REVIEWED: May 92; Dec. 00; May 04  
REVISED: Apr. 07

2.10  
CROSS REFERENCE: 1.10-E

**SCHOOL BOARD LEGAL STATUS**

The American Embassy School Association's affairs shall be managed by a Board of Governors ("the Board"). All executive power of the Association is vested in the Board, except where the Board otherwise delegates such power.

SOURCE: AES CHARTER/BY LAWS  
ADOPTED: Jan. 89  
REVIEWED: May 92; Dec. 00; May 04  
REVISED: Apr. 07

2.101  
CROSS REFERENCE: 1.10-E

**SCHOOL BOARD POWERS AND DUTIES**

The Board shall at all times act in a manner consistent with the Charter and By-Laws of the AES Association. The Board shall approve all programs, budgets, personnel actions, and other matters of significance to School administration, and shall furnish an appropriate report to the Association's membership at the general meetings in fall and spring of each academic year.

SOURCE: AES CHARTER  
ADOPTED: Jan. 89  
REVISED: May 92; Dec. 00; May 04; Apr. 07

2.1011

CROSS REFERENCE: 1.10-E, 2.40

**SCHOOL BOARD MEETING REQUIREMENTS**

The Board shall formally meet monthly or as often as is necessary (normally the third Thursday of each month) to carry out its responsibilities,

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVIEWED: May 04; Apr. 07  
REVISED: May 92; Dec. 00

2.1012  
CROSS REFERENCE: 1.10-E, 2.302

**SCHOOL BOARD COMMITTEE AUTHORITY**

The Board may establish such standing or special committees as it deems appropriate. Such committees may include non-Board members.

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVIEWED: May 92; Dec. 00; May 04; Apr. 07

2.1013  
CROSS REFERENCE: 1.10-E

**AMENDMENT OF THE BY-LAWS**

The Board, subject to the approval of the Ambassador, may establish, and from time to time amend, the By-Laws of the Association, consistent with the AES charter.

SOURCE: AES CHARTER  
ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Apr. 07

2.1014

Cross Reference: 5.010-R (Job Description of the Director)

**DIRECTOR**

The Board shall recruit and retain the services of an experienced professional educator/administrator to serve as Director of AES. This official shall be the school's Chief Operating and Educational Officer. His/Her responsibility, authority, terms of appointment, and salary shall be determined by the Board. The Board will be responsible for an annual evaluation of the Director based on pre-established key performance indicators related to the job description.

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVISED: May 92; Apr. 98; Dec. 00; May 04; Apr. 07



2.1015

**BOARD HIRING POWER**

The Board, through its President, may hire personnel and take appropriate action as is permissible under the AES Association Charter and Bylaws.

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVIEWED: May 92; Dec. 00; May 04  
REVISED: Apr. 07

**INDIVIDUAL BOARD MEMBER AUTHORITY**

Members of the Board, individually and collectively, exercise authority only when acting as a corporate whole. No Board member may speak for, or on behalf of the Board, unless specifically authorized to do so by the Board, the AES Charter, By-Laws, or Policy.

Members of the Board, individually and collectively, recognize and welcome their responsibility for listening to comments and suggestions from members of the AES community. Board members will refer comments on school matters to the Director for appropriate action. The Director shall refer significant communications from the AES community and matters that require Board action to the Board.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Apr. 07

2.1021

**BOARD MEMBER CONFLICT OF INTEREST**

Whenever purchases of supplies, equipment or services (such as those involving investment, insurance or finance) are made from those companies wherein a member of the Board works or holds proprietary interest, approval of the Board is required. Such a Board member must disclose his or her interest and may participate in the discussion, but must abstain from voting.

OLD REFERENCE: 3800  
ADOPTED: May 86  
REVISED: Jan. 89; Dec. 00  
REVIEWED: May 92; May 04; Apr. 07

## **ELECTION OF BOARD MEMBERS**

The Board of Governors of AES considers that the major principle supporting Board elections and the conduct of Association affairs is that of broad participation. Through committed and sustained participation, the AES parent community ensures transparency in the governance of the school, the interchange of ideas that leads to quality and innovation in educational practices, and motivation to keep the school's focus on serving each and every one of the individual children who attend. Policies for Board elections are therefore crafted and in place to encourage and enable widespread participation.

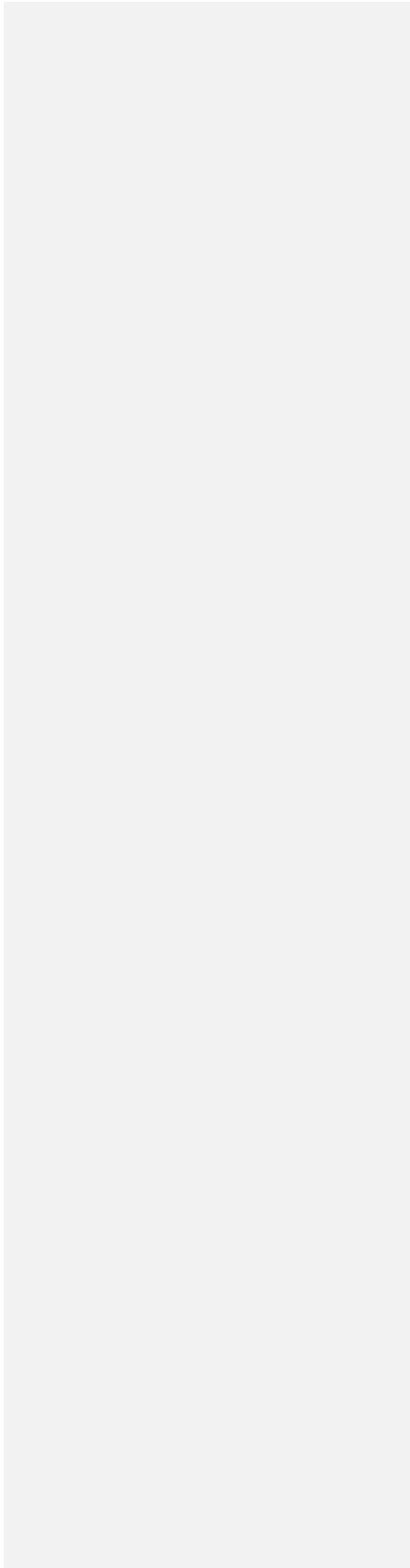
Election of the Board Members will be as specified in Article IV of the by-laws of the American Embassy School.

The Board will constitute an Election Committee which will consist of at least one Board member, one Ambassador's representative and three parents. Nominating Committee members may not serve on the Election Committee. This committee will function from February to April and its main purpose will be to conduct a fair and transparent election through physical ballots and/or an electronic voting system, according to the following guidelines:

- a) Supervision of the printing and distribution of physical ballots will be the sole responsibility of the Election Committee. The Director of Educational Technology will assist the Election Committee in case of electronic voting process. Funds may be appropriated by the Board as required to carry out these tasks. Help may be solicited from the parent body for manpower if needed.
- b) Validation of the physical ballots should be done by two Election Committee members, one of whom must be a Board member. The Director of Educational Technology is responsible for the security of the electronic voting system.
- c) The school administration will provide an updated list of current addresses one month prior to the election date to the Election Committee. It will be the responsibility of the school administration to inform the Election Committee about the new arrivals after the list has been updated and prior to the election date.
- d) Ballots will be transmitted to all members at least seven but not more than fourteen days prior to the election. Undelivered physical ballots should be returned to and accounted for by the Election Committee. Lost physical ballots will not be replaced.
- e) Ballot boxes, properly locked, will be displayed at prominent places in the school, e.g. ES, MS, HS administration offices, for collection of physical ballots.
- f) Voting will continue until the start of the spring Association meeting is called to order on the day of election.
- g) The Election Committee will count the ballots. In the event of a tie for the last seat, those Association members present at the meeting shall be asked to cast a special ballot voting for only one of the two tied candidates. These special ballots will then be counted and the full slate of newly elected Board members announced prior to the close of the Association meeting.

- h) Names of the newly elected Board members will be announced by the Board secretary. The number of individual votes each candidate receives will be confidential.
- i) The results will be signed by the Election Committee and retained in confidential records.
- j) Physical ballots will be destroyed by the Election Committee at the end of the school year.
- k) The Election Committee shall file a written report to the Board before the last Board meeting of the year.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 97; Dec. 00; May 01; Jan. 05; Apr. 05; Mar. 06; Apr. 07



**BOARD MEMBER ORIENTATION, DEVELOPMENT AND EVALUATION**

Board members assume their duties effective 1 June following their election at the Spring Association Meeting (normally held in April). As part of their orientation, newly elected members will be invited to attend the final regular Board meeting of the outgoing Board (normally held in May). The incoming Board members will usually hold their first organizational meeting in executive session immediately after this final regular session of the Board.

Additionally, the AES Administration, in coordination with the President of the incoming Board, will organize and conduct an orientation session for all members of the new Board prior to the commencement of the new academic year. At this orientation session the Board establishes primary goals and committee assignments for the new school year which are ratified at the first formal Board meeting.

The Board may allocate funds from its budget for collective or individual training and development of Board members.

Each year, the Board shall conduct a self-evaluation that may include satisfaction survey data as well as other appropriate instruments.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04; Apr. 07  
REVISED: Dec. 00; Apr. 08

## **BOARD MEMBER ORIENTATION PACK**

To assist newly elected Board members in the orientation process the Administration will provide to them an Orientation Pack. This will usually be provided as soon as they assume their duties on June 1<sup>st</sup> following their election at the Spring Association Meeting. This Board Member Orientation Pack will consist of the following:

1. Board Policy Manual
2. Prospectus of AES and student & parent handbooks
3. Copy of the Strategic Plan
4. Budget for the current financial year
5. Copy of Board minutes (including executive sessions) for the previous two quarters
6. Financial reports to the Board from the beginning of the fiscal year
7. Explanation of the Finance Committee monthly financial reports
8. List of Administrators, Faculty, Instructional Assistant and Non-Teaching Staff members (with photographs if possible)
9. Letter from the President of the outgoing Board outlining the duties and responsibilities of Board members and officers of the Board, and the current procedures in place for the organisation of Board matters
10. Any end of year reports from Board committees and any recommended goals for the subsequent year
11. Any other documents or information deemed useful to the Board in the orientation process.

ADOPTED: Dec.00  
REVIEWED: May 04; Apr. 07

2.2011  
CROSS REFERENCE: 1.10-E

**NOMINATING COMMITTEE**

Selection of the Nominating Committee, Committee responsibilities, and authority are as specified in article IV of the Association By-Laws.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Apr. 07



2.2012  
CROSS REFERENCE: 1.10-E

### **QUALIFICATIONS AND LENGTH OF SERVICE FOR BOARD MEMBERSHIP**

All members of the Association excepting employees of the school are eligible for election as Members-at-Large of the Board. Further, prospective Board members should:

1. have a good understanding of and commitment to the philosophy and objectives of AES;
2. be willing to devote the necessary time and energy to execute their duties and responsibilities as a Board member;
3. demonstrate a willingness to work for the good of AES and not merely to advance the interests of a particular segment of the AES community; and
4. be willing to respect the confidentiality of Board matters in the interest of the school.

No voting Board member may serve more than two consecutive two-year terms of office, excluding partial terms of less than one year served.

SOURCE: AES Charter  
ADOPTED: Jan. 89  
REVIEWED: May 92, Dec. 00  
REVISED: Jan. 99; May 04; Apr. 07

2.202

CROSS REFERENCE: 1.10-E, 3.7032

**BOARD MEMBER COMPENSATION AND EXPENSES**

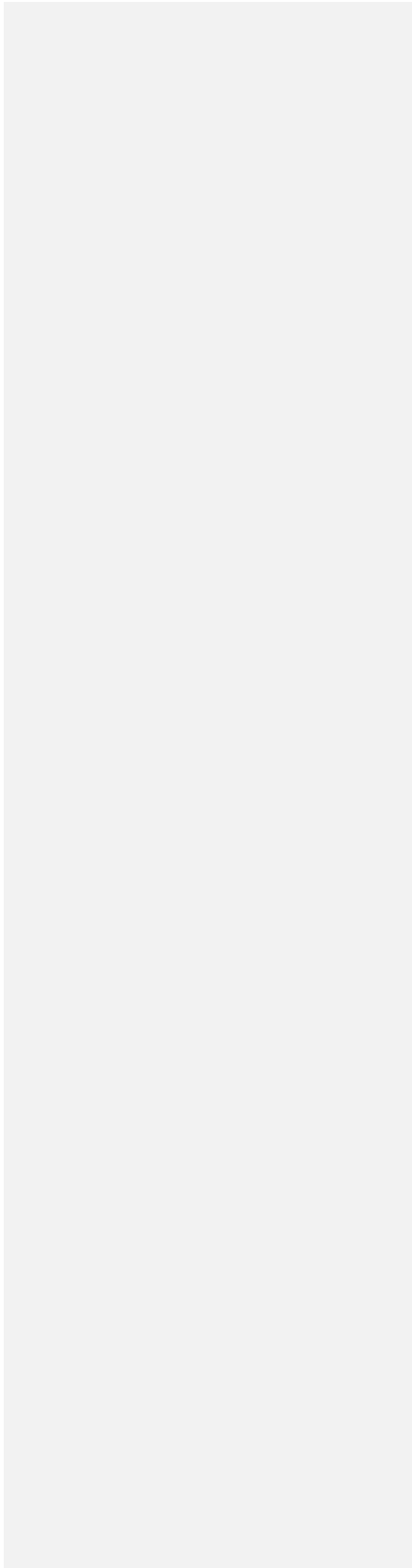
Board members serve in a voluntary capacity. Therefore, no Board member will receive compensation for their services beyond reimbursement of out of pocket expenses incurred in furtherance of Association business.

SOURCE: AES Charter  
ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Apr. 07

**RESIGNATION OF BOARD MEMBERS**

Voluntary resignation of Board members will be submitted in writing to the Board President as far in advance of the effective date of the resignation as possible.

ADOPTED: Jan. 89  
REVIEWED: May 92, Dec. 00; May 04; Apr. 07



**BOARD MEMBER REMOVAL FROM OFFICE**

If a Board Member fails to attend meetings regularly or fails to participate and carry out committee responsibilities, the Board President will promptly contact the Board member to discuss the problem. The Board Member's response will be shared with the full Board at the next Board Meeting and the Board will decide what, if any further actions to take regarding the Board Member's future membership on the Board. If the Board member cannot commit to the roles and responsibilities, meeting attendance and committee participation as outlined in 2.3011, he/she may be requested to resign from the Board.

Elected members of the Board may be involuntarily removed from the Board for cause through a recall vote conducted by the Association. Procedures for such a recall vote follow:

1. A recall vote will be called based on a majority vote of the Board.
2. The Board President (Vice President if the President is being recalled) shall provide the recalled member formal written notification that the member is being recalled. Effective on receipt of such notice, the recalled member shall be suspended from active Board membership.
3. The Board will take action to conduct the recall vote within 30 calendar days of provision of formal notification of recall. Recall ballots will be provided to the Association membership at least 14 calendar days prior to the vote. The recall vote will be conducted at an Association meeting called for that purpose or for that purpose among others.
4. For a recall vote, a quorum of the Association (at least 50 members) must be present. Secret ballots will be cast at the meeting. No absentee ballots will be counted.
5. Removal from the Board requires the vote of a two thirds majority of the Association members present and voting at the special meeting.
6. Replacement of members who have been involuntarily removed from office will follow the procedures specified under Board Vacancies.

SOURCE: AES CHARTER  
ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Jan. 05; Apr. 07

2.205  
CROSS REFERENCE: 1.10-E

### **VACANCIES ON THE BOARD**

Vacancies on the Board will be filled as follows:

1. Voting member vacancies will be filled by appointment of the President of the Board, as ratified by a quorum of the full Board.
2. Ambassadorial appointee vacancies will be filled by appointment of the Ambassador.
3. Other non-voting Board member vacancies will be filled by appointment of the groups they represent, as ratified by a quorum of the full Board.

SOURCE: AES CHARTER  
ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Apr. 07

**ORGANIZATION OF THE BOARD**

1. A new Board shall at its first organizational meeting elect its own President, Vice-President, Secretary and Treasurer from the elected Members-at-Large.
2. The Director shall serve ex-officio as a Board member.
3. The Ambassador shall appoint two representatives from the American Embassy to serve at his/her pleasure (one of whom is normally the Counselor for Administrative Affairs). These are non-voting members.
4. The Board may request up to three individuals, who need not be members of the Association, to serve as honorary members of the Board. The honorary members of the Board shall normally be: 1) a representative of student government; 2) a representative of the Faculty Association; and 3) a representative from among the Parent School Association.
5. The chairpersons of each of the Board's Standing Committees shall also be determined at the first organizational meeting.

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVISED: May 92, Dec. 00; May 04; Apr. 07

**BOARD RESPONSIBILITIES**

The Board is responsible to the Association for managing the Association's affairs and reporting formally to the Association twice a year at the fall and spring Association meetings.

The Board is responsible for making and revising policies, overseeing the operations of the school through the Director, approving budgets and overseeing the fiscal resources of AES, making strategic (not operational) decisions related to all aspects of AES from staff compensation packages to major building programs, and reviewing appeals from the grievance process.

The Board hires the Director, negotiates his/her contract and provides an annual performance evaluation.

ADOPTED            Jan. 05  
REVIEWED:        Apr. 07

**INDIVIDUAL BOARD MEMBER'S ROLES AND RESPONSIBILITIES**

Individual Board Members shall:

- represent the Association, rather than a particular constituency, considering the well-being of the entire school and the Association;
- attend and contribute regularly to meetings, including but not limited to, creating a quorum, preparing adequately for meetings, staying informed on issues before the Board, keeping an open mind to new information presented, and sharing thoughts coherently and concisely with other Board members;
- regularly contribute to one or more committees as a chair, co-chair or member;
- keep in strict confidentiality all matters discussed in executive session, including, but not necessarily limited to personnel matters, individual student problems, financial matters of Association members and sensitive negotiations; and
- disclose any conflict of interest, and abstain from any related voting.

ADOPTED: Jan. 05  
REVIEWED: Apr. 07



2.3012  
CROSS REFERENCE: 1.10-E

### **PRESIDENT'S RESPONSIBILITIES**

The President shall serve as the principal executive officer of the Association and shall be responsible to the Association and to the Ambassador for the proper conduct of the Association's activities and business. The President's duties include, but are not limited to:

- presiding at Board meetings;
- establishing committees and appointing their members, subject to the approval of a quorum of the Board;
- coordinating with the Director to further the Association's objectives and purposes; and
- ongoing review of AES operations to assure the school's objectives and purposes are being accomplished.

SOURCE: AES BY-LAWS  
ADOPTED: Jan. 89  
OLD REFERENCE: 2.3011  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Jan. 05; Apr. 07

2.3013  
CROSS REFERENCE: 1.10-E

**VICE PRESIDENT'S RESPONSIBILITIES**

The Vice President, as requested by the President, shall:

- assist the President in the performance of his/her duties; and
- in the absence, serious illness or incapacity of the President, be empowered to perform all duties and exercise all authority vested in the President.

SOURCE: AES BY-LAWS  
ADOPTED: Jan. 89  
OLD REFERENCE: 2.3012  
REVIEWED: May 92  
REVISED: Dec. 00; May 04; Jan. 05; Apr. 07

2.3014  
CROSS REFERENCE: 1.10-E

### **TREASURER'S RESPONSIBILITIES**

The Treasurer shall:

- stay closely informed concerning the Association's financial status;
- at appropriate intervals, no less frequently than semi-annually report to the Board and the Membership in reasonable detail on the Association's finances;
- provide a summary of the Association's finances at all Board meetings;
- serve on the Audit Committee as a non-voting member; and
- make recommendations to improve or protect the Association's finances.

SOURCE: AES Charter  
ADOPTED: Jan. 89  
OLD REFERENCE: 2.3013  
REVIEWED: May 92  
REVISED: Dec. 00; May 04; Jan. 05; Apr. 07

2.3015  
CROSS REFERENCE: 1.10-E

### **SECRETARY'S RESPONSIBILITIES**

The Secretary shall, in accordance with the Charter and By-Laws:

- keep true minutes and records of all meetings of the Board and of the Association;
- notify all Board members of Board meetings;
- notify the Membership of Association meetings; and
- serve as the chair of the Election Committee unless standing for re-election.

SOURCE: AES CHARTER  
ADOPTED: Jan. 89  
OLD REFERENCE: 2.3014  
REVIEWED: May 92; May 04  
REVISED: Dec. 00; Jan. 05; Apr. 07

**BOARD ADVISORY COMMITTEES**

The Board appoints committees as required to support the execution of its duties and responsibilities. The President, with the concurrence of the quorum of the Board, establishes such committees and appoints their members. Normally, committee membership will be seven people or less. This does not preclude attendance at general committee meetings by interested individuals provided the committee chairperson is advised of that attendance in advance of the meeting. Current standing Board committees are the Policy Review Committee, the Finance Committee, the Audit Committee, the Physical Facilities Committee, the Personnel Committee, and the Strategic Planning Team. The President and Director are members ex-officio of all committees. The Board may also establish Adhoc Committees/Task Force Groups to study specific issues for recommendation to the Board.

Although the work of the Board is largely conducted through Board appointed committees, no committee matter may be undertaken without prior approval of the Board except when authorized by existing policy directives. In no case may committee action be taken which contravenes the AES Charter, By-Laws, License, or approved Board policy.

Matters are submitted to an advisory committee for study and recommendation for Board action:

- when the committee's goals are approved by vote of the Board at the beginning of the academic year;
- when specific matters are referred by the Board for committee action during the course of the year.

Committees may take up additional issues as deemed appropriate by a majority of committee members, but these new issues must be raised by the committee Chairperson and approved for committee study at the next formal Board meeting.

SOURCE: AES CHARTER AND BY-LAWS  
OLD REFERENCE: 2.303  
ADOPTED: Jan. 89  
REVISED: May 92, Dec. 00; Oct. 01; Apr. 07  
REVIEWED: May 04

2.3021

CROSS REFERENCE: 2.3031-R

## **POLICY REVIEW COMMITTEE**

The Policy Review seeks to ensure that AES policy clarifies and represents the current philosophy and goals of the Association. In coordination with the Administration, the Committee confirms that current policy serves the school's needs and conforms with existing practices.

The policy development process follows these steps:

1. The Policy Review Committee develops recommended changes to the Policy Manual in coordination with other standing committees as requested. The Board may also refer policy changes approved in concept to the Committee for policy formulation, adoption, and incorporation into the Policy Manual.
2. When significant changes in policies, regulations, and rules governing student conduct are under consideration, efforts will be made to inform and involve the student, faculty, and parent communities.
3. Drafts of recommended developments or revisions of policy, with rationale for any changes, are provided to the Board for review and individual comment prior to the next Board Meeting.
4. Proposed policy changes are presented at the next scheduled Board meeting. Draft policies can be approved on first and final reading only if there is a special motion to that effect and if the vote is unanimous.
5. Where the Board does not approve a draft recommended policy on first reading, or where further input is required, the Committee revises the draft recommended policy based on Board input.
6. The revised draft policy incorporating Board input is presented to the Board, with rationale, at the next scheduled Board meeting for approval on second and final reading.

ADOPTED: Jan. 89

OLD REFERENCE: 2.3031

REVISED: May 92, Jan. 01, May 02; Apr. 07

REVIEWED: May 04

## BOARD POLICY MANUAL AND REVIEW PROCEDURES

The Board Policy Manual will be formatted in accordance with procedures contained in the European Council of International Schools "Policy Planner". The Policy Committee shall develop required additions and changes to Board Policy to conform to this format. No revisions, additions, or deletions to the Policy Manual language may be incorporated without recommendation of the Policy Review Committee and Board approval.

### DEFINITIONS:

**Basic Policy** consists of the general guidance, objectives, and philosophies upon which the conduct of AES affairs is based.

**Policy Regulations** incorporate those procedures, specific data, and other information which the Board deems necessary to circumscribe school Administration operations. Examples include School Emergency Procedures, Salary Scales, etc.

**Policy Exhibits** provide mandatory examples of documents which must be used by the Administration to implement Board Policy or Policy Regulations. They may also contain "source documents" such as the AES Charter upon which all Board Policy development is based.

The Board Policy Manual will be structured to include basic policy (printed on white pages in the Manual), Policy Regulations (printed on pink pages in the Manual), and Policy Exhibits (printed on blue pages in the Manual).

Changes in the Policy Manual are under the primary purview of the Policy Review Committee. The Committee will complete a review of existing Policy, Regulations, and Exhibits on a triennial basis as outlined below. In addition, the Committee will assist other standing Board Committees in review of certain portions of the Policy Manual as requested. The Policy Regulations and Policy Exhibits specified below, together with any other Policies, Regulations or Exhibits containing data which may change every year, will normally be reviewed on an annual basis (unless an exception to this is specifically stated in the Regulation or Basic Policy.)

### REGULATORY AND EXHIBIT ANNUAL REVIEW:

- a. 1.2012 ..... Strategies, Strategic Results, and Key Actions
- b. 1.301-R ..... AES Organizational Chart
- c. 1.304-R ..... Administrators' Salary Schedule
- d. 3.1021-R .... Budget Calendar
- e. 3.30-R ..... Tuition, Fees and Payment Schedule
- f. 5.22100-R .. LBLH Professional Staff Salary Scale
- g. 5.22110-R .. OBOH/OBLH Professional Staff Salary Scale
- h. 5.26100-R .. Non-Teaching Staff salary schedule
- i. 5.24100-R .. Instructional Assistant Staff Annual Salary Scales
- j. 6.20 ..... Emergencies and Incidents
- k. 6.201 ..... Accident Prevention and Reporting
- l. 6.2011 ..... Accident Prevention and Emergency Preparation for all School-Sponsored Trips
- m. 6.202 ..... Emergency School Closing
- n. 6.202-R ..... Procedures to be Followed In Case Of School Closure
- o. 7.601-R ..... School Calendar
- p. 7.602-R ..... School Day Schedule

**Triennial Review:**

The Triennial Review outlined below is designed to break the existing Policy Manual into three approximately equal and functionally related segments to permit a complete policy review over each three-academic year cycle.

Academic Year 1 - Chapters 1.00; 2.00; 3.00

Academic Year 2 - Chapters 4.00; 6.00; 7.00; 8.00

Academic Year 3 - Chapter 5.00 (Personnel Committee will review Chapter-5 the previous Academic Year)

Academic Year 4 onward - Chapters 1.00; 2.00; 3.00 - Sequence remains the same unless circumstances require change.

The intent of establishing this triennial review program is not to mandate change to suitable policy, but rather to insure that all policy is reviewed for adequacy and suitability at a minimum of every three years. Moreover, when revision of existing policy is required, it is not intended that revision should be held in abeyance until that portion of policy is mandatorily reviewed. Rather, such review and revision of specific policy should be undertaken, as appropriate, as the need arises. The intent of establishing this review process is to assure that the AES Policy Manual is "living" guidance which responds to the dynamic and changing needs of the AES.

The establishment of the above review procedures does not preclude review of existing policies and procedures by functional Board Standing Committees on an annual basis and recommending changes where necessary or appropriate. For example, it is totally appropriate that the Personnel Committee might address Chapter 5.00 of policy on an annual basis and recommend changes as deemed appropriate. Other matters falling within the purview of the functions of Board Standing Committees must be treated in similar fashion.

NOTE: Under normal policy review procedures, a minimum of two Board meetings may be required to effect policy change. Therefore, required policy reviews should be completed in sufficient time to present proposed changes to the Board for the first reading no later than the April Board meeting

**RECORD RETENTION**

The School Administration will retain a complete record of Board Policy Manual changes, to include rationale when available, on file in both hard copy and on computer software (disk). Copies of these historical records will be available at the beginning of each Board year to the Chairperson of the Policy Review Committee for review and use as appropriate.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.3031-R  
REVIEWED: May 92  
REVISED: Jan. 01, May 02; May 04; Apr. 07



## FINANCE COMMITTEE

The Finance Committee is committed to the effective management of the school's financial resources by ensuring cost effectiveness of all school services and fiscal sustainability of the institution. Accordingly, the Finance Committee deals with the following:

- Budget administration
- Investments administration
- Insurance coverage
- Review of special projects for financial impact
- Fund raising activities

The Committee is chaired by the Board Treasurer and includes the President (ex-officio), an Ambassador's Representative (usually the Administrative Counselor), the Director, the School Business Manager, and other consultants appointed by the President with the concurrence of the Board.

The Finance Committee has the following responsibilities:

1. Administer the AES budgetary process in coordination with the Administration and with the concurrence of the Board. This process includes formulation of the Operations Fund and the Plant Fund Budgets, establishing initial working assumptions including enrollment, exchange rates, and inflation.
2. Develop and issue guidelines for Board Committees to use in developing budget proposals.
3. Interact as required with the School Administration to establish the final budget for presentation to the Board.
4. Monitor the actual performance to budget through the review of periodic financial statements and approves any revision to the forecast. The Committee will also review and discuss the final draft of the audited financial statements of AES prepared by the independent auditor and recommend their acceptance to the Board.
5. Continuously monitor investment of cash to ensure maximum return from prudent, conservative, and diverse investments. Since the primary purpose of the AES cash management policy is to provide a sound financial base to achieve its educational goals, only those investments providing adequate degrees of flexibility and security to meet AES needs - both present and future - should be undertaken.
6. Review AES insurance coverage to assure adequacy on an as required basis, preferably annually. Insurance coverage purchased will include at a minimum Public and Employee Liability, Fire, Auto, Theft, and Natural Disaster in addition to any other coverage required to meet policy and fiscal requirements. The Committee may contract with an outside consultant to assist in determining appropriate types and levels of coverage.
7. Develop a five-year capital budget for consideration by the Board based on requests for expenditure of plant funds received from the Administration and other Board Committees and present to the Board for its consideration.

8. Monitor the expenditure of plant funds through the review of periodic expenditure reports from the Administration.
9. In coordination with the Administration, review and recommend changes to the fiscal management policies of the Board Policy Manual to the Board through the Policy Review Committee.

Due to the voluntary nature of Committee service, it may be necessary or desirable to retain consultants to assist the Finance Committee in meeting its responsibilities. Accordingly, necessary funds shall be allocated in the annual budget to provide for such consultancy service.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.3033  
REVISED: May 92; Jan. 01, May 02; May 06; Apr. 07  
REVIEWED: May 04

**PHYSICAL FACILITIES COMMITTEE**

The Physical Facilities Committee (PFC) is committed to the effective management of all school facilities by ensuring its quality, safety, security, and positive environmental impact. The Committee, under the direction of the Board and in conjunction with the Director, ensures that the school physical facilities are properly managed, operated, and maintained. The Committee advises the Board and seeks Board approval for matters relating to:

1. Construction projects and additions or improvements to physical plant or facilities;
2. Planning and monitoring of facilities, equipment, and furnishings, including identification of needs, development of budgets and timetables;
3. Health, safety, environment, and security installations and procedures;
4. Operations and maintenance of plant, equipment, and furnishings;
5. Residential accommodation provided for school staff; and
6. Information technology hardware, software, and school-wide systems.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.3034  
REVISED: May 92; Mar. 01; Oct. 01; Apr. 07  
REVIEWED: May 04

**PERSONNEL COMMITTEE**

The Personnel Committee is responsible to the Board for oversight of all matters pertaining to policy and management of AES employees in accordance with the current philosophy and goals of the Association, including the School's strategy on personal well being. The Committee guides in the development of personnel policies and procedures by the Administration. The Committee provides feedback to the salary and benefit proposals presented by the administration within the budget parameters and compensation principles established by the Board.

The Committee shall advise the Board and seek its approval for matters concerning:

1. Personnel policies and procedures
2. Salaries
3. Benefits

The Committee responds to recommendations for review/action by members of the Association as deemed appropriate by a majority of members of the Committee with concurrence of the Board at the next formal Board Meeting.

The Personnel Committee will work with other Board Standing Committees as required.

The Personnel Committee shall not involve itself in individual personnel matters or issues which are the responsibility of the Administration. Specific individual issues which cannot be resolved by the Administration may be referred to the Board in accordance with policies on the redress of grievances

ADOPTED: Jan. 89  
OLD REFERENCE: 2.3035  
REVISED: May 92, Jan. 01; Oct. 01; Apr. 07  
REVIEWED: May 04

## AUDIT COMMITTEE

The Audit Committee shall be appointed by the Board President with the concurrence of the Board and will be composed of three voting members: one Board member-at-large (not being an Officer of the Board), one Association member (not being a current Board member) and one representative nominated by the American Ambassador (not being a current Board member). The committee shall choose its chair from its voting members.

In addition, the President, the Treasurer, the Director and the Business Manager shall serve on the committee as non-voting members. The voting members of the Committee may meet in executive session and may excuse all or any of the non-voting members from such sessions.

The Audit Committee shall have the power to retain consultants, over and above the selected audit firm, to assist the Committee in meeting its responsibilities. The Board of Governors shall ensure that funds are authorized in the annual budget to provide for such consultancy service.

The tasks of the Audit Committee shall include:

- Assessing the adequacy of internal controls and risk management systems;
- Overseeing the financial and compliance reporting to the Association;
- Overseeing the Audit process;
- Selection of the Independent Auditor;
- Selection of the Internal Auditor.

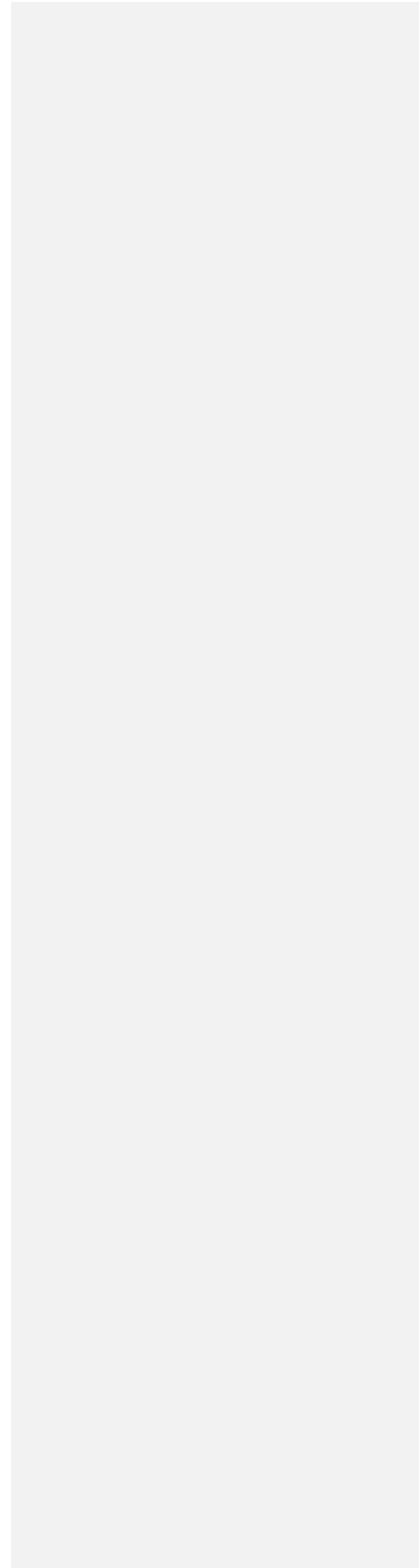
The Audit Committee shall be responsible for the following:

1. Select and recommend to the Board an audit firm to conduct the annual audit of AES' accounts.
2. Establish the scope of work for the audit, guided by the Generally Accepted Audit Principles (GAAP) to ensure that the audit will identify control weaknesses and steps to improve efficiency and effectiveness of AES fiscal and internal control processes. To avoid any conflict of interest, the School's auditors shall not be contracted to provide any additional services without the prior approval of the Audit Committee.
3. Receive, review, and discuss the draft audit findings with the auditors and the School Administration and present a final report to the Board with material findings highlighted, together, if necessary, with the action plan and timetable for corrective action.
4. Upon Board approval of the audit and accompanying recommendations (if any), oversee the implementation of the recommendations by the Administration in an expeditious manner.
5. Oversee the School's internal controls policies codified in the Internal Control Manual, their adherence and recommend revisions thereto as required. The Director and the Business Manager shall be responsible for developing and implementing an Internal Control Manual (ICM).
6. Establish annually an internal audit program to ensure that key areas of activity are audited by an internal auditor. The Audit committee shall appoint an internal auditor, either on a contractual basis or on a full time basis, as appropriate, to ensure that these audits are

carried out in accordance with the program. The selection of areas and the frequency of review will be based on the Audit Committee's assessment of the risk.

7. The Finance committee shall be responsible for review of the audited financial statements and recommending their approval to the Board.

ADOPTED:            May 06  
REVISED:            Apr. 07



**ADMISSIONS COMMITTEE**

AES strives to provide quality American education and essential to that effort is the need to maintain and foster an American character within the School. To prepare students to become responsible global citizens, however, the School recognizes the benefits of maintaining diversity in its student body. To maintain diversity, Board intends that the total percentage of any nationality other than American should not exceed twenty percent (20%) of the total enrollment.

The Admissions Committee is responsible to the Board for overseeing the admissions process, particularly the waiting list, to preserve both the School's American ethos and the diversity of its student body. The Committee is chaired by the School Director and shall include but not be limited to the Admissions Director, the Chair of the Education and Student Life Committee and one Ambassador's representative.

The Committee shall prioritize grade-level waiting lists taking considering whether the applicant is a sibling of a student already enrolled in the School or is a dependent of a person entitled to diplomatic, consular or official privileges. In case more than one applicant meets the criteria described above, priority will be given to applicants based on dates of completed applications. The Committee shall monitor the overall enrollment profile and waiting lists on no less than a quarterly basis.

ADOPTED: Jan. 08

2.3027

Cross Reference: 2.3026 (Admissions Committee)

### **EDUCATION AND STUDENT LIFE COMMITTEE**

The Education and Student Life Committee (ESC) is responsible to the Board of Governors for oversight of the Schools' educational program and the physical and emotional well-being of students. The Committee shall advise the Board on matters relating to the educational program and policies of the school. The Committee shall also advise the Board on policies relating to student health, morale, discipline, and development. The Committee shall review and recommend action to the Board on educational and student life issues directed to it by the Board.

The Committee's scope includes but is not limited to review of policies relating to:

1. Instructional goals, programs and resources
2. Extra-curricular and developmental programs
3. Guidance and counseling
4. Student health and safety

ESC recommendations requiring Board policy change shall normally be reviewed with the Policy Review Committee prior to presentation for Board action.

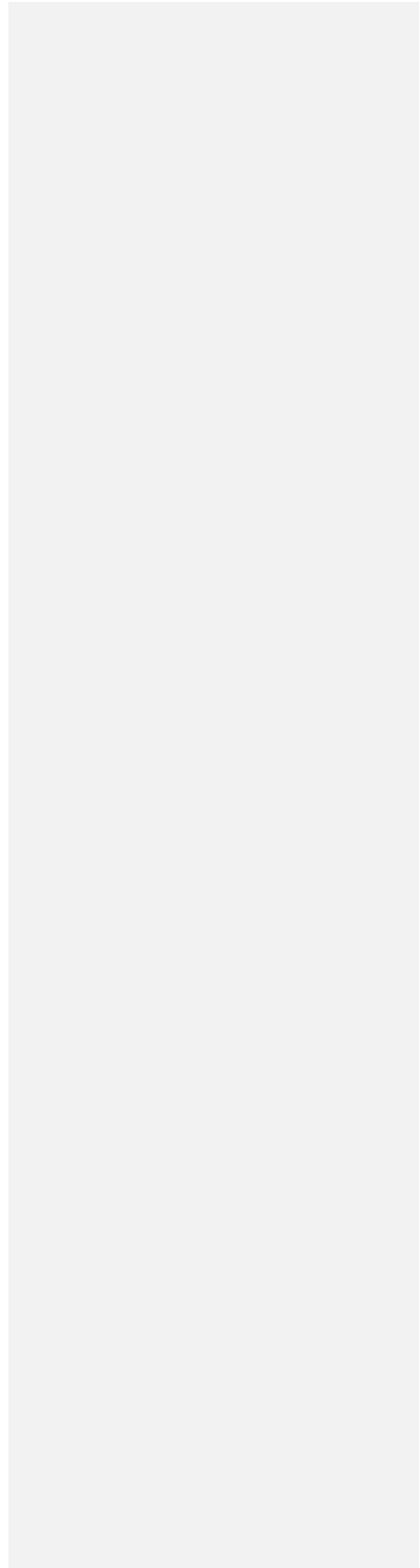
ADOPTED: Mar. 08



2.303

**OTHER COMMITTEES** (Title Page)

ADOPTED: March 2001



## STRATEGIC PLANNING TEAM

The roles and responsibilities for managing the AES Strategic Plan are as follows:

**Governing Board:** The Board provides overall governance. Specific responsibilities include exercising final approval on all proposed changes in the plan, proposing strategies and/or results, approval of funding, and evaluating the Director's management of the plan.

**Director:** The Director has responsibility for the overall management of the plan and for ensuring its effective implementation.

**Internal Coordinator:** The Internal Coordinator's responsibilities are to ensure effective implementation, to monitor progress on action plans, to communicate progress to all stakeholders.

**Implementation Teams:** The implementation team's responsibilities are to ensure plans are developed and implemented, to monitor and report progress, and to recommend changes as needed.

**Administration Team (Leadership Team)** The primary responsibility of the team is to provide the support and leadership needed by the Implementation Teams to achieve the strategic results.

**Planning Team:** The Planning Team's primary responsibilities are to safeguard the integrity of the plan, to recommend changes, to monitor, to communicate to all stakeholders, and to establish a process for gathering stakeholder input. The Planning Team shall consist of 15 members representing all key constituencies. Normally, the composition of the Planning shall consist of the following:

- Parent School Association (PSA) - Co-Chairs (2)
- Associated Student Council – Executive Committee Representatives (2)
- Faculty - Tri-Chairs (3)
- Non-Teaching Staff Association - President (1)
- Instructional Assistant Representative (1)
- Administration - Principals (3)
- Board - President and Finance Chairperson (2)
- Internal Coordinator (1) - Appointed by the Director
- Director (1)

ADOPTED: Apr. 01  
REVISED: Oct. 01; Apr. 04; ; Apr. 07  
REVIEWED: May 04

**CURRICULUM COUNCIL**

The Curriculum Council shall consist of all school principals, the Curriculum Coordinator, a parent representative, and teacher representatives from all three schools. The Board shall also have representation on the Curriculum Council.

The Curriculum Council shall address curricular matters that affect all three schools and its responsibilities shall include:

1. Identifying educational goals and curriculum needs and issues
2. Guiding and monitoring curriculum development and design
3. Reviewing, monitoring, and developing the Curriculum Review Cycle and the work of the vertical curriculum review committees
4. Maintaining effective channels of communication with the school community regarding curriculum

There shall also be standing curriculum committees at all levels and in all major disciplines headed by lead teachers and/or a coordinator. These committees shall report to the Curriculum Council.

The Administration shall give regular reports and shall keep the Board informed of curricular matters. Where decisions of the Curriculum Council or the Administration in respect of curricular matters will have substantial financial or other implications, they shall be presented to the Board for approval.

ADOPTED: March 01  
REVIEWED: May 04; Apr. 07

**CONSULTANT SERVICES**

The Board, on the recommendation of the President or Standing Committee, may seek the services of consultants through the Director in any and all areas pertaining to the proper functioning of the school, including curriculum, building and maintenance, administration and supervision, planning, business operations, legal matters, and the like. Funding for such services shall be provided in the annual school budget.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04; Apr. 07  
REVISED: Jan. 01

**BOARD LEGAL COUNSEL**

An attorney may be retained to act as the Board's legal counsel. The selected attorney must be knowledgeable of the laws of India, especially as they relate to the AES. The attorney should also be familiar with relevant U.S. law.

The AES attorney shall be kept familiar with certain legal concerns of the school and the attorney's services will be called upon as required by the President and the Director.

The attorney is directly responsible to the President through the Director. All communications to/from the attorney will be addressed to the Director, with a copy to the President, unless otherwise specified.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Jan. 01; Apr. 07

2.305  
CROSS REFERENCE: 1.10-E

### **BOARD-DIRECTOR RELATIONSHIP**

The Director is the Chief Operating and Educational Officer of the School. The Director's duties and responsibilities are specified in policy 5.010-R. As the Chief Operating and Educational Officer of the school, the Director is directly responsible to the Board for the execution of Board policies.

The Director is an ex-officio, non-voting member of the Board.

The Board and its individual members shall:

1. Give the Director full administrative authority to execute his professional duties.
2. Fully consider the recommendations from the Director in matters of employment and other school issues .
3. Require the presence of the Director or his/her designated representative at all Board meetings except those dealing with the Director's performance and contract.
4. Refer complaints, criticisms, and requests to the Director for action .

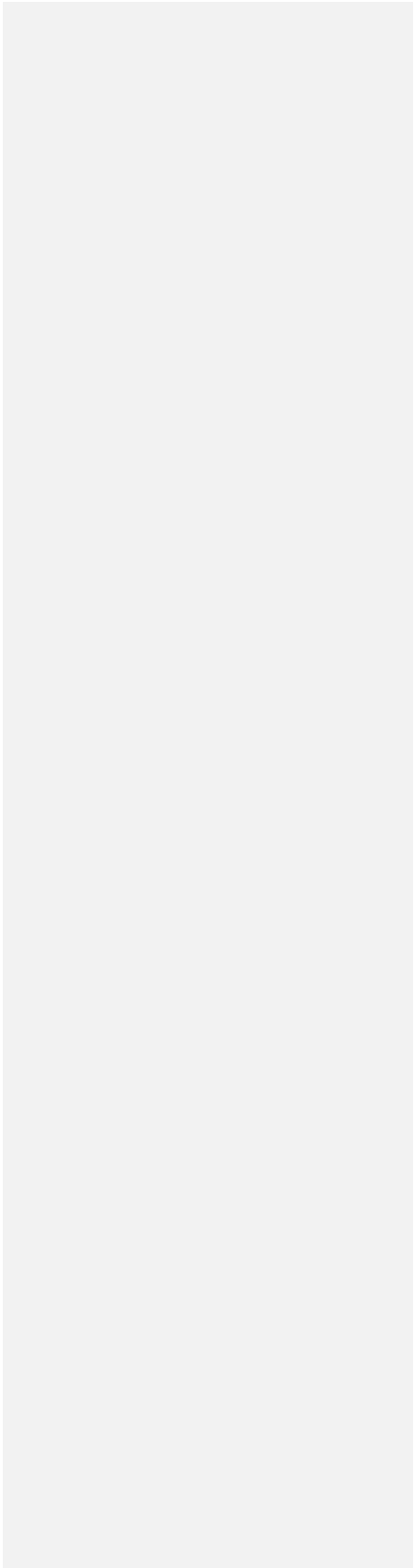
The Board and the Director will work cooperatively in all matters to achieve the objectives of the School and the Association.

SOURCE: AES CHARTER/BY-LAWS  
ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Jan. 01; Apr. 07

2.40

**BOARD MEETINGS** (Title Page)

ADOPTED: March 2001



**BOARD MEETINGS**

The Board will meet and execute its duties and responsibilities as specified in the AES Charter, By-Laws, and policies.

**QUORUM**

The Board must have a minimum of four voting members present at meetings to conduct official business.

**ANNUAL ORGANIZATIONAL MEETINGS**

The term of the Board shall be one year (1<sup>st</sup> June though 31<sup>st</sup> May). At its first organizational meeting of the year (usually held in executive session immediately after the final regular session of the outgoing Board), the Board shall reconstitute itself and elect its officers.

**REGULAR BOARD MEETINGS**

The Board will normally meet once each month during the School Year (usually the third Thursday of each month) and at other times and places as requested by the President to execute the Board's business in a timely manner. The Board will approve a schedule for its normal meetings at the first organizational meeting. Action approved by a majority of the quorum of the Board will be considered approved by the full Board.

**EXECUTIVE BOARD MEETINGS**

The Board will normally meet on a monthly basis in Executive Session, following each Regular Board Meeting, to address issues of a sensitive nature. These sessions are not open to the public. They will normally be attended by the voting members of the Board, the Ambassador's representatives, and the Director or his/her designated representative. Others may be invited to attend by the Board or the Director. . The Director will be excluded from those meetings when his/her performance or contract is under discussion.

**SPECIAL BOARD MEETINGS**

The President, or in his/her absence the Vice President, may call special meetings of the Board as required. Special meetings will be called when intensive consideration of an issue is required or extraordinary circumstances or school needs dictate. Notice of special meetings will normally be given formally, in writing, but may be given orally at a regular meeting. The Secretary will notify absent Board members of the time, date, and location of the special meeting. If the session is not an executive session, public notice will be given.

SOURCE: AES CHARTER/BY-LAWS  
OLD REFERENCE: 2.40, 2.401, 2.402, 2.403, 2.404  
ADOPTED: Jan. 89  
REVIEWED: May 92  
REVISED: Jan. 01; May 04; Apr. 07



## **AGENDA AND MINUTES OF BOARD AND BOARD COMMITTEE MEETINGS**

### ***Board Agenda Preparation:***

Any member of the AES Association may submit items for inclusion on the monthly Board meeting agenda to the President or the Director. Items for the agenda should be submitted to the Director's secretary one week before the meeting. Late items may be admitted and addressed at the meeting, if time permits. The sponsor of each agenda item should be identified, and if there is additional community backing for the item in addition to the sponsor, the magnitude of this support should be indicated in writing. The Board President and the Director will review each agenda item for suitability and appropriateness for presentation to the Board.

### ***Board Agenda Distribution:***

The agenda for the forthcoming Board meeting will be distributed to all Board members, Board appointees, Administration, Faculty Association, and Parent School Association, published on the School's intranet and displayed on the notice board the Monday before the Board meeting. A copy of the agenda shall be also posted on the AES intranet.

### ***Board Minutes:***

The minutes of the general session of the Board shall be posted in a timely fashion on the AES intranet. The Administration shall be responsible for implementing this, and may take adequate steps to ensure that only Association members may view this material.

### ***Board Committee Meeting - Agenda and Minutes:***

Board Committees normally meet once a month. The Chairperson for each Board Committee shall prepare the agenda for the Committee meeting in consultation with the Director. The agenda and the minutes of the committee meetings shall be posted on the AES intranet.

Notwithstanding the above, the President may rule that some portions of Board or Board Committee meeting minutes may not be made public for reasons of confidentiality. Board and Board committee meeting minutes shall include:

1. Record of time, place, date of meeting.
2. A list of all persons in attendance.
3. Synopsis of reports made.
4. A record of each decision taken.

Minutes shall be reviewed and amended as required at the subsequent meeting.

Board Executive session minutes are releasable only on approval of the President. They are not considered public record due to the sensitive nature of issues addressed.

The Director's Secretary shall maintain records of all Board meetings on file.

OLD REFERENCE: 1001, 2.405  
ADOPTED: Nov. 78  
REVISED: Dec. 86; Jan. 89; Jan. 01; Apr. 07  
REVIEWED: May 92; May 04

**RULES OF ORDER**

All meetings of the Board shall be conducted in an atmosphere of decorum and purposefulness. The President and all other members of the Board will conduct themselves responsibly and sensibly to allow the meeting to proceed effectively.

In all procedural matters, the decision of the President is final. The President may consult ROBERT'S RULES OF ORDER as required.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.406  
REVIEWED: May 92, Jan. 01; May 04; Apr. 07

2.404  
CROSS REFERENCE: 2.411

### **BOARD VOTING**

At all Board meetings, voting shall be done by voice. At the request of the President, roll call votes may be taken and recorded. Normally, the minutes of meetings will specify that an issue has either been "approved" or "disapproved". An exception to this may be made at the discretion of the President on request of a voting Board member.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.407; 2.405  
REVIEWED: May 92, Jan. 01; May 04; Apr. 07

2.405  
CROSS REFERENCE: 9.30

**PUBLIC ATTENDANCE AT BOARD AND COMMITTEE MEETINGS**

Members of the Association are welcome to attend all meetings of the Board. Members of the Association wishing to address a Board or Committee Meeting should notify the Board President through the Director's Secretary at least 48 hours before the meeting. The President will make every effort to accommodate the request but may limit the length of the presentation.

When time permits, questions from the floor may be taken.

The President may also rule that for reasons of confidentiality the Board shall meet in executive session and request members of the AES community to retire from the meeting. Items which may be discussed in Executive Session are defined in the Charter, Article III, Section 8.

OLD REFERENCE: 1001, 1002, 2.401; 2.407  
ADOPTED: Nov. 78  
REVISED: Dec. 86; Jan. 89; May 92, Jan. 01; Apr. 07  
REVIEWED: May 04

2.50  
CROSS REFERENCE: 2.303

**BOARD POLICY**

The Board shall adopt policies to further the mission of the School and to ensure the effective management and operation of AES. All policies shall be framed and interpreted in accordance with the Charter and By-Laws.

The Board welcomes suggestions for ongoing policy development.

Copies of the Board Policy Manual shall be available in the Director's Office and published on the School's intranet for review by Association members.

ADOPTED: Jan. 89  
REVIEWED: May 92  
REVISED: Jan. 01; May 04; Apr. 07

2.501  
CROSS REFERENCE: 2.3031

#### **DEVELOPMENT OF DRAFT POLICIES**

Proposals for changes in policy may originate from several sources including members of the Association, consultants, or other concerned individuals. Proposals for changes in policies may be presented to the Director, to Board members, or to the Policy Review Committee. The Board will refer the proposal to the appropriate committee for review and policy development. The concerned Committee shall coordinate with the Director and other Board Committees as it develops recommendations.

Proposed policy changes shall be considered by the Board and may be adopted either on first and final reading by a unanimous vote of the Board or on two readings by a majority vote of the Board. In special circumstances, the Board may approve temporary policy changes, pending full review procedures, after a single meeting.

Following approval of policy changes by the Board, the Director shall update the Board Policy Manual and shall communicate changes to Association members and concerned personnel.

ADOPTED: Jan. 89  
REVIEWED: May 92; May 04  
REVISED: Jan. 01; Apr. 07

**ADMINISTRATIVE PROCEDURES**

The Administration shall develop administrative procedures to implement Board policy. When conflicts between Board policy and existing practices and procedures arise, the Board and the Director will investigate, evaluate, and take appropriate action to assure continuing consonance of policy and administrative practice.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.503  
REVIEWED: May 92; May 04  
REVISED: Jan. 01; Apr. 07

2.503

CROSS REFERENCE: 2.3031

### **POLICY REVIEW AND EVALUATION**

The Board, through the Policy Review Committee, conducts a triennial review of the Policy Manual to assure currency and adequacy. The review program is maintained by the Administration as part of the records of meetings and activity of the Policy Review Committee. The triennial review provides for review of one third of the Policy Manual each year. Annual reviews are conducted of data and information of a changing nature contained in policy regulations and exhibits. Additionally, the Policy Review Committee will review and recommend revisions to policies as required by changing circumstances. The triennial policy review is conducted as specified in 2.3031-R.

The Director advises the Board and Policy Review Committee on all policies that are out of date, require change, or are at variance with Board actions. The Policy Review Committee itself, through its triennial review process, shall similarly advise the Director and the Board of the need for changes.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.504  
REVISED: May 92, Jan. 01; Apr. 07  
REVIEWED: May 04



**DISCRETIONARY AUTHORITY IN ABSENCE OF POLICY**

The Director is responsible for the administration of the School in accordance with Board policies. When circumstances require immediate action, but existing policies provide no guidelines, and there is no time to consult either the full Board or the President, the Director is empowered to take appropriate action. The Director shall report such action to the Board at the earliest opportunity.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.505  
REVIEWED: May 92  
REVISED: Jan. 01; May 04; Apr. 07

2.505

**SUSPENSION OF POLICY OPERATION**

The Board may temporarily suspend the operation of any policy not mandated by the Charter or By-Laws.

ADOPTED: Jan. 89  
OLD REFERENCE: 2.506  
REVIEWED: May 92; May 04  
REVISED: Jan. 01; Apr. 07

## **INDEX FOR ARTICLE-4 -- FACILITIES MANAGEMENT**

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Reviewed/Revised: Nov. 1992; Nov. 95; Jan. 99; Oct. 02; 2004-05; 07-08

**FACILITIES MANAGEMENT OFFICE**

The Board considers clean and well-maintained facilities to be of prime educational importance. To meet these requirements, the Director shall establish and ensure the effective operation of a Facilities Management Office (FMO). The Director shall designate a Facilities Manager, who shall develop, implement, and maintain written operating procedures and ensure the day-to-day implementation thereof.

OLD REFERENCE: None  
ADOPTED: Mar. 89  
REVIEWED: Nov. 1992; Nov. 95; Jan. 99; Jan. 05  
REVISED: Sep. 02; Apr. 08

**SCHOOL BUILDINGS, GROUNDS, AND EQUIPMENT**

School facilities shall provide a physical environment which contributes to the successful implementation of the School's mission. Proper care and treatment of all School property is essential, and damaged, dangerous, or defaced school property must be repaired or replaced. Accordingly, the Board and Administration shall:

1. Provide adequate facilities and equipment for instructional, extracurricular, recreational, and community activities;
2. Ensure that facilities are clean, free of health and safety hazards, secure and insured for fire and other risks;
3. Ensure that all facilities are built maintained, and renovated with attention to design and aesthetics; fiscal and environmental responsibilities; and legal requirements.

OLD REFERENCE: 5155; 4.10

ADOPTED: UNKNOWN

REVISED: Mar. 89; Nov. 95; Jan. 05; Apr. 08

REVIEWED: Nov. 92; Jan. 99; Sep. 02

## MAINTENANCE PROCEDURES

The Director, in consultation with the Physical Facilities Committee of the Board, the school nurse(s), the U.S. Embassy (Facilities Management Office and Health Unit) and other specialized personnel shall establish routines for the regular inspection of all school buildings, facilities, equipment, and grounds to ensure that they are maintained with attention to health, safety, and security.

Routines shall be established to ensure in particular that:

1. Toilets, locker and shower rooms, and other facilities are kept clean, pest-free and in good working condition at all times;
2. School facilities and grounds are sprayed, fumigated, or otherwise treated on a regular basis to maintain a healthy environment. Pesticides will be used only after a review of WHO standards and in consultation with the appropriate U.S. Embassy personnel;
3. Fire-fighting equipment, fire alarms and other emergency systems are adequate for the size and nature of the School. All alarms, fire extinguishers, and other emergency equipment (such as lights) shall be checked at least twice a year to ensure they are in good working order, and any defects rectified immediately;
4. Electrical wiring systems are in good working order;
5. Procedures are in place to limit access to locations or sources of possible danger or hazard.

The Facilities Manager, overseen by the Business Manager, will establish systems for reporting and remedying any defect or health or safety hazard identified at AES. The Business Manager will also retain these reports as a record of any accident arising from use of any AES facility or equipment.

## PREVENTIVE MAINTENANCE SCHEDULE

The Facilities Manager shall be responsible for developing and maintaining a preventive maintenance schedule and checklist in the Facilities Management Office Standard Operating Procedures Manual for all major systems and equipment to ensure safe and secure operation.

## CAPITAL EXPENDITURE PLAN

The Business Manager, in consultation with the Director, is responsible for developing a three-year Capital Expenditure Plan to maintain, improve and modify the school facilities. Such a plan shall be presented to the Physical Facilities Committee for its review and recommendation to the Board.

ADOPTED: Mar. 89

REVISED: Nov. 1992; Nov. 95; Mar. 99; Oct. 02; Apr.05; Apr. 08

## FACILITY USE

The buildings, equipment, and grounds of the American Embassy School are primarily for the use of the School in offering its program of instruction and its activities program. In addition, the residential area on-campus is designated for the use of OBOH professional staff and their families.

The Director may authorize the use of school buildings, grounds, property, and equipment by outside groups, provided that such use:

1. does not interfere with the instruction and activity programs of AES or violate any provisions of :
  - a) The deed of transfer made between the President of India and the Government of the United States of America on June 28, 1973;
  - b) The Charter and By-Laws of the A.E.S. Association;
  - c) The Revocable License Agreement between the Government of the United States of America and the A.E.S. Association;
2. is not inconsistent with the School's philosophy and mission.

Other restrictions may be imposed by the Director as deemed necessary, particularly in regard to the faculty housing area, Sundays, and holidays.

In accordance with Board-approved objectives, school facilities can be made available to organizations whose activities, programs and purpose are in harmony with the general philosophy and objectives of the AES Association, such as:

- Visiting educational groups, both local and international;
- Activities sponsored by the Parent School Association;
- Community and Adult educational, cultural, and recreational programs;
- Board-approved fund raising events.

The Director, in consultation with appropriate school personnel, shall establish guidelines and procedures regarding use and rental of AES facilities, grounds, and equipment which address matters of priorities, fees, regulations, and security to ensure that AES policies are adhered to. The charges for use will be set by the Director at a level appropriate to the use of the facilities as stated in 4.101-R.

Unless such use is part of the regular school program, formal authorization must be sought and obtained from the Director or his/her designee prior to scheduling any such activity.

OLD REFERENCE: 3240; 4.1011

ADOPTED: 9 Nov. 78

REVIEWED: Nov. 95

REVISED: Mar. 89; 19 Nov. 92; Mar. 99; Dec. 99; Oct. 02; Apr. 05; Apr. 08

## **RENTAL AND USE OF FACILITIES**

### **1. PROCEDURES**

The Director monitors the usage of AES facilities to ensure that the interests of the School and the policies of the Board are followed.

#### **a) Requests**

Written requests for the use of AES facilities must be given to a school administrator or appropriate school staff in advance, at least seven working days before the date of use. Requests are handled on a “first come, first served” basis with activities involving AES students given the highest priority. The School drafts a “Facilities Usage Contract” for both parties to sign.

#### **b) Participants**

At least 50% of the participants must be Embassy or school-related, including the name and phone number of the individual taking responsibility for the group. The School reserves the right to disallow the use of AES facilities to any group.

### **2. FEES**

The full fees for specific areas of the School and the administrator coordinating those areas appear on the reverse of this page. The individual or organization sponsoring the activity will determine if any discount is available, as follows:

#### **a) Full Discount**

School-sponsored, non-profit activities such as Boy, Cub and Girl Scouts, PSA, classes in religious education etc.;

#### **b) 50% Discount**

Other non-profit educational or recreational activities such as AWA seminars, DIFL Soccer, Korean School, ACSA T-Ball, and U.S. Embassy basketball;

#### **c) No Discount**

The fundraising activities of non-profit organizations such as the AWA Mela.

Fees are payable in advance at the cashier. A damage deposit may be required at the time of signing the Facilities Use contract.

#### **Other Charges**

Facility rentals or usage may also include other charges, in addition to the fees above, for custodial/security services, furniture/equipment rental or storage. Other charges are billed at the end of the activity or event.



### 3. REGULATIONS

The basic rental regulations read as follows:

- AES facilities are primarily for school/student use, and rental use may not interfere with this purpose. If a scheduling conflict arises, the School will give the lessee cancellation notice as soon as possible;
- Only the area requested may be used, no other areas or equipment;
- School facilities must be used with care and the educational environment respected. Areas used should be returned to their original condition each week (i.e., garbage, banners, materials, flyers removed);
- No smoking is allowed on campus;
- Alcoholic beverages may not be served or consumed on campus without the permission of the Director;
- Explosive substances, weapons, and/or other dangerous articles are also forbidden;
- The lessee shall observe the school's non-discrimination policies.
- The School may cancel this agreement if the lessee fails to follow this contract. In case of any dispute not resolved by the lessee and School, the matter shall be referred to the Board of Governors of AES and their decision is final and binding on both parties;
- Any incidents involving the lessee (injuries, theft, loss of belongings, etc.) during the rental of school facilities are the responsibilities of the lessee;
- Any damages to school facilities (broken windows, theft, excessive wear and tear, etc.) during rental by the lessee are the responsibility of the lessee and must be reimbursed to the School as soon as possible;
- Lessee may be required to make a damage deposit at the time of signing the Facilities Use Contract.

#### a) Lessee Responsibilities

The individual or group requesting usage is responsible for the integrity of the facilities and the safe and appropriate behavior of all participants. Failure to maintain a safe and respectful environment for our students, employees, facilities, equipment, and furniture would result in the termination of the Facilities Usage Contract and forfeiture of deposits and fees.

The individual or group requesting usage is also responsible for adequate first aid care and supplies for its participants. AES does not supply these items.

#### b) Restrictions

The AES campus is closed on Sundays and holidays with the exception of use by staff, swimming pool members, and the climbing-wall club. The Director may grant permission for restricted use under special circumstances. Principals or teachers may approve a student gaining limited access to campus, calling from Gate 2, to retrieve a book, homework, musical instrument, etc.

Classes in religious education may be held after school or on Saturdays, but no formal religious services can be held at the School.

The Director may limit the amount of on-campus advertising for facilities usage.

**c) Right of Refusal**

The American Embassy School reserves the right to refuse or revoke the use of facilities to anyone at any time.

OLD REFERENCE: 6400; 4.1061; 4.101; 4.101-R; 4.1011; 4.1012;

ADOPTED: UNKNOWN

REVISED: Mar. 89; Nov. 92; Mar. 99; Oct. 02; Apr. 05; Apr. 08

REVIEWED: Nov. 95

## SWIMMING POOL MEMBERSHIP

### 1. Eligibility for Membership

All AES students and professional staff are automatically entitled to free membership of the pool. Pool Membership will also be extended to members of the AES Association and their spouses and dependent children (up to age 21). The membership is valid for a one-year period extending from July 1 to June 30. Memberships may be extended to new AES Association members one month before July 1, and to departing members up to two months after June 30.

### 2. Fees

Annual membership fees will be established by the Director. The annual membership fee entitles the member to use the pool only during hours defined as open for community use. No refunds will be made on the membership fee. In instances where extended memberships are offered, fees charged for the extensions will be proportionate to the annual fee, e.g., one month extension for 1/12 of the annual fee.

### 3. Days and Hours for Community Use

The pool will generally be open for community use during the School Year on weekday evenings and on weekends, except when the pool is required to meet the needs of the School and any instructional programs. The schedule for community use shall be established by the Director in conjunction with the Director of Student Activities.

### 4. Instructional Programs

Instructional programs may be offered from time to time throughout the School Year for the benefit of the membership and the student body. Schedules and registration deadlines for these programs will be published in advance and additional fees will be charged for these programs.

### 5. Guests

Pool privileges may be extended to guests of pool members upon payment of a guest fee established by the Director.

### 6. Pool Rules and Regulations

In consultation with the School Director, the Director of Student Activities will establish and enforce pool rules and regulations and assure collection of specified fees for both the instructional and community programs.

### 7. Insurance

The Director will ensure that insurance coverage for pool activity will be incorporated in the coverages required by Policy 4.40, Insurance Management.

OLD REFERENCE: 6400; 4.1061; 4.101; 4.101-R; 4.1011; 4.1012;

ADOPTED: UNKNOWN

REVISED: Mar. 89; Nov. 92; Mar. 99; Oct. 02; Apr. 08

REVIEWED: Nov. 95; Apr. 05

## **FACULTY HOUSING**

The School shall provide housing for OBOH faculty, administrators and their accompanying dependents for the duration of their employment at AES. Each of these families shall abide by the AES "Housing Agreement" and "Guidelines for Campus Living". Those housed off-campus must also comply with the AES "Guidelines for Off Campus Housing" and the lease agreement entered between the School and the lessor. It shall be the responsibility of the Director to establish these guidelines and administrative procedures governing all matters relating to staff housing, including:

1. Assignment of housing;
2. Regulations and restrictions related to use;
3. Maintenance, safety, and security;
4. Furnishings (in compliance with guidance in 4.104-R);
5. Procedures to be followed in an emergency situation;

These shall be published in the Apartment Guide.

OLD REFERENCE: 4144; 4.102; 4.106

ADOPTED: UNKNOWN

REVISED: April 1983; April, 1984; Mar. 89; 19 Nov. 92; Mar. 01; Oct. 02; Apr. 05;  
Apr. 08

REVIEWED: Nov. 95; Jan. 99

**RESIDENTIAL FURNISHINGS****1. Furnishings for staff housing is provided by AES in accordance with the following guidelines:**

- a) A list of residential furnishings to be provided is included in the Apartment Guide. Furnishings provided are also governed by the size of the family residing in Delhi and the size of the apartment.
- b) Furnishings provided are standardized as far as possible to enable the Central Depository (CD) to render prompt service and provide for maintenance and repairs.
- c) A drapery and upholstery allowance is provided to each apartment as specified in Policy 5.205-R (A).

**2. Accountability and Responsibilities:**

- a) CD will maintain records of furnishings and equipment issued and shall conduct an inventory of furniture and equipment in the presence of the faculty member(s) concerned when they are settled. The condition of property and any damage shall be noted and the occupant shall sign the inventory checklist. Requests for additional furniture or removal of furnishings from school accommodation must be made through the CD.
- b) Employees are responsible for the proper care and maintenance of furnishings provided to them, and they will be liable for loss and damage. Occupants must settle any charges due to loss or damage promptly and in any event prior to departure payments.
- c) Before leaving AES, an inventory of residential furnishings will be taken. The departing employee must arrange for such an inventory with CD before the last week of the School Year.

**3. Limitations:**

- a) Residential furnishings are not supplied for the use of household servants and lending furnishings or equipment to non-employees is not permissible.
- b) Exchange of furnishings with other employees is permissible only through notification of CD.

**4. Painting:**

The apartments are painted off-white every two years and/or they are touched-up with the arrival of a new family. Residents must pay for the paint of any other color.

**5. Repairs and Maintenance:**

Repairs and maintenance will be carried out by the FMO in accordance with the Housing Agreement and Guidelines for Campus Living.

OLD REFERENCE: 4144; 4.102; 4.106-R

ADOPTED: UNKNOWN

REVISED: April 1983. 1984; Mar. 89; Nov. 92; Mar. 01; Oct. 02; Apr. 05

REVIEWED: Nov. 95; Jan. 99

**EQUIPMENT (Title Page)**

ADOPTED: Oct. 02

REVIEWED: Apr. 05

## **EQUIPMENT MAINTENANCE**

The Director shall ensure that all equipment is maintained according to the manufacturer's recommendations and AES' standard operating procedures. The Facilities Manager, in consultation with the Business Manager, shall establish procedures for the following objectives:

- Implementation of planned and preventive maintenance programs and plans for the replacement of assets at the end of their useful life;
- Monitoring the performance of the maintenance system to ensure that there are proper checks and balances in the system;
- Ensuring the availability of an adequately trained and motivated staff equipped with sufficient resources to undertake and supervise maintenance;
- Allocation of available resources.

### **Replacement Program**

The Director shall be responsible for the establishment and maintenance of a school-wide equipment replacement cycle. This program shall contribute to the overall efficiency of the educational program by providing a systematic method of replacing equipment and assuring an equal and proper distribution of available funds.

ADOPTED:            Oct. 02  
REVISED:           Apr. 05  
REVIEWED:         Apr. 08

## TECHNOLOGY DEPARTMENT

In pursuance of the AES Mission, the goals of the Technology Department are to:

- Provide useful, needed, responsive, efficient, and cost-effective instructional and research technology services to its users - students, staff, authorized guests, and parents;
- Implement and maintain mission-critical administrative systems to facilitate the smooth functioning of the School's automated administrative management systems such as student information, financial management, procurement, enrollment and student services;
- Develop, implement, and monitor guidelines for the appropriate use of technology;
- Provide a user-friendly web site environment to foster the daily use of information technology by faculty, staff, and students to facilitate teaching, research, learning and communication;
- Secure and protect (on and off-site back-up) enterprise resources;
- Advise the School Board through the Physical Facilities Committee regarding Administration and Educational technology.

ADOPTED: Dec. 02

REVIEWED: Apr. 05

REVISED: Apr. 08



**SERVICES (Title Page)**

ADOPTED: Oct. 02  
REVIEWED: Apr. 05

**STUDENT TRANSPORTATION**

Transportation to and from school and school functions is the responsibility of the parents or legal guardians of the student(s). The school shall not be responsible for student safety in any instances when students ride in vehicles not provided by the school. The school may provide, through a private contractor, an optional bus service to and from school for students. A fee shall be charged for this service. Normally, the school provides transportation for school-related or school-sponsored activities unless otherwise authorized by the school administration.

ADOPTED: Mar. 89

OLD REFERENCE: 4.201

REVIEWED: Apr. 05

Revised: Nov., 1992; Nov. 95; Mar. 99; Apr. 04; Apr. 08

**FOOD SERVICES**

The School will offer, through its cafeteria and kiosks, a selection of nutritious snacks and lunches to students.

The food services shall be operated on a non-profit basis but must be self-supporting. The operation of food services shall be the responsibility of the Business Manager, who shall report to the Director or his/her designee. Prices charged must be approved by the Director via the Business Manager.

ADOPTED: Mar. 89  
REVIEWED: 19 Nov. 92  
REVISED: Nov. 95; Mar. 99; Oct. 02; Apr. 05; Apr. 08

## **SCHOOL VEHICLES AND DRIVERS**

The School shall maintain vehicles needed to support School operations and the instructional and extra-curricular activities program of the School. Other uses of these vehicles, including personal use by the Overseas Based/Overseas Hired professional staff are second in priority and at the discretion of the director.

The Director shall establish procedures and guidelines dealing with the use of the school vehicles and matters pertaining to transportation, including fees, regulations for and restrictions on such use.

The School shall employ qualified, licensed, insured drivers necessary to support the operation of the school and its programs. The Director is responsible for the proper training, both initial and in-service, and assignment of the school drivers. The Business Manager shall report any difficulties encountered with the operation of the vehicles, conduct of the drivers, and all accidents to the Director.

ADOPTED: Mar. 89  
OLD REFERENCE: 4.201; 4.20  
REVISED: 19 Nov. 92; Apr. 04; Apr. 08  
REVIEWED: Nov. 95; Jan. 99; Apr. 05

**PROCEDURES AND GUIDELINES FOR USE OF SCHOOL VEHICLES****I. FEES:**

1. No fees are charged for the use of school vehicles in conjunction with the normal operations of the School.
2. Each year the Director shall set fees for the personal use of AES vehicles by OBOH professional staff, which shall cover all operating costs and shall be charged on a monthly basis.
3. In any case where damage is done to a school vehicle through neglect, inattention, or irresponsibility on the part of a school-authorized driver, it may be necessary for the school to assess costs for necessary repairs.
4. OBOH faculty members or their spouses driving school vehicles are responsible for damage repair costs up to Rs. 9,000 for insurable losses and/or for the entire cost of uninsurable losses.
5. Parking tickets, towing charges and/or moving traffic violation fines are the responsibility of the driver.

**II. REGULATIONS:**

1. The Director is responsible for insuring that all school vehicles are properly insured and maintained, including regular servicing and inspection.
2. Each vehicle shall contain emergency instructions, a first-aid kit, fire extinguisher, seat belts, and other appropriate safety equipment.
3. Personnel authorized to operate school vehicles shall have a driving license valid in India.
4. Drivers must be aware of proper procedures (kept in each glove compartment) to be followed in case of an accident.
5. Priority for use will be given to the instructional programs, educational activities of the school and school business.

**III. RESTRICTIONS:**

1. Reckless driving, speeding and/or accidents or damages by employees are grounds for the revocation of driving school vehicles.
2. Driving without a license valid in India will result in automatic and permanent revocation of vehicle use privileges.
3. School vehicles are not to be driven by non-employees, except spouses of OBOH professional staff.
4. Security considerations may force the Director to restrict the use of school vehicles.

OLD REFERENCE: 4.203; 4.2012; 4.2013; 4.202; .20-R

ADOPTED: Mar. 89

REVISED: Nov., 1992; Nov. 95; Jan. 99; Apr. 04; Apr. 05; Jan. 07; APR. 08

**RISK MANAGEMENT (TITLE PAGE)**

REVIEWED: Apr. 05

**CAMPUS SECURITY**

The Board is fully committed to providing a safe and secure campus for students, staff, and families living on school campus. The Director shall be responsible for developing and enforcing various security procedures. The Director shall designate a Security Officer, who shall be responsible for maintaining the security procedures and ensure the day-to-day implementation thereof.

The Security Officer shall arrange for law enforcement authorities, contracted security personnel or school staff to regularly monitor security around the perimeter of the school campus to prevent outsiders from entering school grounds and/or acts of vandalism to school property, and harm to students, parents, or employees.

For purposes of safety and security, the School shall provide identification badges for students, staff, and members of the Association. Visitors and temporary employees shall also be issued identification badges. Guards will be positioned at each gate to check identity badges, issue visitor badges, and search the belongings of visitors.

The Director, in consultation with the Physical Facilities Committee, shall review and update procedures relating to safety and security in order to reflect changed circumstances.

ADOPTED: Oct. 02  
REVISED: Apr. 05; Apr. 08

**INSURANCE MANAGEMENT**

The School shall maintain adequate levels of insurance against losses through fire, theft, accidents, liability, and other risks as the Board sees fit. The Director, in conjunction with the Business Manager and Board Treasurer, shall determine the appropriate levels of coverage and review all coverages annually.

Insurance quotes shall be requested by bids. However, the School reserves the right to reject bids and select insurance agent(s) to underwrite the School's insurance program(s), basing the decision on providing the best protection for the School, its students, its personnel, and its property.

ADOPTED: Mar. 89  
REVISED: 19 Nov. 92; Nov. 95; Mar. 99; Nov. 02; Apr. 08  
REVIEWED: Apr. 05



## **INSURANCE MANAGEMENT: COVERAGE REQUIREMENTS**

The following types of insurance shall be carried, in amounts approved by the Board. The Director or his/her designee is responsible for ensuring that all necessary policies are in order at all times.

1. Public Liability Insurance (premises and operations within and outside India);
2. Group Personal Accident Insurance {this includes Workman's Compensation (death and injury) and Group Insurance (for local hired laborers, as required by the government of India)};
3. Capital Assets Insurance (Building and Equipment);
4. Comprehensive Vehicle Insurance (all authorized school drivers and staff);
5. Group Personal Accident and Travel Insurance (for Students);
6. Cash in Transit and In Safe Insurance (school money, supplies, equipment in all school-owned and rented buildings);
7. Fidelity Guarantee Insurance (all appropriate employees and Board members);
8. Health Insurance (Overseas Based/Overseas Hired employees);
9. Life Insurance (Overseas Based/Overseas Hired employees);
10. Long-term Disability Insurance (Overseas Based/Overseas Hired Staff);
11. Evacuation and Repatriation Insurance (or sufficient unrestricted reserves to be fully self-insured against losses);
12. Directors and Officers Liability Insurance

The Finance Committee shall be responsible for annually reviewing the scope and limits of all school insurance coverage and making recommendations to the Board for necessary adjustments.

ADOPTED: Mar. 89  
 REVISED: Nov. 92; Mar. 99; Nov. 02; Apr. 05; Apr. 08  
 REVIEWED: Nov. 95

## CHAPTER 6 – HEALTH, SAFETY, AND SECURITY

- 6.00 Health, Safety, and Security at AES
  - 6.001 Health, Safety and Security of School Facilities
- 6.10 Health Services
  - 6.101 Health and Medical Requirements for AES Employees
  - 6.102 Health Requirements for Students
    - 6.1021 Student Medical Records and Reports
  - 6.103 Health Education and Training
- 6.20 HIV/AIDS and Other Serious Infectious Illnesses
  - 6.201 General Policies : HIV/AIDS and Other Serious Infectious Illnesses
  - 6.202 Employees with HIV/AIDS or Other Serious Infectious Illnesses
  - 6.203 Students with HIV/AIDS or Other Serious Infectious Illnesses
- 6.30 Emergencies and Incidents
  - 6.301 Accident Prevention and Reporting
    - 6.3011 Accident Prevention and Emergency Preparation for all School-Sponsored Trips
  - 6.302 Emergency School Conditions
  - 6.302-R Procedures to be followed in Case of Emergency School Conditions/Closure
  - 6.303 Emergency back-up of school records ***To be created***

Adopted: April 2002  
Reviewed/Revised: April 2005; April 2008

## **HEALTH, SAFETY, AND SECURITY AT AES**

It is the philosophy of AES that each student and employee of the School has the right to study and work in an environment that is free of health and safety hazards and is protected as far as possible against the risks of contagious diseases or conditions. However, the School cannot take on the role of being or choosing a primary health-care or public health provider for students, employees, or parents.

The Board of Governors charges the Administration with the task of ensuring that adequate facilities, supplies, procedures, inspections, and screening routines are in place to protect the health and safety of the school community. In addition, the Director shall ensure that the School establishes procedures and guidelines for dealing with emergencies or incidents (such as fire, earthquake, civil unrest, or terrorist attack).

AES believes that out-of-classroom experience is an important part of the education provided by the School. The Director shall ensure that adequate procedures are in place to protect students' and chaperones' health and safety, as far as possible, while on Week Without Walls, Mini-Courses and other school-sponsored trips, and to deal with any emergency or incident that may occur. The school reserves the right to require students or staff with allergies or other health concerns stay in New Delhi.

AES also believes that every individual has an important role to play in safeguarding their own health (e.g., mosquito repellent, staying home when sick, etc.) and that of others. To this end, the School will provide age-appropriate health education to students in grades KG through 12 as an integral part of the curriculum and will provide training to its employees as appropriate.

ADOPTED: Apr. 02  
REVIEWED: Apr.05  
REVISED: Apr. 08

**HEALTH, SAFETY & SECURITY OF SCHOOL FACILITIES**

To maintain a high standard of health, safety, and security, the Administration shall ensure that procedures are in place to regularly check and inspect all school buildings, grounds, facilities, and equipment. The Director shall engage the services of appropriate outside medical, safety, and security consultants to fulfill this duty. The Director shall report on an annual basis to the Physical Facilities Committee the findings and any recommendations following such inspections.

The Director shall establish a procedure for reporting any health or safety hazard and shall identify personnel responsible for ensuring that corrective work is carried out speedily.

OLD REFERENCE: 4.10, 4.102

ADOPTED: Apr. 02

REVISED: Apr.05;Apr. 08

## HEALTH SERVICES

AES will maintain and supply a Health Office that will be staffed by health professionals, who shall be responsible for coordinating the health services of the School.

The health professionals will provide assessment and nursing care at the Health Office from 8:30 a.m. to 5:00 p.m. on student contact days, including first aid treatment for students who become ill or are injured at school or while engaged in a school activity. The health professionals shall also provide first aid care to AES employees injured on campus during working hours. The health professionals may refer students and employees to physicians or other health care providers, as required. However, in the case of students, their parents shall be responsible for making the final decision. Medication will only be administered to a student at the Health Office if a medication permission form has been completed by his/her parent(s).

To best protect the health of the student population, the School's health professionals may exclude a student from school if s/he is diagnosed or suspected to be suffering from a contagious disease or condition (such as chicken pox, impetigo, lice or conjunctivitis) until the student has recovered or is no longer contagious. In addition, a student who has not received the immunizations required by the School may be excluded in the event of an outbreak of one of the specified diseases.

The AES Health Office will conduct or coordinate:

- Inspections of AES facilities to ensure they are healthy and hazard free;
- Provision of medical supplies and first aid kits for off-campus travel and emergency preparedness (crisis situations);
- Health screening of AES students and employees as required by policy;
- Ordering and maintaining medical supplies and equipment;
- Maintenance of an updated list of medical facilities (and their specialities) for referral within Delhi;
- First Aid training of faculty and other staff as appropriate;
- Development of alert lists for classroom teachers and for off-campus travel.
- Inspection of cooking and eating facilities to ensure they are sanitary and that personnel in those areas are in good health and are observing proper sanitary practices;
- Testing of school water supply to ensure it is safe for consumption;
- Regular update of medical and other supplies for emergency use;
- Regular testing of air quality.

The Health Office will maintain a handbook setting out the treatment protocols and guidelines and the medical supplies used in the facility. This handbook will be reviewed and updated each year in consultation with the Regional Medical Officer of the U.S. Embassy or other health professionals.

OLD REFERENCE: 8.70  
 REVISED: Apr. 02  
 REVISED: Apr.05; Apr. 08

## HEALTH AND MEDICAL REQUIREMENTS FOR AES EMPLOYEES

To ensure that the health of students and employees of AES is protected, as far as possible, and also recognizing that India has many endemic diseases and potential risks to health, AES has adopted health requirements, screening, and other procedures to protect individual employees and the school community.

### 1. New employees

- a) All new employees, upon their initial appointment, shall submit a completed AES Health Form confirming that the employee is fit for work, immune to vaccine-preventable diseases, and free from tuberculosis. The health information therein shall be kept on file in the AES Health Office for use in a health emergency.
- b) All locally hired employees shall be required to get their health forms completed by a physician or health clinic approved by the School.
- c) Overseas Based Overseas Hired Professional staff shall be required to submit the completed AES Health form prior to their arrival, but no later than May 31.

The cost of the initial medical examination, including any necessary tests and X-rays, shall be borne by the employer, up to a maximum of \$200 per employee.

### 2. Continuing employees

- a) All continuing employees will be screened for tuberculosis once every three years by a method approved by the School. If an employee has a history of tuberculosis or positive PPD, he/she will be screened annually.
- b) All kitchen and food-handling staff will undergo regular laboratory stool examination and culture at least twice a year.
- c) All staff who drive for the School will undergo an annual vision test.
- d) AES encourages its employees to undergo a comprehensive health examination once every three years through a school approved physician/health clinic.

The cost of these medical examinations recommended by the health office shall be borne by the School. Overseas Based Overseas Hired Staff members shall use their School provided medical insurance to cover the cost of such medical examination. Other health and medical requirements may be implemented by the Director as circumstances warrant.

### 3. Medical Fitness for continued employment:

When an employee is found to be suffering from a communicable disease or serious illness, he/she will be required to go on medical leave. Depending on the nature of the disease or illness the Director may allow the employee to use leave without pay up to one year including all accrued leave days, after which time the employee will be terminated.

ADOPTED: Apr. 02  
 REVISED: Apr.05; May 06  
 OLD REFERENCE: 5.1023, 5.4023, 5.7023  
 REVISED: Apr. 02; Apr. 05; Apr. 08

## HEALTH REQUIREMENTS FOR STUDENTS

To ensure that the health of the students and employees of AES is protected as far as possible, and also recognizing that India has many endemic diseases and potential risks to health, AES has adopted health requirements, screening, and other procedures to protect individuals and the school community. Parents shall inform the school of any medical conditions of their children such as allergies, chronic conditions, and congenital abnormalities. Failure to disclose any medical condition will release the school from any liability that it might otherwise have.

### Admission:

**New Students:** To attend AES, a new student must comply with the following health requirements within 30 days of the first day of attendance:

- a) **Immunizations:** Have current immunity against diphtheria, tetanus, pertussis, polio, measles, mumps, rubella, hepatitis B, and haemophilus influenza type B ( HIB requirement for ECEC and KG students only).
- b) **Tuberculosis:** Undergo tuberculosis screening within 12 months prior to the date of admission. A licensed practitioner should complete:
  - i) a PPD Mantoux test or
  - ii) a Chest X-ray.

This requirement is waived if child has had a BCG vaccination within the last 5 years. Parents must provide documentation of BCG vaccination date.

Physician checks are no longer acceptable if not done along with a PPD or Chest X-ray.

- c) **Physical Examination:** Undergo a full physical examination by a licensed practitioner. (This report must be dated within the last 12 months prior to admission.
- d) **Health Form:** Provide the School with the completed AES New Student Health Form, including medical consents to be given to the Admissions Director within 15 days of the first day of attendance. Students who fail to provide a properly completed New Student Health Form within the specified period shall be excluded from attendance.

**Continuing Students:** Students continuing at AES must comply with the following health requirements within 15 days from the first day of the current School Year:

- a) **Health Form:** Provide the school with a completed Student Health Form, including medical consents, and updated immunizations. Students who fail to provide a properly completed Student Health Form within the specified period shall be excluded from attendance.
- b) **Tuberculosis:** Undergo tuberculosis screening every 2 years. A licensed medical practitioner should complete:
  - a) a PPD Mantoux test or
  - b) a Chest x-ray.

This requirement is waived if the child has had a BCG vaccination within the last 5 years. Parents must provide documentation of BCG vaccination date .

- c) **Physical Examination:** Physicals for Middle and High School students who participate in sports must be completed every 2 years.

**Vision and Hearing Screening:** AES will provide **vision and hearing screening** for students in KG, Grade 2, Grade 4 and for any child referred to the Health Office by the Learning Center. Vision screening will also be provided for Grade 6 students. AES will provide tuberculosis screening for students in Grades 1, 3, 5, 7, 9 and 11.

ADOPTED: Apr. 02

REVISED: Apr.05; May 06; May 08

## STUDENT MEDICAL RECORDS AND REPORTS

The Health Office is responsible for maintaining up-to-date medical records for each student currently enrolled at the School. To this end, parents are required to complete a New Student Health Form within 15 days of the first day of attendance. Thereafter, parents are required to complete an Annual Health Information Form to provide the Health Office with updated information regarding the student's health each year, within 15 days from the first day of the current School Year. In addition, a Health Form must be completed and submitted to the Health Office before any student will be permitted to participate on a Week without Wall, Mini-Course or other school-sponsored trips (such as a SAISA event) outside New Delhi.

The Health Office will maintain records of any treatment or procedures administered by its nursing staff to individual students receiving care, as well as details of any referrals made to physicians or other medical facilities.

AES recognizes that the health records maintained for each student are confidential. However, to protect student health and to assist with potential learning problems, a limited number of professional and teaching staff members may be given information about a student's health problem. The confidentiality of medical information will be maintained by all such school personnel.

The Health Office shall provide a confidential Alert List to each Principal within the first quarter of each School Year, giving details of students in their school with a medical condition that may require treatment or preventive action being taken while the student is under a teacher's supervision. The Health Office will maintain a database of health information of students. In addition, information may be given directly to a classroom or specialist teacher regarding an individual student's health, where appropriate.

Medical records shall be retained by the School for a period of 5 years after a student has left AES before being destroyed. A copy of the records held by the Health Office may be provided to a parent on request.

ADOPTED: Apr. 02  
REVIEWED: Apr.05



**HEALTH EDUCATION AND TRAINING**

AES believes that every person has an essential role to play in maintaining their own health and in safeguarding the health of others. For this reason AES encourages each student to take responsibility for his/her own health and for ensuring that his/her behavior will not endanger the health or well-being of others.

AES, therefore, incorporates health education as an essential part of the curriculum for grades KG to 12. AES has also adopted policies and procedures to create and maintain the campus as a tobacco, drug, and alcohol-free environment.

To assist staff to maintain a safe and healthy school environment and to deal with emergencies that may arise, a health component will be incorporated as a part of the orientation for all staff at the start of each academic year. This shall include, among others, a review of health risk-reduction, use of protective equipment or clothing, dealing with blood-related incidents, and prevention of infection, as appropriate.

AES shall provide CPR and first-aid training to all faculty, instructional assistants, and non-teaching staff supervisors.

ADOPTED: Apr. 02  
REVISED: Apr.05; Apr. 08

## **HIV/AIDS AND OTHER SERIOUS INFECTIOUS ILLNESSES**

### **Introduction**

AES is committed to providing a safe and healthy environment for its students, employees, and visitors. Accordingly, AES will take appropriate precautions to ensure that any health and safety concerns arising out of an individual's illness, particularly concerns related to the spread of secondary contagious infections, are managed in accordance with current medical knowledge and procedures.

With these principles in mind, AES has established the following policy for students and employees with serious infectious illnesses. Although this policy focuses upon HIV/AIDS, it is also intended to apply, as appropriate, to all serious infectious illnesses.

In promulgating this policy, AES is aware that the best course of action for dealing with persons with an illness may vary from case to case. Accordingly, this policy outlines the school's general approach to serious infectious illnesses, for each case must be addressed with proper regard for the context in which it arises.

The policy is divided into three sections. The first part sets forth the principles that are applicable to both employees and students. The second section specifically focuses on the school's policies regarding an employee who has been infected with HIV/AIDS. The third portion addresses the school's policies regarding students with these conditions.

ADOPTED: Apr.05

REVIEWED: Apr. 08

SOURCE: NATIONAL ASSOCIATION OF INDEPENDENT SCHOOLS

**GENERAL POLICIES: HIV/AIDS AND OTHER SERIOUS INFECTIOUS ILLNESSES****1. Compliance with Pertinent Laws and Regulations:**

The school shall endeavor to comply with all American and local laws and regulations regarding HIV/AIDS, as well as all other infectious diseases.

**2. General Policy on Contagious Diseases:**

Employees or students must report to the School Nurse the occurrence of all serious infectious diseases as soon as possible so that steps may be taken to assure no further transmission and prompt treatment of others who may be affected.

**3. Education:**

The school provides ongoing HIV/AIDS information and education to its students and employees. As part of this effort, AES makes available information regarding its HIV/AIDS policy. In addition, AES provides information about the nature of the disease and how it is (and is not) transmitted, as well as possible concerns raised by secondary infections. This information places special emphasis on methods for preventing the spread of HIV. New arrivals at AES (both students and employees) will be advised during their orientation of this policy and the availability of information on HIV/AIDS.

**4. Discrimination/Harassment:**

No member of AES community should refuse to work with or otherwise discriminate or mistreat an employee or student simply because they have HIV or HIV/AIDS. Any student or employee who does not adhere to these requirements shall be subject to disciplinary action. It is, moreover, the policy of AES that individuals with HIV or HIV/AIDS should be treated with compassion and understanding in dealing with their illness.

**5. Universal Precautions:**

HIV is principally a sexually transmitted or blood-borne disease. Thus, any potential contact with blood or bodily fluids presents special risks. Because individuals infected with HIV are often unaware of their condition, this school has adopted as its standard practice the application of what are called "universal precautions" in dealing with situation in which there is a potential for a student or employee to come into contact with any individual's blood or other bodily fluids. The school's nurse will promulgate these precautions and instruct all employees and students in their application. There will be no exceptions to the application of these precautions without the express advance permission of the Director or his/her authorized representative.

**6. Confidentiality:**

The school holds medical information which it receives about the medical condition of an employee or student with HIV or HIV/AIDS in confidence. This means that AES restricts access to such information to those with a legitimate need for the information. An

exception to this rule will be allowed when the employee or student with HIV/AIDS permits wider disclosure of such information. Since the particular individuals with a need to have access to such information will vary from case to case, the Director shall decide in each case whom to inform. Individuals who thereby gain access to this information are themselves expected to keep the information confidential in accordance with this policy and applicable law.

ADOPTED: Apr.05  
REVIEWED: Apr. 08

## **EMPLOYEES WITH HIV/AIDS OR OTHER SERIOUS INFECTIOUS ILLNESSES**

### **1. Reasonable Accommodation:**

The school will not discriminate against employees because they are HIV-positive. Further, AES will provide reasonable accommodation when it is aware of an employee disabled by HIV/AIDS and such an accommodation is needed to enable the employee to continue to perform the essential functions of his or her job or to otherwise benefit from the privileges of employment. A "reasonable accommodation" does not impose an undue hardship upon the school.

### **2. Conditions of Employment:**

An employee with HIV/AIDS will be allowed to work at AES so long as he or she is able to perform (with or without the aid of the aforementioned accommodations) the essential functions of his or her position and he or she does not present a health or safety risk to himself/herself or other employees or students. If AES becomes aware that an employee has a secondary disease (one of the diseases associated with the compromised immune system of a person with HIV/AIDS) that might pose problems to the employee's job performance or risks to others within AES community, AES may require a letter from the employee's attending physician stating that the employee is fit to continue to work in accordance with this standard as it does in dealing with any infection or medical condition that might pose problems at the school. In appropriate circumstances, AES may also require, from time to time, further medical evidence and a medical examination, by a physician or physicians designated by the school, to ascertain the employee's fitness to work.

### **3. Reviewing Employment Status:**

If AES becomes aware that an employee has HIV/AIDS and has had secondary infections that are casually contracted or that might affect health, safety or the ability to perform the salient elements of the job, AES may review the employment situation of the employee with HIV/AIDS. Whenever practicable, AES will seek the advice of the employee and his or her physician. Any employment decisions AES arrives at through its reviews will be made in accordance with the school's interpretations of its policies and the applicable laws and in light of medical and scientific opinion and advice. In making employment decisions, AES shall consider: (i) the employee's present condition; (ii) the duties of the employee's position; (iii) the characteristics of any secondary disease (including means of transmission); (iv) types of interaction between the employee and students and/or other employees and whether the possibility of transmission is enhanced by the behavior of students (e.g., aggressive, violent, or other "acting out" behaviors such as biting and scratching); and (v) whether reasonable accommodations could be made which would allow the employee to continue working but would not impose an undue hardship on the school. This list of factors is not comprehensive, for AES may also consider other pertinent criteria in arriving at its decision.

The School may set up a team to review the status of an infected employee and make recommendations to the school. This team could consist of the employee, his or her

physician, the Director, AES nurse, and the employee's supervisor. However, the School reserves to itself the right to review the employment status of an employee with HIV/AIDS and make final decisions regarding that status. These decisions shall be made in light of all relevant, nondiscriminatory factors, including, but not necessarily limited to, those listed in the Policy.

ADOPTED: Apr. 05  
REVIEWED: Apr. 08

**STUDENTS WITH HIV/AIDS OR OTHER SERIOUS INFECTIOUS ILLNESSES****1. Reasonable Modifications:**

The school will not discriminate against students because they are HIV-positive or have HIV/AIDS. The school will make reasonable modifications in its policies, practices, and procedures, in order to allow a student with HIV/AIDS to benefit from the academic and other services offered by the school, so long as the modifications do not fundamentally alter the nature of service that AES provides.

**2. Continuing Enrollment:**

A student with HIV/AIDS will be allowed to remain at AES so long as his or her medical condition allows him or her to perform (with the aid of the aforementioned modifications) up to the school's standards and does not present a health or safety risk to other students, faculty, or staff. While at the school, a student with HIV/AIDS will be allowed to partake fully and equally in the educational, social, and extracurricular activities offered by the school, so long as such participation does not present a health or safety risk to the student, other students, faculty, or staff. If AES becomes aware that a student has a secondary diseases (one of the diseases associated with the compromised immune system of a person with HIV/AIDS) that might pose problems to the students activities or risks to others within AES community, AES may require a letter from the student's attending physician stating that the student is fit to continue to study in accordance with this standard as it does in dealing with any infection or medical condition that might pose problems at the school. In appropriate circumstances, AES may also require, from time to time, further medical evidence and a medical examination, by a physician or physicians designated by the school, to ascertain the student's fitness to participate in school activities.

**3. Reviewing Enrollment Status:**

The school will review, on an ongoing basis, the enrollment of a student with HIV/AIDS and make decisions regarding whether and under what circumstances the student can remain at the school. The school will make these decisions in accordance with the school's interpretations of its policies and the applicable laws and in light of medical and scientific opinion and advice. In making such decisions, AES shall, whenever practicable, consider, among other factors, the opinions and recommendations of the student, the student's parents or guardians, and the student's physician.

ADOPTED: Apr.05

REVIEWED:

REVISED: Apr.08

## **EMERGENCIES AND INCIDENTS**

AES strives to protect its student, staff, and parent communities from hazards and health risks as far as possible, both on and off campus, during school-sponsored events. However, it recognizes that it cannot prevent all accidents and that certain emergency situations may arise which are outside its control (such as earthquake, fire, civil unrest, etc.).

### **Emergency Preparedness**

#### **1. On Campus**

The Director is responsible for establishing procedures and obtaining supplies necessary to minimize the risks to students and employees on the AES campus in the event of different emergency situations (such as fire, earthquake, civil unrest, etc.). These shall include procedures for:

- Emergency communication with proper authorities (such as the U.S. Embassy Regional Security Officer, and the Indian police and fire services);
- Emergency communication with the parent community;
- Evacuation, safe haven, and controlled release of students;
- Rescue of and dealing with injured students or school personnel.

These procedures shall be contained in the AES Emergency, Safety, and Security Procedures Manual. The Manual shall be reviewed at least once a year by the Administration, in consultation with the U.S. Embassy Regional Security Office, the Health Office, and the Physical Facilities Committee, and will be revised as necessary. The Director is responsible for conducting training and drills with students, faculty, and other AES staff at least six times a year (including two unannounced drills) to ensure that they can respond appropriately in an emergency situation, particularly fire. The Director shall also ensure that procedures are in place to regularly check that the facilities and equipment to be used in the case of an emergency are in proper working order.

#### **2. Off Campus**

The Director is responsible for establishing procedures and providing supplies necessary to deal with an emergency situation that may arise on a school-sponsored Week withOut Walls, Mini-Course or other trips, whether in Delhi, India, or internationally.

These shall include procedures for:

- Emergency communication with the proper authorities (such as U.S. Embassy Regional Security Office, local police, emergency medical providers, etc.);
- Emergency communication with school professional staff on campus and the parent community;
- Evacuation of student(s) in medical or non-medical emergencies;
- Dealing with injured students or school personnel.

The procedures shall be contained in the AES Emergency, Safety, and Security Procedures Manual and in the AES Field Trip Procedures. The Manual shall be reviewed at least once a year by the Administration, in consultation with the U.S. Embassy Regional Security Office,



the Health Office, and the Physical Facilities Committee, and will be revised as necessary. In addition, the procedures shall be reviewed by the Director, or his/her designee, and the chaperone prior to each residential trip off-campus.

The Director shall provide an annual report to the Board on the School's disaster preparedness plans and procedures for emergencies both on and off-campus. The Director shall report on the preparations made for the Mini-Courses out of Delhi (normally at the September Board Meeting) and shall also provide a report to the Board following the Mini-Courses. Additional reports will be provided as requested by the Board, if the circumstances require.

OLD REFERENCE: 4.103, 4.103-R, 4.1031, 4.1031-R; 6.20  
REVISED: April, 02; Apr. 05; Apr. 08

## ACCIDENT PREVENTION AND REPORTING

The health and safety of students and personnel is a primary concern of all school employees. All employees will carry out their duties and responsibilities exercising due precaution and following the School's safety procedures and guidelines. Any dangerous situation or condition shall immediately be reported to their supervisor who will take appropriate action.

The Director or his/her designee will co-ordinate accident and injury prevention activities at the School and will present any findings and recommendations for action to the Physical Facilities Committee.

The Director or his/her designee, working with appropriate school personnel, shall establish and monitor procedures to be followed in the case of accidents involving students or school employees both on and off campus.

### Accident Reports

Accident Reports should be completed anytime a student or employee is injured or requires referral to a doctor. This includes injuries occurring on school grounds, on a school-sponsored trip or activity, or on a school bus.

The Accident Report Form must be filled out at the time of the accident by the person who cares for the injured student or employee. Usually this will be the school nurse.

The original report should be reviewed and initialed by the following persons and returned to the nurse for placement in the student or employee's health file:

<b>SPORTS/P.E. INJURIES</b>	<b>CLASSROOM/RECESS/BUS INJURIES</b>	<b>OFF CAMPUS INJURY</b>
Director	Director	Director
Principal	Principal	Principal
Athletic Director	Classroom teacher (class/recess injuries)	Trip Chaperone
	Bus Coordinator (bus injuries)	

The nurse will submit a copy of all Accident Report to the Business Office for insurance purposes and to the physician to whom the referral is made.

OLD REFERENCE: 4.1031-R; 6.201  
 REVISED: Apr., 02; Apr. 08  
 REVIEWED: Apr. 05

## **ACCIDENT PREVENTION AND EMERGENCY PREPARATION FOR ALL SCHOOL-SPONSORED TRIPS**

AES believes that experience outside the classroom is a valuable support to the educational objectives of the School and that India provides a unique and enriching environment for its students. The Board of Governors, therefore, endorses curricular and extra-curricular trips of various kinds.

Student health, safety, and security are the School's primary concern and the Director or his/her designee shall be responsible for ensuring that the planning and preparation for all school-sponsored trips, whether in Delhi, India, or internationally, protect AES students and accompanying chaperones as far as possible.

The Director or his/her designee shall ensure that procedures and plans are established and disseminated to faculty for all off-campus trips in accordance with the following guidelines:

- The duration and destination of trips are planned to be appropriate for the number of students, their ages, and the nature of the educational objectives concerned
- Planning shall include preparation for dealing with emergencies or other incidents. It shall include procedures for dealing with injured students or school personnel and for the evacuation of all or some of the students in medical or non-medical emergencies;
- Information about each field trip (including information on insurance coverage) must be provided to parents and parental consent must be obtained for each participating student;
- Sufficient numbers of appropriate chaperones must accompany every trip. For Week without Walls and Mini-Courses this shall include at least one chaperone who is a nurse, physician, or qualified staff member who has received first-aid training in the past three years;
- Adequate coverage and support will be maintained at the School in the event that an emergency or incident occurs during a school-sponsored trip for which assistance is required.

In the event that an accident, injury, or other incident occurs during a trip off-campus an accident report must be filed by the trip leader or chaperone on return to AES. This must be reviewed by the appropriate Principal and the Director and a copy shall be provided to the Business Office for insurance purposes.

The plans and procedures established for all school-sponsored trips off campus will be reviewed at least annually by the Administration.

OLD REFERENCE: 4.103-R, 4.1031-R; 6.2011

REVISED: Apr. 02; Apr. 08

REVIEWED: Apr. 05

**EMERGENCY SCHOOL CONDITIONS/CLOSURE**

It is the goal of the American Embassy School to remain open to serve its community as long as it can do so without compromising the safety and security of its occupants and property. However, the U.S. Ambassador or his/her designee or the Board, in consultation with the Director, has the authority to close the School in case of an emergency. "Temporary" or "permanent" closure of the American Embassy School can be ordered if, in the opinion of the U.S. Ambassador, sufficient danger exists to persons or property of the School to warrant its closing either temporarily or permanently. Other emergency school conditions include, but are not limited to, unforeseen events or circumstances that are outside the direct control of the school that have an adverse effect on the school's financial status and budget such as unanticipated enrollment declines, civil unrest, natural disaster, an evacuation, or reasons of force majeure.

ADOPTED: Mar. 89  
OLD REFERENCE: 4.1052; 4.1032; 6.202  
REVISED: Feb. 91, Nov. 92; Nov. 02; Apr. 02; Oct. 02; Apr. 05; Apr. 08  
REVIEWED: Nov. 95; Jan. 99

## **PROCEDURES TO BE FOLLOWED IN CASE OF EMERGENCY SCHOOL CONDITIONS/CLOSURE**

The Board will set up an Emergency Committee empowered to deal with the operation of AES emergency school conditions, temporary and/or permanent. The Emergency Committee may take such actions and formulate such administrative procedures as are necessary, in accordance as far as possible with the Board Policy Manual and the AES Charter and By-Laws. This Committee is also empowered to take decision on whether the School has to be closed temporarily or permanently or to take necessary action based on the emergency school condition. This Committee will cease to function once the purpose for which it was established has been met. The members of the Emergency Committee will have signing authority for financial transactions during the period of closure.

### **Composition of Emergency Committee:**

The Emergency Committee will consist of six members and will include:

- The Counselor for Administrative Affairs, U.S. Embassy;
- Three elected Board Members, preferably including the Board President and Treasurer;
- The Director;
- The Business Manager.

Special circumstances may require the Committee to take actions and formulate administrative procedures with the members available at that time.

#### **a) Evacuation**

If the Emergency Committee finds it necessary, the Overseas Based/ Overseas Hired staff will be evacuated to a designated location after consultation with the U.S. Embassy. The School will provide for round-trip excursion airfare to and from this location in case of temporary closure or one-way economy airfare in case of termination of employment due to "Reduction in Personnel" for the employees and their dependents. The School may also provide a per diem for staff at the designated location as determined by the Emergency Committee. Such a per diem will not exceed the per diem rates authorized by the U.S. Embassy and will be paid for a period to be determined by the Emergency Committee.

#### **b) Salary Payments**

- In case of temporary closure of the School, employees will continue to receive their salary as long as they are on contract/employment with the School.
- If the situation changes to permanent closure of the School, professional and instructional assistant staff employees will be paid compensation based on policy 5.3020 "Reduction in Personnel. Non-teaching Staff employees will be paid retrenchment compensation as per policy 5.3020-R.

c) **Household Effects**

The School will take such steps as are possible in the circumstances to protect the property of Overseas Based/Overseas Hired employees living on campus. The School, however, cannot be held responsible for the loss or damage to property. Each Overseas Based/Overseas Hired employee is responsible to insure his/her property to cover such eventualities.

d) **Reporting to Duty on Reopening of the School**

The School will contact all employees with regard to the reopening of the School. Employees should maintain communication with the School or any other contact which may be established by the Emergency Committee and shall also provide contact information. Each employee should report to duty as soon as she/he is asked to do so by the School, but not later than five days after receipt of such advise. Any absence beyond five days will be treated as leave without pay. Failing to report to work for more than 30 days will be considered as voluntary separation by the employee from the School, and final settlement will be made of the employee's salary and benefits as per Board Policy.

e) **Security of Property and Grounds**

The School will retain such staff as is required to run the School during temporary closure. The Committee will make arrangements for the security of school property and the maintenance of school buildings and grounds.

f) **Tuition and Other Fees**

All school fees outstanding and due to AES will be collected as per Board Policy. For information on refunds refer to Policy 3.3022 on "Refunds".

g) **School Records**

The Administration will ensure that a back-up copy is made of all student records, financial and business operation records, and other essential documentation, which will be retained for up to five years.

OLD REFERENCE: 4.1052-R; 4.1032; 6.202-R

ADOPTED: Mar. 89

REVISED: Feb. 91; Nov. 92; Dec. 94; Mar. 99; Feb. 00; Apr. 00; Apr. 02; Oct. 02;  
Apr. 05; Apr. 08

REVIEWED: Nov. 95

## CHAPTER-7: INSTRUCTIONAL PROGRAM – INDEX

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REVIEWED/REVISED: 2004/05; 2007/08



## **CURRICULUM**

The AES curriculum is based on an American model and will reflect the basic characteristics of curricula found in the best schools in the United States. These include:

- a solid base in researched best teaching practices
- a recognition of principles of child and adolescent development (cognitive and affective)
- an acknowledgment of the need to provide instruction in a variety of models so as to address different learning styles, needs and abilities
- a commitment to align curricula, instruction, and assessment .

The curriculum will be articulated between grades and across all three schools (elementary, middle, and high) and will be regularly updated and evaluated in a systematic fashion.

The curriculum design will reflect use of the unique learning opportunities found in the multi-cultural and Indian context.

The curriculum will be provided to teachers in concise, practical curriculum guides and course of study descriptions. It will also be available to parents in an appropriately abridged form.

The American-based curriculum will respond to the diversity of the student body and seek to meet challenges posed by the changing nature of knowledge and research.

ADOPTED: 1990  
REVISED: Dec. 92; Mar. 96; Mar. 00; Oct. 01; May 08  
REVIEWED: Mar. 05

## **CURRICULUM DEVELOPMENT AND EVALUATION**

Development and evaluation of the School's curriculum is a continuous process requiring coordinated effort on an ECEC through grade 12 basis. Responsibility for curriculum development and evaluation rests with the School's educational professionals. To this end:

1. There shall be Standing curriculum committees at all levels and in all major disciplines, headed by lead teachers and/or a coordinator, which shall address appropriate curriculum matters.
2. There shall be A standing "Curriculum Council", consisting of all school principals, the Curriculum Coordinator, a parent representative, a Board member, and teacher representatives from all three schools to address curriculum matters that affect more than one particular school.

The Administration will keep the Board abreast of all curriculum work being done, through regular reports.

ADOPTED: 1990  
OLD REFERENCE: 7.12  
REVIEWED: Mar. 96; Mar. 05; May 08  
REVISED: Dec. 92; Mar. 00; Oct. 01

**CURRICULUM DEVELOPMENT AND EVALUATION CYCLE**

There shall be a regular cycle of in-depth, comprehensive curriculum development and review to ensure that each area of the curriculum/course of study is thoroughly examined and that all texts and materials used in teaching these subject areas/courses are evaluated once in every five years.

This cycle shall be established by the administration, in consultation with the Instructional Leadership Team and may be modified as needed. The administration shall be responsible for seeing that the school adheres to this cycle and shall keep the Board of Governors informed of all such curriculum work.

OLD REFERENCE: 7.50; 7.13

ADOPTED: 1990

REVISED: Dec. 92; Mar. 96; Apr. 03; May 08

REVIEWED: Mar. 00; Mar. 05

**CURRICULUM REVIEW CALENDAR**

<b>SUBJECT</b>	<b>STUDY/ DECIDE Year 1</b>	<b>ALIGN/ DESIGN Year 2</b>	<b>IMPLE-MENT Year 3</b>	<b>MONITOR Year 4</b>	<b>EVALUATE Year 5</b>
Counseling Program*	2009-2010	2010-2011	2011-2012		
ECEC	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
English/Language Arts (K-12)	2011-2012	2007-2008	2008-2009	2009-2010	2010-2011
ESL (K-12)	2008-2009	2009-2010	2010-2011	2011-2012	2007-2008
Mathematics (K-12)	2010-2011	2011-2012	2007-2008	2008-2009	2009-2010
Music (K-12)	2009-2010	2010-2011	2011-2012	2007-2008	2008-2009
PE/Health (K-12)	2011-1012	2007-2008	2008-2009	2009-2010	2010-2011
Science (K-12)	2011-2012	2007-2008	2008-2009	2009-2010	2010-2011
Social Studies/ Indian Studies(K-12)	2010-2011	2011-2012	2007-2008	2008-2009	2009-2010
Special Needs Program*	2009-2010	2010-2011	2011-2012		
Technology/ Library (K-12)	2009-2010	2010-2011	2011-2012	2007-2008	2008-2009
Visual Arts (K-12)	2008-2009	2009-2010	2010-2011	2011-2012	2007-2008
World / Foreign Languages(Gr.3-12)	2008-2009	2009-2010	2010-2011	2011-2012	2007-2008

\* 3 year review cycle

**KEY with Guidelines**

**STUDY/DECIDE:** K-12 vertical review committee lead; research standards and best practices; review current curriculum; agreement on standards, benchmarks, align assessments

**ALIGN/DESIGN:** Fine tune scope and sequence; ensure articulation; align assessments; unit design, professional development, examine and adopt resources to support learning and delivery of written curriculum

**IMPLEMENT:** Implement and align written curriculum; assessment, and instruction; continue unit design to support implementation of program; use evidence of student learning to inform instruction and professional development

**MONITOR:** Continue alignment and implementation of curriculum, instruction, assessment with unit design; use evidence of student learning to inform instruction, and effectiveness of written curriculum

**EVALUATE:** Evaluate current program and curriculum documents; identify issues, questions, resources, and plan for year 1

ADOPTED: 1990;

OLD REFERENCE: 7.13-R;

REVISED: Nov. 91; May 92; Dec. 92; Mar. 94; March 96; Oct. 99; Mar. 00; Apr. 03; Mar. 05; May 08

**SPECIAL PROGRAMS (Title Page)**

ADOPTED: Dec. 92

REVIEWED: Mar. 96; Mar. 00; Oct. 01; Mar. 05; May 08

## **ENGLISH AS A SECOND LANGUAGE (ESL)**

The ESL program provides for the development of communication skills in listening comprehension, speaking, reading, and writing. ESL instruction is a systematic approach to language and content-based instruction that includes an orderly and stimulating presentation of language materials. AES is committed to providing the support and training for teachers necessary for second language students to be successful at school.

No ESL instruction is offered to students in ECEC and Kindergarten.

To ensure that ESL students can satisfy the academic requirements and participate to the fullest extent possible in school life, AES has established minimum levels of English proficiency for students entering grades 8 and above.

The School takes into consideration a range of criteria to determine whether an applicant in grades 8 to 12 has reached the minimum level of English-language proficiency. These criteria include:

- the application;
- school records (transcripts);
- English grades;
- AES Confidential Recommendation Form(s);
- personal interview with parents and students;
- English-language proficiency test.

The English-language proficiency test is administered at AES.

The School will take into account the academic record of a continuing student as well as the student's English-language proficiency when considering placement in the next grade level.

### **Beginning ESL students**

The Administration strives to ensure that beginning ESL students in Kindergarten through Grade 7 are evenly distributed among classes within a grade.

ADOPTED: 1990

OLD REFERENCE: 7.08

REVISED: Dec. 92; April 96; Dec. 96; Oct. 01; Mar. 05; May 08

REVIEWED: Mar. 00

## **GUIDANCE AND COUNSELING SERVICES**

At the foundation of the philosophy of guidance at the American Embassy School is a profound respect for the worth and uniqueness of each individual. Guidance services are seen as developmental and holistic in nature. Guidance and Counseling services are provided for students in grades ECEC-12. Each student's progress is not only considered in relation to the group and his or her environment but also in relation to his or her own relative state of intellectual, social and emotional development. The guidance counselors and guidance services are seen as resources. The ultimate purpose of these resources is to facilitate and enhance student growth and development.

Information regarding Guidance and Counseling services is located in the School Handbooks.

OLD REFERENCE: 7.110; 7.501

ADOPTED: 1990

REVISED: Jan. 1993; Mar. 96

REVIEWED: Mar. 00; Dec. 03; Mar. 05; May 08

**LEARNING CENTER AND ACADEMIC SUPPORT PROGRAMS**

AES will assure that a Learning Center program in grades 1-5 and Academic Support Program in grades 6-12 are available for all students identified as having mild to moderate learning disabilities. Learning Center and Academic Support personnel may provide testing, evaluative reports, and develop individual educational programs for students as needed. The basic goal of the Learning Center and Academic Support Programs is to provide the individual student the support necessary to achieve academic success in the mainstream classroom. The Learning Center and Academic Support programs will be under the direction of the school principals.

OLD REFERENCE: 7.531  
ADOPTED: 1990  
REVISED: Jan. 1993; Mar. 96; Nov. 01; Mar. 05  
REVIEWED: Mar. 00



**ASSESSMENT PROGRAM**

The purpose of assessment at AES is to provide valid and reliable information useful in improving the quality of teaching and learning at AES. This may include the use of standardized tests, common assessments for key curricular outcomes, qualitative measures of parent, student, and teacher satisfaction, and performance on external exams such as the IB. The results of all external examinations and standardized tests, if administered by the School, will be reported to parents. Progress on curricular outcomes will be reported regularly to students and parents in accordance with policy 7.21.

Annually the Director will provide the Board with a comprehensive overview of all assessment measures currently in use. It is assumed that these measures will serve as indicators of success in tracking progress on the strategic results.

OLD REFERENCE: 7.54  
ADOPTED: 1990  
REVISED: Jan. 1993; Mar. 96; Nov. 01; May 08  
REVIEWED: Mar. 00; Mar. 05

**MIDDLE SCHOOL ADVISORY PROGRAM**

The Advisory Program in the Middle School shall provide regular contact between students and their teachers. The program shall be designed to facilitate communication, give support to students in the decision-making process, provide scheduled activities outside the regular curriculum, and serve as a resource in referring students to support services, if needed.

OLD REFERENCE: 7.52

ADOPTED: 1990

REVISED: Jan. 1993; Mar. 96; Nov. 01; Dec. 03; May 08

REVIEWED: Mar. 00; Mar. 05

**ACADEMIC ACHIEVEMENT (Title Page)**

ADOPTED: 1990  
REVIEWED: Mar. 00; Nov. 01; Mar. 05; May 08

## **REPORTING STUDENT PROGRESS**

AES recognizes the importance of home/school co-operation for developing the child's fullest potential, and that performance feedback is of motivational value to the student and of informational value to the parent. Report cards shall be issued regularly throughout the school year in the Elementary, Middle, and High Schools. Progress reports shall be issued twice a year in ECEC.

The Administration shall schedule school-wide parent/teacher conferences at least twice a year. In addition, parents, teachers, counselors, or administrators may hold other conferences at any time during the School Year, whenever there is a concern or a need for information. In the Middle and High Schools, the Administration shall also provide regular electronic updates on student performance.

ADOPTED: 1990  
OLD REFERENCE: 7.22  
REVISED: Dec. 92, Mar. 00; Nov. 01; May 08  
REVIEWED: Mar. 96; Mar. 05

**GRADUATION**

Upon completion of the graduation requirements set out in 7.221-R, a student shall receive an American Embassy School High School Diploma. The diploma is recognized by the Middle States Association of Colleges and Schools.

ADOPTED: 1990  
OLD REFERENCE: 7.23  
REVISED: Dec. 92; Mar. 96; Mar. 00; Nov. 01  
REVIEWED: Mar. 05; May 08

## HIGH SCHOOL GRADUATION REQUIREMENTS

In order to graduate from High School, a student must meet the following requirements:

### 1. Course Work:

A total of 22 credits and mini-course attendance is required for graduation. Students receive 0.5 credit for semester courses and 1 credit for year-long courses. Credits must be distributed among course areas as follows:

A. English	4 credits (one year of English is required in each of grades 9, 10, 11, and 12)
B. Social Studies	2.5 credits (1 credit of U.S. History is required for American students)
C. Mathematics	3 credits
D. Science	2 credits
E. Physical Education	2 credits (including 0.5 credit of health)
F. Foreign Language *	2 credits
G. Indian studies	0.5 credit (students may also fulfil this requirement by taking IB Higher Level South and West Asia History)
H. Computer Studies	0.5 credit
I. Fine Arts	1 credit (students must complete 1 credit of a Fine Arts course such as art, music, chorus, band, drama, or photography)
J. Electives **	4.5 credits
TOTAL	22 credits

In addition to the 22 credits listed above, students are required to participate in a Mini-Course each year they are in attendance at AES.

\* While in High School, two consecutive years of study in the same foreign language is a requirement for graduation from the American Embassy School, with three years being highly recommended.

\*\* Credits earned in subject areas "A" through "I" beyond basic requirements are applied as elective credits. Students can also earn elective credit through an internship or independent studies program.

Students must take a minimum of 6 (six) courses each semester. Students must earn a minimum of 5 credits each year. Thus students must have at least 5 credits to enter grade ten, at least 10 credits to enter grade eleven, and at least 15 credits to enter grade twelve.

Many students attending AES, however, do so for only one, two, or three years. AES graduation requirements are not intended to penalize students who transfer from high schools with less requirements and are certainly not meant to demand of any student an unreasonable

work load. AES' purpose in establishing 22 credits as the program and graduation criteria is to offer the fullest possible educational opportunities.

Students entering as freshmen and attending AES for four years will need 22 academic credits, as stipulated above.

Students entering AES as bona-fide sophomores, juniors, or seniors will be given prorated requirements based on the graduation standards of AES and on courses taken in previous schools as follows:

- A. Those attending AES for three years must have accumulated a minimum of 16 credits at AES, including at least 1.5 credits of P.E., 0.5 credit of Health, and 0.5 credit of Indian Studies, if none were included on previous transcript.
- B. Those attending AES for two years must have accumulated a minimum of 11 credits at AES, including at least 0.5 credit of P.E., 0.5 credit of Health, and 0.5 credit of Indian Studies, if none were included on previous transcript.
- C. Those attending AES for one year must have accumulated a minimum of 5 credits at AES.

## **2. Residence:**

Students who intend to graduate from AES must be in full attendance for the entire final academic year.

## **3. Good Standing:**

Students must have good disciplinary standing and have paid all amounts due to the School in order to graduate.

## **EXCEPTIONS:**

In case of exceptional circumstances, the Administration may waive a particular graduation requirement at its sole discretion. Such circumstances may include:

- physical disabilities
- documented learning difficulties
- a required class is not being offered during the student's year(s) of enrollment
- master-scheduling conflicts
- difficulty in meeting the requirements for graduation due to differences in the student's previous school program
- difficulty in meeting the residence requirement due to pressing family need or any other emergency
- master-scheduling conflict in the senior year due to participation in the AP or IB diploma program.

The final decision and permission to waive a particular graduation requirement will be made by the High School Principal and the Director.

OLD REFERENCE: 6123; 7.905;

ADOPTED: May 82

REVISED: 9 Feb.84, Feb.85, 90; Dec.92; Mar.96; May 01; Nov. 01

REVIEWED: Mar. 05

## EARLY GRADUATION

AES will, in exceptional circumstances, allow a student to graduate early, provided that the School is able to meet any additional program of instruction required to do so. For AES to approve a petition for early graduation the student must:

- be able to meet the graduation requirements set out in 7.221-R by the intended graduation date
- be sufficiently socially and personally mature as well as ready academically
- have a cumulative grade point average of 3.5 or more.

Students who meet the criteria for early graduation should declare their intent to petition for early graduation at the time of program planning in the spring of their sophomore year. However, petitions will be entertained through the first month of school in the junior year or, in the case of graduation in three and half years, by the first month of the senior year. Formal approval of the petition by the High School Principal is required.

Procedures to be followed:

1. The student initiates a request for early graduation with the High School Principal. This should be supported by a written petition indicating why s/he wishes to graduate early and why s/he feels prepared for this acceleration.
2. A conference should be scheduled with the student, his/her parents, the High School Principal, and the Guidance Counselor to discuss the merits of early graduation.
3. If the High School Principal approves the petition and AES can meet the instructional program required, the Principal will develop the approved program for graduation and sign it. Upon satisfactory completion of the assigned program, the student will be eligible to graduate with the May class, or after another semester, as the case may be.

OLD REFERENCE: 6124; 7.9051; 7.231-R

ADOPTED:

REVISED: 1990; Mar. 96; Mar. 00; Nov. 01

REVIEWED: Mar. 05; May 08



**CERTIFICATE OF ATTENDANCE**

On occasion, a student may not meet all the credit requirements for the American Embassy School Diploma (i.e., a senior who arrived late in his school career and therefore could not meet graduation course or residence requirements). In such cases, a Certificate of Attendance, not a High School Diploma, can be awarded. The Certificate of Attendance will record the period of attendance at the American Embassy School and be attested to by the High School Principal and the Director. Seniors who receive a Certificate of Attendance may be permitted to participate in the High School graduation ceremony at the discretion of the Director.

ADOPTED: 90  
OLD REFERENCE: 7.24  
REVISED: Dec. 92; May 00; Nov. 01  
REVIEWED: Mar. 96; Mar. 05; May 08

**AWARDS AND HONORS**

The Administration is charged with developing a system of awards and honors that acts as a reward as well as an incentive for excellence in all facets of school life.

ADOPTED: 90  
OLD REFERENCE: 7.25  
REVISED: Dec. 92; Nov. 01  
REVIEWED: Mar. 96; May 00; Mar. 05; May 08

## **SCHOOL TRIPS**

AES believes that experience outside the classroom is a valuable support to educational objectives at every level. India's history, environment, diverse cultures, arts and science, and political and educational institutions all offer AES a rich resource. Therefore, the School endorses trips of various kinds, such as field trips, mini-courses, SAISA conventions or tournaments, Model United Nations, International School Theater Association, student exchanges, etc.

Student's health, safety, and security are the School's primary concern, and trips of even the shortest duration must be carried out consistent with the Policy Manual sections on "Emergencies and Incidents" (Chapter-4), Instructional Program (Chapter-7), and Students (Chapter-8). The distances, duration, and number of participants in school trips should be decided consistent with the age of the students and the nature of the objectives concerned. In addition, the Administration will provide insurance information to parents.

### **Middle School and High School Mini-Courses**

Mini-courses are conducted each year of the Middle and High School. These courses are designed to give students a learning experience beyond the classroom, to broaden student contact with different locations, environments, and aspects of Indian culture, to give students and teachers an opportunity to interact in different groups and settings from the norm, and to foster positive social interaction among students and faculty. Typically, such courses are of one-week duration.

All Mini-Courses shall have an academic orientation and begin with a clear set of objectives. Teacher chaperones are responsible for helping students prepare for Mini-Courses so as to maximize the benefits derived from the trips. On completion of the Mini-Course, faculty members responsible should evaluate the degree to which the Mini-Course's objectives were achieved and record their recommendations for future improvements.

### **Extra-Curricular Trips**

The School may charge students for the costs associated with extra-curricular trips such as SAISA or ISTA tournaments, Model United Nations, etc.

ADOPTED: 90  
OLD REFERENCE: 7.303, 7.30-R  
REVISED: DEC. 92, Mar. 96; May 00; Nov. 01  
REVIEWED: Mar. 96; Mar. 05; May 08

## **HOMEWORK**

Homework activities must be developed in accordance with sound principles of learning and defined educational purposes. These must be meaningful educational devices based on quality assignments rather than quantity. The following are the general guidelines for homework:

- To reinforce learning through further practice and application of material
- To develop sound independent study habits
- To enrich learning through independent study, individual research, and experimentation
- To enable students to complete assignments
- To preview new units of study

The amount and complexity of homework will increase as the student progresses through the grade levels. At the middle and high school levels, the length of daily and weekly homework assignments may fluctuate based on the nature and number of courses or program. Teachers will provide feedback on assignments in a timely fashion.

Suggested guidelines for homework are available in the faculty and student manuals and are periodically reviewed by the Administration.

ADOPTED: 90  
REVISED: Jan. 93; Mar. 96; May 00; Nov. 01  
REVIEWED: Mar. 05; May 08

**TUTORIAL ARRANGEMENTS**

On occasion, the School will recommend private tutoring designed to assist a student in specific subject areas. The School will maintain a list of possible tutors who can be contacted by parents. However, the School does not take the responsibility for finding a tutor or for determining fees for the tutors and cannot guarantee the quality of instruction.

An AES faculty member may not receive extra financial remuneration by serving as a tutor without the approval of the Director.

OLD REFERENCE: 7.401

ADOPTED: 90

REVISED: Jan. 93; Mar. 96; Nov. 01; May 08

REVIEWED: May 00; Mar. 05

## **INSTRUCTIONAL ARRANGEMENTS**

### **Student Contact Days**

The Board, upon the recommendation of the Administration, shall determine no later than December, the number of student-teacher contact days needed for the following School Year to best deliver the AES instructional program.

### **In-service Days**

The Board shall also, on the recommendation of the Director, determine the minimum number of in-service days as may be required to provide time for staff professional development, curriculum development, and individual or team planning.

### **Academic Calendar**

Based on the above guidelines set by the Board, the Administration will develop the Academic Calendar with input from members of the faculty and the PSA Executive Committee. Final approval of the Calendar rests with the Board. While efforts will be made to be sensitive to host country and U.S. holidays, the integrity and continuity of the educational program will be the primary goal in the development of the Calendar. The Calendar is reflected in 7.601-R.

### **School Day and Daily Schedules**

The Board, on the recommendation of the Administration, approves the length and timings of the school day. The length of the school day and daily schedules will be based on the age of the children and on educational requirements. The timings of the school day are contained in 7.602-R.

ADOPTED: 90  
OLD REFERENCE: 7.611; 7.612; 7.61; 7.62; 7.602; 7.603-R; 1.401; 1.402; 1.402-R  
REVISED: Jan. 93; Mar. 96; Dec. 99; Nov. 01; Mar. 05  
REVIEWED: May 08

**SCHOOL DAY**

The school hours for students will be as follows.

ECEC	8:30 - 11: 30 or 12:30 - 3: 30
Kindergarten	8:30 - 2: 30
Grades 1-2	8:30 - 2: 30
Grades 3-5	8:30 - 3:30
Grades 6-12	8:30 - 3:35

OLD REFERENCE: 7.621-R  
REVISED: Jan. 93; May 00  
REVIEWED: Mar. 05; May 08

## CLASS SIZE GUIDELINES

The maximum class size will be as follows:

<b>GRADE LEVEL.....</b>	<b>CHILDREN PER CLASS</b>
▪ ECEC3 .....	- 12
▪ ECEC4 .....	- 15
▪ Kindergarten to Grade 2 level .....	- 16
▪ Grades 3 to 5 .....	- 18
▪ Grades 6 to 12 .....	- 20

The Administration will maintain student load between 80 to 90 per teacher in the Middle and High Schools.

The minimum class size at AES will be 6 students per class.

However, the maximum and minimum class size may need to be varied, depending on a number of factors including:

- the nature of the course;
- the integrity of the program;
- the availability of staff;
- financial considerations;
- other considerations.

Waivers for maximum and minimum class size must be approved by the Director, who will then report to the Board. The Director must inform the Board if the share of beginning ESL students exceeds 20 percent in any classroom.

OLD REFERENCE: 7.63; 7.611; 7.604

ADOPTED: 90

REVISED: Jan. 93; Mar. 96; May 00; Nov. 01; Mar. 05; May 05

REVIEWED: May 08



**EXTRA-CURRICULAR ACTIVITIES**

A well-rounded education includes the opportunity for students to grow in intellectual, social, and emotional skills in a variety of activities. Therefore, the School supports the establishment of special-interest activities at the middle and high school levels. Requests for such activities may be initiated by presentation of a list of interested students to the school Principal, who will determine if their focus and objectives are consistent with the philosophy of the School. Activity advisors and volunteers will be approved by the Principals, and the School will support such activities with stipends, time, and facilities.

ADOPTED: 90  
OLD REFERENCE: 7.72  
REVISED: JAN. 93; May 00; Nov. 01  
REVIEWED: Mar. 96; Mar. 05; May 08

**STUDENT GOVERNMENT**

Training in representative democracy is part of an American curriculum. Therefore, the Board supports student government associations in the High School and the Middle School. The student-elected representatives in these associations function as the official channel of communication between students and the Board and between students and the Director.

For the same reason, the Board supports the election of class officers at each grade level of the Middle and High Schools, and the inclusion in the Elementary School of leadership opportunities and democratic process. Information regarding the student government associations is provided in the individual school handbooks.

ADOPTED: 90  
OLD REFERENCE: 7.71  
REVIEWED: Jan. 93; Mar. 96; Mar. 05; May 08  
REVISED: May 00; Nov. 01

**COMMUNITY PROGRAMS**

AES offers a variety of additional educational and recreational programs for the benefit of the students, faculty, and parents (e.g. After-School activities, Summer Activities Program , Saturday Swim School, Adult Continuing Education, etc.). Such programs are offered when a need is identified and the resources are available to run them. They should be self-supporting and consistent with AES policies. These programs will not award academic credit nor issue grades and will not interfere with the regular educational program or the assigned teaching hours and scheduled planning time of AES staff, should they participate. The Director will be responsible for appointing coordinators to run these programs, charging prescribed fees, as mentioned in the policies, and ensuring that all aspects of the program reflect the School's mission statement and core values.

OLD REFERENCE: 7.73, 7.74, 7.75;  
ADOPTED: 90  
REVISED: Jan. 93; Mar. 96; May 00; Nov. 01  
REVIEWED: Mar. 05; May 08

## **LIBRARY SERVICES**

The AES libraries have been established as an integral part of the instructional program. In addition, they serve as a resource for members of the AES Association. The AES Libraries must meet and exceed recognized standards for school libraries since there are only limited public libraries and other resources available for students outside the School. The Board further subscribes to the philosophy expressed in the American Library Association's Library Bill of Rights which is included in the Library's Policy and Procedures Manual.

### **Selection of Library Materials**

The selection of school library materials shall be made for the following basic purposes:

- to provide materials that enrich and support the AES curriculum and personal needs of the students and faculty
- to further students' intellectual and social development
- to provide materials that will stimulate growth in factual knowledge, literary appreciation, aesthetic values, and ethical standards
- to provide a background of information which will enable pupils to make intelligent judgments in their daily lives
- to provide materials which represent the different viewpoints on controversial issues, so that users develop, under guidance, the practice of critical analysis
- to provide materials which realistically represent our pluralistic societies and reflect contributions made by various countries and individuals within them
- to give special emphasis to the collection of materials on India in order to enhance knowledge of its unique political, historical, cultural, and environmental features.

The Elementary and Middle/High School librarians shall have the primary responsibility for selection of all library materials in their respective libraries. Selection shall be made in accordance with recognized criteria for school libraries, AES' specific needs and objectives, and the procedures contained in the Library Policy and Procedures Manual.

The selection of library materials shall be a cooperative continuing process in which administrators, teachers, librarians, and students participate.

Any questions regarding the suitability of any materials selected will be dealt with according to the procedure outlined in the Library Policy and Procedures Manual. .

OLD REFERENCE: 6310  
ADOPTED: 90  
REVISED: 90; Jan. 93; May 00; Nov. 01; May 08  
REVIEWED: Mar. 96; Mar. 05

## **USE OF AES LIBRARY FACILITIES**

Current AES students and faculty shall have priority over the use of library materials, services, and facilities, and the Librarian shall ensure that use of the library by any person(s) does not interfere with the delivery of the instructional program. Any person entitled to use the school's internet/technology services available in the library may do so provided they sign the agreement on "Acceptable Use Policy". Videos and restricted circulation materials are for use by teaching staff only; reference materials may only be used in the library.

### **1. AES Students and Association Members**

Current AES students and members of the Association are automatically entitled to free use of library materials, services, and facilities.

### **2. Other staff of AES**

Members of AES staff who are not members of the Association are entitled to borrow up to five library materials.

### **3. Former AES Association Members and Alumni**

Former AES Association members and alumni may make an application for a library card together with an initial deposit of \$100 (or its Rupee equivalent) per family. In addition, a membership fee will be charged every School Year and the fee will be reviewed periodically by the Director. The initial deposit will be refunded at the time the family withdraws from library membership. The library membership will entitle subscribers to the use of the library facilities but not to borrow materials. Members will also be allowed to use the School's internet/technology services available in the libraries in accordance with the AES Acceptable Use Policy.

ADOPTED: 90  
 OLD REFERENCE: 7.802-R  
 REVISED: Jan. 93; Mar. 96; May 00; Nov. 01; May 08  
 REVIEWED: Mar. 05

**SCHOOL-TO-SCHOOL PROGRAM**

To assist AES in keeping abreast of educational programs, research, and practices in the U.S., the School, under the aegis of the U.S. Department of State's Office of Overseas Schools, may enter into a school-to-school partnership. This partnership is meant to be a vehicle for cooperation between AES and the school-to-school partner in a number of areas, including:

- consultant visits to AES
- possible student and teacher exchanges
- visits by AES personnel for the purposes of programmatic improvement and/or staff development.

ADOPTED: 90  
OLD REFERENCE: 7.91; 7.901  
REVIEWED: Jan. 93; Mar. 96; May 00; Mar. 05  
REVISED: Nov. 01; May 08

## CHAPTER-8: STUDENTS - INDEX

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Adopted: March 21, 2002

Reviewed: 2001-02; 2004-05; 2007-08

**NON-DISCRIMINATION**

The American Embassy School does not discriminate among its students on the basis of race, color, national or ethnic origin, religion, gender, or sexual orientation. However, the school charter requires priority be given to American citizens for admission.

OLD REFERENCE: 5111, 5151; 8.00; 8.10

ADOPTED:

REVISED: May 90; Apr. 96; Jan. 02; May 08

REVIEWED: Apr. 93; May 99; Jan. 05



## **ADMISSIONS POLICY**

Admission to AES is governed by the 1973 bilateral agreement between the governments of India and the United States and by the AES Association Charter.

AES admissions policy shall reflect this mandate and the School's belief that a culturally diverse student body enriches the life of the School and our belief that this diversity should be maintained.

The American Embassy School is not in competition with Indian schools and is neither designed nor empowered to serve the needs of Indian students.

## **ELIGIBILITY CRITERIA**

For any student to obtain Admission to AES the Administration must be satisfied that:

1. The student has a successful history of academic performance and appropriate personal conduct.
2. Any special needs of the student, including physical and/or learning disabilities, and development of English-language skills can be met by AES.
3. The student would be eligible to graduate before his or her twentieth birthday.
4. In the case where neither the student nor either of the parents holds U.S. citizenship, the parents are residing temporarily in Delhi.

Eligibility for admission under legal guardianship will be reviewed on a case-by-case basis.

AES policies regarding English-language and age requirements as they relate to admissions are found in Policies 7.111 and 8.102.

## **ADMISSION CRITERIA**

For students who meet the eligibility requirements above, the Administration will apply the following admission criteria:

### **1. Admission for U.S. Citizens and Children of U.S. Citizens**

For grades K-12, U.S. citizens and the children of U.S. citizens resident in Delhi will be admitted to AES. For ECEC children will be admitted provided there is sufficient space.

### **2. Admission for Non-U.S. Passport Holders**

Children of non-US Overseas Based Locally Hired Professional Staff holding 3/5<sup>th</sup> or more contract will be admitted. Provided there is sufficient space available, and provided the eligibility criteria above are met, non-US children will be admitted to AES.

Parents of applicants in this category must satisfy the Admissions Office that they are temporarily resident in India and located in Delhi. In most cases, documentation from their employer stipulating the nature and length of their assignment in India should be sufficient, but AES may require additional evidence such as:

- a. Evidence of permanent place of residence;
- b. Evidence of child's previous attendance at an American or international school;
- c. Tax or immigration status in country of usual residence;
- d. Ownership of residential property overseas;
- e. Prior residence overseas or future assignments;
- f. Voting status.

For students who are Indian passport-holders, AES is required to comply with restrictions imposed by the Government of India, Ministry of External Affairs, for the determination of temporary residence.

The School will admit students who meet the eligibility and admissions criteria in accordance with the procedure set out in Regulation 8.10-R.

### **PROVISIONAL ADMISSION**

In the event that the Administration has questions whether the School can meet the academic needs of an applicant student, the Administration may admit the student on a provisional basis. If on or before the 90<sup>th</sup> day of enrollment of the student the Administration terminates the student's enrollment or the student is withdrawn, the School shall refund all tuition, registration and other fees (except the non-refundable Application Fee) on a pro-rata basis over the Academic Year.

OLD REFERENCE: 5113; 5114; 8.201; 8.2011; 8.2012; 8.101; 8.00

ADOPTED: Nov. 78

REVIEWED: May 90

REVISED: 1989; 93; Feb. 96; Mar. 96; May 99; Jan. 02; Dec. 02; Jan. 05; May 06; May 08

## **ADMISSIONS PROCEDURE**

The Board shall set the maximum enrollment in the Elementary, Middle, and High Schools, based upon the administration's recommendation, no later than March prior to the start of the School Year. In setting enrollment, the Board shall seek to establish an optimal range that allows individual needs of the Elementary, Middle, and High Schools to be met and will take into consideration a number of quality indicators including but not limited to: scope of curricular offerings, classroom support, classroom and facility environment and availability, class size guidelines as set out in Policy 7.603, fiscal viability and community/school climate.

In keeping with its Mission statement, AES will release seats for students as specified in the order listed below:

- 1 - U.S. citizens, children of U.S. citizens and children of Overseas Based Locally Hired Professional staff who are on 3/5<sup>th</sup> or more contract;
- 2 - siblings of students of any nationality currently attending AES and children of a person entitled to diplomatic, consular or official privileges.
- 3 - eligible citizens of all other countries.

### **Procedure in the Event of Capacity Enrollment in K - 12**

In the event that the School anticipates capacity enrollment, the procedure below will be followed. This procedure does not apply to children who are U.S. citizens in grades K-12.

On June 1, the School is authorized to admit students to fill up to 95% of capacity enrollment for each grade, as defined in policy 7.603-Class Size Guidelines, for the following School Year. Priority for admission will be ranked on a first-come, first-served basis, based on the date of receipt of a completed application, as per Policy 8.101, items 1, 2, and 3, under subtitle "Admissions."

AES shall keep a waiting list of those students who are not allocated a place by June 1 and who meet the Eligibility and Admissions Criteria. As seats become available, the Director shall offer admission to children on the waiting list.

Applications are reviewed again on the first day of August to fill the remaining places.

In the event that a child fails to attend within 14 calendar days from the date of entry as confirmed at the time of admission, the Director may cancel his/her admission .

The deadline for submitting all required documents and completing the admissions process for the upcoming Academic Year is May 1. An application for admission will not be processed until the Admissions Office has received all the necessary documents, as outlined in the Admissions Policy 8.101. Admissions decisions are generally not made between early June and late July.

The 2<sup>nd</sup> semester of an Academic Year begins in January. The deadline for submitting all required documents and completing the admissions process for the 2nd semester is November 15. Admissions decisions are not made during Winter Break.

## **PROCEDURE FOR ADMISSION TO ECEC**

Admission of children who meet the eligibility criteria shall be based on the date of receipt of a completed application, as per Policy 8.101, items 2, and 3, under subtitle "Admissions." AES shall keep a ranked waiting list of those students who are not allocated a place by May 1 and who will be offered admission on first come first served basis when space becomes available. However, students holding U.S. passports and who meet the admissions criteria will be placed on the top of the waitlist in priority position by date of completed application and ahead of all other nationalities.

ADOPTED: February, 96

OLD REFERENCE: 8.00-R

REVISED: Mar. 96, May 96; Dec. 97; May 99; Jan. 02; Mar. 05; May 06; Jan. 07;  
Apr. 07; May 08

## **ADMISSIONS PROCESS AND ADMISSIONS APPEAL**

### **Admissions**

For admission to AES and prior to attendance, applicants must submit the following:

1. completed application form with recent photo;
2. completed registration form;
3. official school records covering the last two years;
4. confidential recommendation completed by a teacher, counselor, or principal;
5. authorization to release school records;
6. copies of all educational / psychological testing completed;
7. copy of information / photo ID pages of passport;
8. evidence of temporary residence in India (all non-USA passports);
9. Non-refundable application fee;
10. Advance Deposit

Completed health form must be submitted within 15 calendar days of the first day of attendance. An English as a Second Language (ESL) applicant must meet the established levels of English proficiency as per Policy 7.111.

### **Admissions Appeal:**

In cases when a student has been denied admission, the parent(s) have the right to appeal to the Director, who will review the decision with the Admissions Team (the School Principal, guidance counselor, Admissions Director and other appropriate professional staff such as the Educational Psychologist, etc.). In determining the appeal, the Director will take into consideration the following:

1. The capability of AES to meet the student's needs;
2. A student's need for the AES program and availability of alternative opportunities
3. A student's English-language fluency;
4. A student's academic performance in previous schools, as reflected in records provided to AES;
5. A student's performance, as reflected on AES administered tests;
6. A student's disciplinary and behavioral history in previous schools, as reflected in records provided to AES;
7. The date the completed application was received by AES;
8. Any other information provided by the parents;

The Director's decision relating to admission shall be final.

### **REVERSAL OF ADMISSION DECISION**

The decision to admit a child to AES can be reversed by the Administration if information is withheld regarding academic ability, learning disabilities, behavioral concerns, and/or disciplinary history of the student.

OLD REFERENCE: 5116; 8.1012; 8.201; 8.202; 8.10; 8.001

ADOPTED: Nov. 78

REVISED: Apr. 96; May 96; May 99; Jan. 02; Jan. 05; May 06; May 08

**AGE REQUIREMENTS**

Students being admitted to AES will normally be placed in the appropriate grade for their age. The age requirements for entering ECEC, Kindergarten and Grade 1 are as follows:

ECEC – 4 years  
Kindergarten – 5 years  
Grade 1 – 6 years

The age for entry to other grades is calculated sequentially from grade one.

Children may be considered for entrance on reaching the required age on or before October 1 of the School Year. Exceptions for children reaching the specified ages on or after October 1 of the school year will be considered only for admission based on the criteria contained in 8.103-R.

In some cases, after discussion with the parent(s), the Administration may place a student in a grade below that of his/her chronological age. A student will be admitted to the AES only if he/she will graduate before attaining his/her twentieth birthday.

In all cases, the final decision regarding admission and placement rests with the AES Administration.

OLD REFERENCE: 5115; 8.206; 8.102; 8.011  
ADOPTED: UNKNOWN  
REVISED: Jan. 89; Apr. 93; May 99; Jan. 02; Jan. 05; May 08  
REVIEWED: May 90; Apr. 96

**PLACEMENT OF STUDENTS**

Students are placed according to their chronological age and previous school experience with consideration given to the AES curriculum, standards, and expectations, as well as performance on any test the Administration may wish to administer. The School recognizes that there may be differences in opinion of parents or students regarding grade placement as a result of a transfer from a different educational system, different program of studies, or a system based on a different calendar year. However, the American Embassy School reserves the right to make all final determinations regarding grade placement.

In some cases, after a period of observation following an initial placement, school authorities may recommend a change in grade placement. Parents will be notified of this recommendation and the reasons for it will be thoroughly discussed with them. As in the case of an initial placement, however, the school reserves the right to change a placement if it feels it is warranted.

OLD REFERENCE: 5116; 8.1012; 8.201; 8.202; 8.10; 8.01  
ADOPTED: Nov. 78  
REVIEWED: May 99; Jan. 05; May 08  
REVISED: Apr. 96; May 96; Jan. 02

**CRITERIA FOR ACCELERATION**

Since the welfare and future of a child may be greatly influenced by deviations from a normal pattern of education, acceleration must be approached thoughtfully. There must be clear indications that the child displays appropriate emotional, social, cognitive, and motor skills to be accelerated.

Overall, acceleration should be growth promoting. Any indication that it would adversely affect normal developmental transitions in the future is grounds for a recommendation against acceleration.

Decisions regarding possible acceleration will involve the school Administration, parents, guidance counselors, and teachers. To assist in the decision-making process the Administration will consider:

- observations and reports by teachers
- interviews with the student
- test results and observations by specialists (if appropriate)and
- parental observations.

With parental consent, the School may administer any tests it deems necessary.

Any request for acceleration may be initiated by either the School or the student's parents. However, the School will make the final placement decision.

OLD REFERENCE: 8.102-R; 8.011-R

ADOPTED: JAN. 89

REVIEWED: May 90; Apr. 96

REVISED: Apr. 93; May 99; Jan. 02; Jan. 05; May 08



**PROMOTION AND RETENTION**

A student will be promoted to the next grade level if he/she has met all the requirements for placement at the next grade level.

A recommendation for retention at a particular grade is made after a thorough review of progress, performance, social skills, and past school experience by the classroom teacher, other appropriate professional staff, Principal, and the parents.

At the high school level, placement at a grade level is normally done based on accumulated credits. One credit is given for a year's course which meets on a daily basis. A student must pass a minimum of 5 credit courses each year. Thus, the minimum credit requirements to be a tenth grader is 5 credits; to be an eleventh grader, 10 credits; and to be a twelfth grader, 15 credits. In addition, unless a student qualifies for early graduation (see Early Graduation 7.222-R), s/he must attend high school for four years.

In all cases, the final decision regarding promotion or retention rests with the Administration.

OLD REFERENCE: 8.203; 8.21; 8.012  
REVIEWED: 90; Apr. 93; Jan. 05; May 08  
REVISED: Apr. 96; May 99; Jan. 02

**COURSES FOR HIGH SCHOOL GRADUATES**

Students who have graduated from an accredited high school and who wish to further their education by taking courses at AES may be admitted for a 13<sup>th</sup> year of education provided there are sufficient space and resources available. Maximum age for entry will be 21. Admission to and continuation of postgraduate studies is left at the discretion of the Administration. The primary responsibility of the school is to students in grades K to 12.

OLD REFERENCE: 5210; 8.2013; 8.1013; 8.1011; 8.003

ADOPTED: Sept. 79

REVISED: May 90; May 99; Jan. 02; May 08

REVIEWED: Apr. 93; Apr. 96; Jan. 05

**GUARDIANSHIP**

In all cases where a student is under the care of a guardian, the parent(s) having legal custody of the student, the guardian and the School shall execute an agreement in the form provided by the School. The agreement shall set out the rights and responsibilities of the guardian(s) and the School.

It is the sole responsibility of the parent(s) to appoint an appropriate guardian of legal majority for the student. The guardian(s) will have all responsibilities and rights of a parent.

OLD REFERENCE: 8.2014; 8.1014; 8.1012; 8.002

ADOPTED: Mar. 89

REVIEWED: May 90; May 99; Jan. 05

REVISED: Apr. 93; Apr. 96; Mar. 01; Jan. 02; May 08

**STUDENT RECORDS RETENTION**

The School shall maintain a cumulative file for every student that will contain all records, documents, and correspondences, regarding a student. The file with its contents shall be available to parents and teachers upon request. The file will be retained for 5 years from the date a student is withdrawn, after which it will be destroyed. The Counselor's Office shall retain/store indefinitely an electronic version of the transcript for every student in a central server maintained by the Technology Department.

ADOPTED: Dec. 03  
REVIEWED: Jan. 05  
REVISED: May 08

**CONFIDENTIALITY**

AES values confidentiality of both academic and personal matters among students, parents, and staff. When a student seeks the advice of a staff member formally or informally, the staff member shall observe the following guidelines:

1. The dignity and personal rights of each student and staff member shall at all times be respected and protected.
2. Information which is declared confidential by the student should remain with the person gaining it unless there is consent from the student for its further dissemination.
3. When there appears to be a conflict between the staff member's responsibility to the parents and his/her responsibility to maintain confidentiality with respect to the student, the staff member shall respect the student's right to confidentiality. In such a case, the staff should encourage the student to permit the staff member to share the information with the student's parent(s) or guardian(s).
4. When in the judgment of the staff member there is a threat to the safety or welfare of the student or of others the staff member shall notify the school administration who shall take appropriate action .

The School administration will require written permission from parents to release all records including confidential material such as psychological testing, psychiatric evaluations, and social case history.

OLD REFERENCE: 5158,5159; 8.603

ADOPTED: UNKNOWN

REVISED: 16 March 1989; April 1993; May 99; May 08

REVIEWED: 1990; April 1996; Dec. 03; Jan. 05

## **STUDENT RIGHTS AND RESPONSIBILITIES**

The American Embassy School endorses the belief that education should be directed to the strengthening of respect for human rights and the fulfillment of student responsibilities. All students shall be informed of their rights and responsibilities through student handbooks.

AES is a community of learners and, in any effective community, rights and responsibilities balance one another. Consequently at AES, student rights and responsibilities are interdependent. The rights are dependent upon each member of the student body exercising the responsibilities of respect for the educational process, consideration for others, honesty, and accepting the consequences of one's actions.

In order for students to be able to conform to the community's standards of conduct, these rights, responsibilities, and expectations must be articulated. Since it is impossible to describe and specify all situations, common sense and trust must be used. Indeed, an atmosphere of mutual trust, which is synonymous with the sense of community for which we strive, is best achieved by establishing a few clearly described universal expectations, as stated in Policy 8.302, rather than a host of rules which anticipate misconduct.

ADOPTED:                May 91;  
REVISED:                Apr. 93; Apr. 96; May 99; Mar. 02  
REVIEWED:                Jan. 05; May 08

**STUDENT RIGHTS**

1. Students are entitled to all the rights set forth in this policy, without distinction of any kind, such as race, color, gender, language, religion, political or other opinion, national, ethnic or social origin, disability, sexual orientation, or other status.
2. Students have the right to pursue education in a climate of mutual trust, respect, and interpersonal concern where openness and integrity prevail.
3. Students have the right to a meaningful education which will prepare them to be confident, independent, and passionate learners.
4. Students have a right to safety of both person and property, including the right to safe and clean school facilities.
5. Students have the right to learn in an environment free of physical, emotional, psychological, and verbal harassment or bullying.
6. Students have the right to freedom of thought, conscience, and religion.
7. Students have the right to protection from arbitrary interference with privacy, family, home, and correspondence.
8. Students have the right to freedom of opinion and expression. This right includes the freedom to hold opinions without interference and to seek, receive, and impart information and ideas, unless this would violate the rights of others or cause personal or institutional harm.
9. In any action against a student that could result in expulsion, the student has the right to obtain assistance for his or her defense and should be informed of that right.
10. Students have the right to freedom of peaceful assembly and association, unless this would violate the rights of others or interferes with the operation of the School.
11. Students have the right to inspect and review all academic records directly related to themselves.
12. Students may seek a correction or deletion where a record is felt to be inaccurate, misleading, or otherwise in violation of their privacy or other rights.
13. Students have the right to seek representation on the Board of Governors and may attend any committee meeting dealing with matters directly related to students.
14. Students have the right to have their views solicited and considered by teachers, Administrators, and the Board of Governors, in matters directly related to students.

ADOPTED: MAY 91  
REVIEWED: APR. 93; Apr. 96; May 08  
REVISED: May 99; Mar. 02; Jan. 05

**STUDENT RESPONSIBILITIES**

Students may safeguard their rights by taking full responsibility for their actions. Students are responsible for their own behavior. They must respect the individual rights of others and help to provide a safe and positive school environment within which to learn. Specifically, students have the responsibility to:

1. Be honest, act with integrity, and exercise self discipline.
2. Be courteous, communicate respectfully with other members of the school community, and allow others to express their views.
3. Respect the rights of others without distinction of any kind, such as race, color, gender, language, religion, political or other opinion, national, ethnic or social origin, disability, physical appearance, sexual orientation, or other status.
4. Respect the educational process and learning environment by refraining from any classroom behavior which diminishes the rights and opportunities of others to receive an education.
5. Behave in a responsible manner which safeguards and does not endanger the health and physical or psychological well-being of others.
6. Respect the property of fellow students and the property of the School.
7. Dress in neat attire which takes into account cultural sensitivities.

ADOPTED: May 91  
REVIEWED: Apr. 93; Apr. 96; Jan. 05; May 08  
REVISED: May 99; Mar. 02



**STUDENT CONDUCT** (Title Page)

ADOPTED: Mar. 02  
REVIEWED: Jan. 05; May 08

## **TOBACCO, ALCOHOL, AND DRUGS**

The use of tobacco, alcohol, and/or drugs is injurious to student health and to a healthy learning environment. The use, sale, or distribution of tobacco products, drugs, or alcohol by students on school property, on school-provided transportation, at school-sponsored and chaperoned functions are prohibited and are grave infractions of school rules that will not be tolerated. This prohibition extends but is not limited to conventions, sports events, Mini-Courses, dances, and other social functions, as well as extra-curricular activities.

The Director and the Administration are responsible for developing a formal, comprehensive health education program at all levels and for the inclusion of that program in the school curriculum. At the appropriate grades, specific attention will be focused on the use and abuse of tobacco, alcohol, and/or drugs. The Director will provide an annual update to the Board of Governors on this program.

It is the responsibility of the High School and Middle School parents and students to become fully aware of the policy on Tobacco and Alcohol and Drugs. Copies of the policy are available in the Middle and High School handbooks.

### **Disciplinary Actions:**

#### **1. TOBACCO**

Use of smoke or smokeless tobacco by students is prohibited on campus, at all school-sponsored events, and on school-contracted transport. Violation of this rule is a serious matter and will result in disciplinary action, including suspension.

In the event that a student has persistently violated this policy or demonstrates a wilful disregard of the policy, the student may be subject to further disciplinary measures, up to and including expulsion.

#### **First Violation**

A conference between student and parent (s) and the school administrator and counselor.  
A one-day out of school suspension.

#### **Second Violation**

A conference between student and parent (s) and the school administrator and counselor.  
A three-day out of school suspension.

#### **Subsequent Violations**

The student will be subject to further disciplinary measures up to and including expulsion.

## **2. ALCOHOL AND DRUGS**

Students may not use, possess, be under the influence of, sell, or distribute alcohol and drugs (other than those legally prescribed for a student by a licensed physician) at any time while on campus, at a school-sponsored or chaperoned event, on school-provided transport, or in any activity conducted under the aegis of the School. Any infraction of this policy is a grave matter and will result in the following:

### **First Violation**

A conference between student, his/her parent(s), the School counselor, and the School Administrator;  
Immediate out of school suspension from School and all school activities for a period of not less than five school days;  
Mandatory individual or family counseling as determined by the School.

### **Second Violation**

A conference between student and parent(s) and the school administrator and counselor;  
Suspension or expulsion from AES for a length of time determined by the school;  
Participation in a treatment program subject to school approval but researched and paid for by the student's family;  
Student may reapply for admission to AES following the period of withdrawal and upon successful completion of the treatment program. Re-admission is not guaranteed and will be made by the school administrator, guidance counselor and admissions director upon a review of the student's progress.

Notwithstanding the foregoing, the Director may expel a student from school for a first violation of this policy, if the student's conduct:

- causes or may cause harm to others or creates a dangerous situation; or
- is part of a pattern of behavior that shows disregard for school policies; or
- exposes the school to the threat of legal action.

OLD REFERENCE: 5158; 5152; 8.4022;8.41; 8.42

ADOPTED: UNKNOWN

REVISED: Mar. 89; Dec. 90; May 92; May 93, May 99; Mar. 02; Jan. 05; May 08

REVIEWED: Apr. 96

## HARASSMENT AND BULLYING

AES believes that every child has the right to learn without fear in an atmosphere of mutual trust and respect. Every student is expected to be responsible for his/her own behavior, to exercise self-discipline, and to refrain from behavior which interferes with other students' right to learn or endangers the health or well-being of others. AES will not tolerate harassment or bullying.

All incidences of harassment and bullying will be reported and investigated. In cases that have been substantiated, the school's actions will be reported to the parents of all the students involved, including the victim's. The school will offer a proactive, sympathetic and supportive response to students that have been victimized that could include but are not limited to counseling, mediation, or assertiveness training. The bully too will receive the understanding needed to change the behavior. All actions will be documented as a means of tracking both the conduct of the students involved and to assess the effectiveness of the school's interventions in enforcing a policy of zero tolerance for bullying and harassment.

**Harassment** is improper behavior that is directed at and is offensive to another student or a member of the staff and that the student knows (or ought to know) would be unwelcome. It includes objectionable conduct, comment, or display on a one-time or repeated basis which demeans, belittles, or causes humiliation or embarrassment, and includes harassment based on grounds of discrimination which are prohibited – race, national or ethnic origin, color, religion, age, gender, marital status, sexual orientation, physical appearance, or disability.

**Bullying** is a form of harassment. It is improper behavior by one or more students which is directed at another student and is offensive and interferes with their well-being. It includes teasing, name-calling, threats, unwanted physical contact or violence, often on a repeated basis, which demeans, belittles, humiliates, or frightens the other student. It can take place in and out of the classroom and even outside School.

Harassment and/or bullying of a student or staff member of AES by a student or group of students is considered a serious violation of school rules, and will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline".

The Director shall organize annual programs for teachers, administrators, students, and parents about the policies and detection and prevention of bullying and harassment.

ADOPTED: May 01  
OLD REFERENCE: 8.51  
REVISED: Mar. 02; Apr. 06; May 08  
REVIEWED: Jan. 05

**VANDALISM OR DAMAGE TO PROPERTY**

The school facilities, equipment, supplies, and textbooks both owned by and under the custody of the School, are important to the quality of education at AES. Damage to or destruction of such property can affect the education provided by the School.

Willful misuse or vandalism (including “pranks”) that results in damage to or destruction of school property or property in the custody of the School is considered a serious violation of school rules, and will result in any or all of the disciplinary consequences outlined in policy 8.40 “Student Discipline”.

In the event that the property can be repaired or restored to serviceable condition, the student(s) concerned will be responsible for that repair or restoration, including carrying out the work themselves where appropriate.

OLD REFERENCE: 5155; 8.505; 8.44

ADOPTED: UNKNOWN

REVISED: Jan. 91; May 93; May 99; Mar. 02; May 08

REVIEWED: Apr. 96; Jan. 05

**DANGEROUS AND VIOLENT BEHAVIOR**

Violent behavior and/or the threat of violence is a serious violation of school rules and will not be tolerated. The carrying of offensive and/or dangerous weapons or toy weapons on to the AES campus or while participating in AES-sponsored activities is prohibited.

In addition to confiscation of the weapon or dangerous object, violation of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline".

ADOPTED: MAY 99  
OLD REFERENCE: 8.48  
REVISED: Mar. 02; May 08  
REVIEWED: Jan. 05

**THEFT**

AES expects students to recognize and respect the distinction between what belongs to themselves and what belongs to others. Theft of school or personal property will not be tolerated.

The Administration will also advise and guide students on the importance of taking care of their personal possessions through student handbooks and other communications to students and parents. The Administration will inform parents and students of thefts as needed.

Violation of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline". In addition, the stolen item(s) must be returned, replaced, or compensated for by the student.

ADOPTED: Jan. 91  
OLD REFERENCE: 8.45  
REVIEWED: May 93; Apr. 96; Jan. 05  
REVISED: May 99; Mar. 02; May 08

## **DRESS CODE**

Students are expected to be clean and neat while at School or at school-sponsored activities. Students should be properly dressed in a manner that is not offensive to general sensibilities of the community or disruptive to the educational environment. Shoes or sandals must be worn. Violation of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline". The Principal may request a student to return home for the purpose of changing into appropriate attire.

OLD REFERENCE: 5154; 8.4021; 8.46  
ADOPTED: UNKNOWN  
REVISED: Jan. 91; May 93; May 99; Mar. 02; May 08  
REVIEWED: Apr. 96; Jan. 05



## **PUBLIC BEHAVIOR**

AES students are expected to recognize that the social and cultural environment of the School and the presence on campus of students of widely differing ages and maturity, representing diverse social and cultural groups, require appropriate public behavior. While on campus and while participating in school activities or on school-provided transportation, students are expected to conduct themselves in a responsible and appropriate manner.

For this reason, excessively loud behavior, vulgarity, fighting, as well as inappropriate public displays of affection will not be tolerated.

Violation of this policy will result in any or all of the disciplinary consequences as outlined in policy 8.40 "Student Discipline".

OLD REFERENCE: 5153; 8.4025; 8.47  
ADOPTED: UNKNOWN  
REVISED: Jan. 91; May 93; May 99; Mar. 02  
REVIEWED: Apr. 96; Jan. 05; May 08

**ACCEPTABLE USE OF INFORMATION TECHNOLOGY**

There shall be a policy for the acceptable use of information technology at AES which shall be reviewed annually by the Administration. This policy shall be listed in the student handbooks and will outline the acceptable use of the school's computer hardware, software, and internet/intranet service. The policy shall also state who may use the information technology, how it can be used, and what is considered an unacceptable use of information technology. All users of the School's information technology, including students at each school level, parents, and staff, must sign the "Acceptable Use Policy."

Email accounts shall be issued to students only after the School has received written permission from the student's parent(s) or legal guardian(s).

Violation of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline". In addition, it may result in restricted access to the School's Information Technology. In cases of a serious violation or repeated violations, access to the School's Information Technology may be denied for the remainder of the School Year.

OLD REFERENCE: 8.49  
ADOPTED: May 99  
REVISED: Mar. 02  
REVIEWED: Jan. 05; May 08

**ACADEMIC DISHONESTY**

The goals and purposes of education do not allow for academic dishonesty by the student. A fundamental AES goal is to help students develop a commitment to learning, a commitment that results in the students' respect for academic honesty.

The Administration will use student handbooks and other communication to ensure that the importance of academic honesty and the school's commitment to it is clearly communicated to students, parents, and faculty.

In instances of academic dishonesty, such as plagiarism, copying, using unauthorized materials to assist in examinations, gaining advance access to examination materials, and similar violations of the spirit of learning, the teacher concerned must notify the appropriate Principal.

In all cases the student will receive counseling aimed at ensuring he/she understands the inconsistency between academic dishonesty and the goals of learning.

Violation of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline" and, in addition, a student will be assigned a reduced grade (including a grade of zero).

OLD REFERENCE: 8.43  
ADOPTED: Jan. 91  
REVISED: May 93; May 99; Mar. 02  
REVIEWED: Apr. 96; Jan. 05; May 08

## SUSPECTED STUDENT ABUSE

"Child abuse or neglect" means a threat to a child's health or welfare by physical or mental injury or impairment, sexual abuse or exploitation, deprivation of essential needs or lack of protection from these..

Child abuse and neglect is a serious problem affecting children from all social and economic levels in the community. The residual effect of maltreatment of children has profound implications for the child, his/her family, and the community at large. Physical or emotional abuse to children or young adults runs directly counter to AES Core Values.

Should a member of the AES community suspect that a student is being abused, he/she will report the suspected abuse to the concerned teacher or counselor.

The teacher will report verbally to the Principal who will in turn meet with the student and the School Psychologist, if needed, to investigate the allegation. The allegation will be documented using any of the following as needed:

- a) Opinion of the School Nurse;
- b) Photo;
- c) Written reports.

The Principal will meet with the Director and other appropriate personnel such as the Counselor, Psychologist, etc. to determine further course of action.

Further action may include any or all of the following:

- a) Meeting with the parents;
- b) Exclusion of the student from the school;
- c) Reporting the abuse to legal authorities;
- d) Requiring family therapy.

ADOPTED: Apr. 04

REVIEWED: Jan. 05

REVISED: May 08

**STUDENT DISCIPLINE**

Learning best takes place in a supportive atmosphere free of obstacles and distractions. The School shall establish rules governing student behavior in order to ensure that such an atmosphere is maintained. The Administration will develop school-wide strategies for maintaining good discipline and curtailing inappropriate behavior. The philosophy of discipline at AES is to foster the notion that when inappropriate choices are made, we should learn from our mistakes.

Policies, regulations, and rules governing student behavior will be published in student handbooks.

If a student violates School policies or rules governing student behavior, appropriate disciplinary measures will be taken by the School authorities. Corporal punishment and/or humiliation will not be used.

Depending on the nature and the magnitude of the violation and the age of the student, any or all of the following may result in:

- Warning to the student (including where appropriate the consequences of a second or subsequent violation);
- Letter to the student's parent(s) or legal guardian(s);
- Counseling of the student involved;
- Parent/student/administrator conference;
- Disciplinary probation (including suspension from extra-curricular activities);
- Suspension.

In cases where the violation is of sufficient magnitude and/or if the offense takes place in the context of a history of violations of other school policies and rules, the Director may expel the student.

Decisions regarding probation and suspension are made by the Principal. Appeals against such decisions may be made to the director. Decisions regarding expulsion are made by the Director in accordance with policy 8.404 "Expulsion".

OLD REFERENCE: 8.50; 8.40; 8.401

ADOPTED: Jan. 91

REVISED: May 93; Mar. 02; May 08

REVIEWED: Apr. 96; Jan. 05

**DISCIPLINARY PROBATION**

When the magnitude of a violation is serious, or when violations persist in spite of counseling and/or warning of the student and parents concerned, the Principal of the School may place the student on disciplinary probation. The Principal must inform the Director of such a decision.

In all cases where a student is given disciplinary probation, the student and parents must be informed in writing both of the reason for the probation and the terms of that probation. When the Principal thinks it is necessary and appropriate, the student will be recommended for counseling.

Disciplinary probation may include restrictions on participation in extra-curricular activities and/or the requirement that free periods be spent in supervised study to strengthen the student's internalization of the rule(s) violated.

All instances of disciplinary probation must include reference to the consequences of any further violation of the rules of student conduct, and this must be shared in writing with the student and parents concerned.

OLD REFERENCE: 8.402  
ADOPTED: Jan. 91  
REVISED: May 93; Mar. 02; May 08  
REVIEWED: Apr. 96; Jan. 05

## **ACADEMIC PROBATION OR DISMISSAL**

After consultation with a student's teachers, academic probation can be recommended by the Principal when the student is functioning at or near failing levels in a course or courses such that there is a possibility that the student will not meet the requirements for progression to the next grade level and/or meet course and credit requirements for graduation. The student and his/her parents will be notified well in advance of the academic difficulties of the student and the student will be given ample time to remedy his/her problems. After the period of academic probation, if it appears that the student is unable or unwilling to improve to a level that indicates potential to meet the AES course or credit requirements, the student may be retained in his/her grade or dismissed from AES.

During the period of academic probation the student's progress will be monitored carefully by the Principal, his/her teachers, and the counselor. Every effort will be made on the part of the School to support his/her efforts to improve. Academic probation will necessitate periodic meetings between the parents, teachers, counselor, and Principal in order to monitor and to chart the student's progress. The parents, and when appropriate the student, will be notified by the Principal, in writing, of the length and terms of the probation.

OLD REFERENCE: 5114; 8.504; 8.403  
ADOPTED: UNKNOWN  
REVISED: Jan. 91; May 93; May 99; Mar. 02  
REVIEWED: Apr. 96; Jan. 05; May 08

## SUSPENSION

Suspension is a serious disciplinary action and will only be taken when counseling and other measures have failed to promote a positive change in the student's behavior, or where it is clearly in the best interests of the School to suspend the student's participation in classes and/or other school activities. This would include situations where the student's presence in School and/or other activities would be disruptive to the conduct of classes, extra-curricular or social activities, or when the breach of discipline is of a gravity that the absence of appropriate disciplinary action could be misconstrued by other students.

The Principal may suspend a student from participation in classes and/or other activities for a period not to exceed five school days and may prohibit the student from entering all or part of the school premises during that period. With all but major breaches of school rules (those covered in this section of the Policy Manual), any suspension must have been preceded by discussion with the student and parent(s), counseling, a clear written warning, and/or probation.

If in the judgment of the Principal and the Director, the gravity of a student's violation of school rules warrants a suspension for a period in excess of five school days, the Director may extend the suspension.

The Principal shall notify the student, and the student's parents(s) or legal guardian(s), in writing, of the reasons and conditions of all suspensions. The notification must also state the consequences of any further breach of discipline. In all cases of "out of school" suspension, a copy of the notification shall be transmitted to the President of the Board of Governors, through the Director.

Decisions regarding suspension are made by the Principal and/or the Director. Appeals against a decision of suspension may be made to the Director. However, where the Director has made a decision to suspend for a period in excess of 5 days, an appeal may be made to the Board of Governors.

OLD REFERENCE: 5114; 8.504; 8.404  
ADOPTED: UNKNOWN  
REVISED: Jan. 91; May 93; May 99; Mar. 02  
REVIEWED: Apr. 96; Jan. 05; May 08



**EXPULSION**

Expulsion of a student is the gravest disciplinary action that can be imposed. Expulsion will, therefore, be considered only as a last resort and only in the case of violation of regulations that specifically call for expulsion or where the student's continued participation in school activities would pose a threat to the welfare and academic progress of other students or to the student concerned, or if the Director determines that it is in the interest of the School (as in cases where there is a clear threat of legal action by the government or where there is a clear threat to life and safety of students or others).

In all cases of expulsion, the Director shall notify the student, parent(s) or legal guardian(s), in writing, the reasons for expulsion and a copy of this notification shall be sent to the Board of Governors.

The decision to expel a student from School can be made only by the Director. The parent(s) or legal guardian(s) may appeal against the decision to the Board of Governors, within 10 working days of the receipt of the notification. The Board shall conduct a hearing within 10 working days from the day the appeal was received and shall communicate its decision to the parent(s) or legal guardian(s) as soon as possible but no later than 10 working days from the day of the hearing. During the period of appeal, the student will be excluded from school.

OLD REFERENCE: 5114; 8.504; 8.405

ADOPTED: UNKNOWN

REVISED: Jan. 91; May 93; Apr. 96; May 99; Mar. 02; May 08

REVIEWED: Jan. 05

## **ATTENDANCE**

It is the School's philosophy that attendance in class is of primary importance. Students are expected to be in attendance each school day.

Any absence is considered unexcused, except where the Administration is satisfied by the parents that the absence is for a valid reason.

An excused absence is one for which work is allowed to be made up. Valid reasons for being absent are as follows:

- Personal illness;
- Family emergencies;
- Dental or medical appointments, although- students are urged to make medical appointments out of school time.

Excused absences may also be granted for religious holidays, exceptional educational opportunities, home leave, travel difficulties, or for any other reason which the Administration deems to be valid, provided that all such absences are, where appropriate, arranged in advance and have been requested in writing by the parent or guardian.

### **Unexcused Absences**

An unexcused absence can take one of the following forms:

Cutting;  
Skipping;  
Tardies.

"Cutting" is being on campus but failing to attend one or more classes without appropriate permission.

"Skipping" is the absence from the school campus for all or part of a School Day without appropriate permission.

"Tardies" are late arrivals to class.

Violations of this policy will result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline". In addition, the student may receive a reduced grade, including zero.

### **Minimum Attendance at High School**

It is essential that high school students attend their classes daily in order to receive the maximum amount of academic instruction and earn academic credit.

When a student is absent for more than 10% of the class periods of a course in a semester (block periods of 90 minutes count as two 45 minute class periods), the following action will be taken:

- Written warning from the Principal to the student about the consequences for absences exceeding 15% of the class periods of a course in a semester;
- Notification to parents or legal guardian;
- Parent/student/Principal conference.

When a student is absent for more than 15% of the class periods of a course in a semester (block periods of 90 minutes count as two 45 minute class periods), the following action will be taken:

Notification to parents or legal guardian;

Parent/student/Principal conference;

The student will not earn any academic credit for that class in that semester. The student may remain enrolled in the class but "NC" (No Credit) will be listed on the transcript.

Both excused and unexcused absences will be included, but absences due to school-sponsored events will be excluded.

When a student is absent beyond the limit of 15% of the class periods of a course in a semester, the student and parent(s) or legal guardian(s) may appeal in writing to the Principal for a waiver of the policy stating the extenuating circumstances.

The decision of the Principal may be appealed to the Director.

OLD REFERENCE: 5117;

REVISED: Dec., 90; May 92; May 93; May 99; Mar. 02

REVIEWED: Apr. 96; Jan. 05

## **CAMPUS USE**

Upon completion of their scheduled classes and supervised after school activities students are expected to leave the campus promptly. In the event that further use of school facilities is necessary a student must be supervised by a parent or obtain permission from the appropriate school principal. The campus is closed on Sundays and holidays with the exception of use of facilities pre-approved by the administration. However, in case of an emergency, students may be provided limited access on Sundays, accompanied by a parent or legal guardian.

In order to ensure privacy to families living on campus, access to residential areas will be restricted to the residents and guests.

ADOPTED: Feb. 91  
REVISED: May 93; Apr. 96; May 99; Jan. 05; May 08  
REVIEWED: Apr. 96

**LEAVING CAMPUS DURING THE SCHOOL DAY**

The AES campus does not extend beyond the school boundary wall. The School is responsible for monitoring the whereabouts of its students, and the Administration will establish rules and procedures governing student departure from campus. These rules and procedures will be provided to each student at the time of enrolment, at the beginning of each School Year and at any other time when circumstances require a change in these rules and procedures. The Director will keep the Board informed of the status and proposed changes to these rules and procedures.

Unauthorized departure from campus (i.e., leaving campus under circumstances not in compliance with AES rules and procedures outlined in the School handbooks) is a serious matter and will be treated in the same manner as an unexcused absence from School, as outlined in policy 8.50 "Attendance".

OLD REFERENCE: 5118; 8.303

ADOPTED: Apr. 1989

REVISED: Jan. 91; May 93; May 99; Mar. 02; Jan. 05; May 08

REVIEWED: Apr. 96

## **STUDENT PUBLICATIONS**

AES encourages the publication of student writing and art, outside the classroom context, as an opportunity to learn about the rights and responsibilities of expression. The School will sponsor student yearbooks, newspapers, literary magazines, web-sites, and newsletters as opportunities to showcase students' creative work. All student publications will have faculty advisors.

Each year the students, supported by their faculty advisor, will review the editorial policy of their publication and seek approval from the Administration. The students and the advisor will be responsible for ensuring that the publication conforms with the established editorial policy. All student editorial policies must protect the sensibilities of our diverse school community.

Student publications and/or websites, whether sponsored or not, that cause or threaten personal or institutional harm may result in any or all of the disciplinary consequences outlined in policy 8.40 "Student Discipline".

OLD REFERENCE: 8.70  
ADOPTED: Jan. 91; Mar. 02  
REVIEWED: May 93; Apr. 96; May 99; Jan. 05  
REVISED: May 08