



INTERNATIONAL SCHOOL of TIANJIN

Working Learning Acting TOGETHER

IST BOARD POLICY MANUAL

UPDATED 2018



INTERNATIONAL SCHOOL OF TIANJIN

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Board Policy Manual

1. SCHOOL AND ITS PURPOSE

1.1 School mission

The International School of Tianjin is a not-for-profit school offering an outstanding education for the students of the international community of Tianjin.

1.2 School philosophy

a. Philosophy statement.

Our school is a friendly place where the needs of the student come first. We all agree that the school and the family must work closely together to help each child achieve his or her unique potential. We help our students develop resilience and self-confidence, expecting them to be respectful of others and to recognize that everybody is entitled to his or her own point of view.

Our students love to learn. They learn to think for themselves, but they also understand the benefit of working together in teams. Our students learn how to think creatively and critically, how to make sound judgments, and how to apply their knowledge in real life situations. Teachers and parents have high social, moral and academic expectations of our students. Together, they challenge students to make the most of their abilities, and help them to make meaningful connections between the different branches of human knowledge. Our teachers appreciate that individual students learn differently, so they provide a variety of learning experiences and use a wide range of teaching resources, technologies, methods, and assessment strategies. Our community promotes balance and wellbeing, celebrates all kinds of student success, and appreciates that adults, too, are learners.

Our common future requires that we all look beyond our immediate needs. For this reason, our students learn that they have a duty to the wider community and to the environment. They learn to take part in government, to give service to others, and to work towards a better and more peaceful world. They learn about our host country, China, embrace multilingualism, and reflect on how different people in the world can learn from each other. Our students learn to be honest, to persevere in everything they do, and to have the courage to defend their views while making informed and ethical choices as future leaders in our changing world.

b. School motto. The school motto shall encapsulate this philosophy. The motto shall be: IST ~ Working together, Learning together, Acting together for our common future.

1.3 Role of mission and philosophy in policy

The school's Mission and Philosophy shall serve as the guiding criteria for the Board of Governors in deciding the policies within the remaining sections of this policy manual. That is, the basic goal of all policies within Section 2, Board and Administration, shall be for the Board and Director to work cooperatively and effectively to support the school in achieving its mission and implementing its philosophy. The basic goal of all policies within Section 3, Fiscal Management, shall be for the school's financial planning, resource allocation and fiscal management to support the school in fulfilling its mission and implementing its philosophy. Similarly, the basic goal within each of the other sections of this policy manual shall be to support and advance the mission and philosophy of the school. All policies within each section of the policy manual shall be consistent with these basic goals.

1.4 Communications

The Board of Governors and Director shall be responsible for assuring that all members of the school community understand the school's mission and philosophy and how the mission and philosophy guide the Board's and Director's decisions. As the Board's executive officer, the Director shall be responsible for publishing all forms of communication to convey the school's mission and philosophy, the policies in this manual, and the procedures, rules and any other information or administrative guidance needed to implement the policies stated in this manual. These shall be published in appropriate handbooks that are made easily available for all appropriate persons. *(See Board of Governors Constitution Article 5, Section 4 and Article 6, Section 2.1. See also Appendix 4, IST Board of Governors Guidelines for Board Communications).*

1.5 Evaluation

Together with the Board, the Director shall develop and use procedures to allow the Board to evaluate the effectiveness of both the school and the Board in achieving the school's mission and implementing its philosophy. The Board shall use these procedures on a regular basis *(see IST Constitution Article 5, Section 5 'Governance'; IST Board Policy Section 2, Article 5 'Performance Evaluation'; and Appendix 3, IST Board of Governors Guidelines for Self-Evaluation).*

1.6 Legal status

The IST Constitution shall be approved by the Board of Governors of IST, as defined in Article 4 of the Constitution, with the acceptance of the Tianjin Economic Development Area.

1.7 Government relations

The school shall comply with laws and regulations of the Chinese government, and shall make every effort to maintain excellent working relationships with government agencies.

1.8 Accreditation, authorization and affiliations

The school shall maintain standards and achieve improvements necessary to sustain a fully accredited status with the Council of International Schools and the Western Association of Schools and Colleges, as well as full authorization from the International Baccalaureate Organization to offer its Primary Years Program (PYP), Middle Years Program (MYP), and Diploma Program (DP). The school shall also join educational associations and establish relationships with universities or other organizations in order to benefit from professional and curriculum development programs, teacher exchange, intern and student teacher programs, and other forms of professional communication and assistance; the Director shall be authorized to establish these relationships, subject to the organization's compatibility with the school's mission and philosophy, adherence to school policy, and school budget limits.

2. BOARD AND ADMINISTRATION

2.1 Board Constitution

The Board of Governors shall create and the Tianjin Economic Development Area shall accept a Board Constitution which shall prescribe: the school's name, location, mission; the Board's constituting authority; membership composition, criteria, selection methods, terms, removal provisions, vacancies, and attendance requirements; the Board's authority and responsibilities as well as the Director's authority and responsibilities; Board officer positions, appointments, and responsibilities; Board meeting frequency, quorum, agenda, voting, meeting types, and minute-taking requirements; Board committee types and names, authority, chair and membership appointment requirements, and reporting requirements; and constitutional amendment and dissolution provisions. The Board Constitution shall be included in the Board Handbook, which shall be annually reviewed by the Board at its orientation session. The Board Constitution shall take precedence over all Board policy.

2.2 Board Essential Agreements

As a condition of participating on the Board, each voting and non-voting member of the Board shall adhere to the Board Essential Agreements. The current agreements are stated below. The Board as a whole shall annually review these agreements, revising them as appropriate. Each voting and non-voting member shall sign a statement that he or she will adhere to the agreements. The Board's self-evaluation shall include the agreements as performance criteria.

Essential Agreements of the IST Board of Governors

理事会基本协议

1. We will be prepared and punctual for meetings, and for the completion and fulfillment of tasks and responsibilities.
我们将做好准备，准时参加理事会的所有会议，并且按时完成任务和应履行的职责。
2. We agree to adhere to our agreed roles, as stated in the "role charts" in the Board Handbook.
我们同意并遵守已经由理事会通过，并且在理事会手册中详细说明了的职责分配。
3. We will follow and "stick" to the published agenda and adhere to time limits at meetings.
我们将严格遵守会议的议程安排和时间规定。
4. We will speak openly, respectfully, accept differences of opinion and work toward resolutions and decisions.
我们将畅所欲言，彼此尊重，接受不同的观点，并努力形成决议。
5. We will discuss issues rationally, not emotionally and presume positive intentions from each other.
我们将理性地讨论问题，不感情用事，并且相信彼此都怀有积极意图。
6. We will clarify how we make a decision before we make that decision.
在做决议之前，我们将阐明如何做出该项决议。
7. After the Board makes a decision, we will speak with a common voice that supports the decision, and which will help groups within the school community understand the Board's perspective and decisions.
我们将同声支持理事会的决议，并且帮助学校社区内的不同团体了解理事会的观点和决议。
8. We will respect confidentiality. In specific cases where there is doubt about what is confidential, the Board will decide what is confidential.
我们将严守机密。当无法确定某件事情是否需要保密时，将由理事会做出决定。
9. We will represent the entire school. We will not advocate on behalf of personal or group interests.
我们将代表整个学校。我们将不会代表任何个人或集团而谋取私利。
10. We will reflect upon and evaluate our performance as a Board, with respect to the practices of good governance outlined in our essential agreements; our recorded goals, roles and responsibilities; and in pursuance of the school's Mission, Philosophy, and Objectives.
我们将根据理事会基本协议的要求，针对我们作为理事会成员的表现、既定目标的完成情况、是否履行职责，以及是否遵循学校的办学任务和宗旨进行反思和评估。

Each Board member shall also sign an agreement committing the member to preventing potential conflicts of interest.

2.3 Board and Director roles and responsibilities

Consistent with the Board Constitution, the Board and the Director (with his or her administrative staff) shall perform the roles and responsibilities listed below. The Board and Director shall respect, support, and avoid interference in each others' roles and responsibilities.

POLICY	
Board of Governors	Administration
Determines need for policy	Drafts proposed policy
Approves policy	Implements policy
Reviews Administration's evaluation and approves policy changes if needed	Evaluates results and reports to Board Recommends changes to Board

PLANNING	
Board of Governors	Administration
<p><u>Long-Term Planning:</u></p> <ul style="list-style-type: none"> - Commits to developing a strategic plan - Approves strategic plan (3-5 years), following discussion with Admin and process including other groups - Approves annual goals, objectives, action plans based on strategic plan <p><u>Recurrent, Annual Planning:</u></p> <ul style="list-style-type: none"> - Approves annual calendar - Approves annual budget 	<p><u>Long-Term Planning:</u></p> <ul style="list-style-type: none"> - Organizes strategic planning process - Collects forecast data on enrollment, revenue etc. - Within strategic planning process, works with others to propose major goals and prepare action plans. - Addresses/enacts all plans - Implements action plans, evaluate, and report to Board <p><u>Recurrent, Annual Planning:</u></p> <ul style="list-style-type: none"> - Recommends annual calendar - With Finance Committee, recommends annual budget - Plans staffing and recruitment - Conducts annual curriculum review - Plans facilities maintenance schedule - Plans calendar of school events

FACILITIES	
Board of Governors	Administration
<p>Approves major facilities developments</p> <p>Approves policies related to facilities (such as policy on use by outside groups)</p> <p>Approves facilities operational expenses within annual budget</p>	<p>Identifies facilities needs and recommend major improvements to the Board</p> <p>Implements and monitors major facilities projects; reports on these to Board</p> <p>Recommends policies related to facilities</p> <p>Implements annual facilities budget: maintains facility within budget approved by Board</p> <p>Allocates use of space within the school</p> <p>Assures health and safety requirements are met</p> <p>Manages all other aspects of facilities</p>

FINANCES	
Board of Governors	Administration
<p>Approves budgeting framework</p> <p>Discusses any questions about financial analysis</p> <p>Reviews and approves annual budget</p> <p>Reviews financial reports</p>	<p>With Finance Committee develops and recommends a budgeting framework</p> <p>Prepares financial analysis and reviews with Finance Committee to present to Board</p> <p>With Finance Committee recommends needed new initiatives as budget proposals</p> <p>With Finance Committee prepares and recommends annual budget to the Board</p> <p>Implements budget to achieve its goals through efficient and effective procedures</p> <p>Provides detailed financial reports to the Board, through the Treasurer</p>

CURRICULUM	
Board of Governors	Administration
Approves major curriculum directions / framework	Recommends wide-ranging major curriculum directions (e.g., curriculum framework)
Approves policy on evaluation and reporting of student performance	Recommends policy on evaluation and reporting of student performance
Approves major expenditures usually as part of annual budget	Reports to Board on student performance
Approves policies on matters related to major aspects of the educational program.	With Finance Committee recommends major financial expenditure related to curriculum and associated resources and facilities
	Recommends policies on matters related to major aspects of the educational program, such as: <ul style="list-style-type: none"> - Appropriate student/teacher ratios - Grades serviced by the school - Staffing needed for new courses
	Selects and procures resources needed to implement the educational program, within budget
	Manages, supervises, and evaluates all other aspects of delivering the school's educational program, and reports significant progress and problems to the Board.

2.4 Board orientation

At least annually, the Board shall hold an orientation session in which all members, new and continuing, renew a common understanding of the Board Constitution, the Board's Essential Agreements, and other aspects of agreed roles, principles, and procedures for the Board and Director's work together. The Board shall engage in further Board development activities as needs and opportunities arise.

2.5 Performance evaluation

At least annually, the Board shall formally evaluate its performance, using standards, timelines and procedures set out in the Board Handbook (see Appendix XYZ, IST Board of Governors Guidelines for Self-Evaluation). The Board shall formally evaluate the Director using guidelines stated in the Personnel section of the Board Policy Manual (see Appendices XYZ, Director: Authorities, Duties, and Performance Evaluation). These evaluations shall be in written form.

2.6 Board of Governors Handbook

With the administrative support from the Director, the Board shall maintain a Board of Governors Handbook which shall include: the Board Constitution, Board Policy Manual, and Board and Director performance evaluation standards, timelines, and procedures, as well as other materials deemed appropriate by the Board. The Board as a whole, not only new members, shall review the contents of this handbook at its annual orientation session.

2.7 Board Policy Manual

The Board Policy Manual shall be comprehensive in its coverage of all areas of responsibility for the Board. However, in adopting policies the Board shall focus on its general, strategic goals and shall avoid including

the administrative guidance, regulations, procedures or information which the Director shall develop and use to implement the Board's policies. The Director shall be responsible for maintaining administrative handbooks and other documents, and these shall be fully available to the Board.

3. FISCAL MANAGEMENT

3.1 Budgeting and financial planning

The Board shall approve a multi-year (three to five year) financial plan for both operational, capital, and reserves purposes, which shall include the next year's budgets for operational, capital and reserves purposes. The plan shall include anticipated income and projected expenditures that are sufficient to support improvements scheduled within the school's strategic plan, as scheduled over several years. The Board shall approve any significant change to the multi-year financial plan.

Changes in expenditure between major categories within the current year's budget are the responsibility of the Director, who shall keep the Board Finance Committee informed. Staff members shall have opportunities to contribute to financial planning, particularly in areas that affect their responsibilities. The fundamental features of the school's financial plan shall be made known to the school community.

The Financial Handbook, which shall be reviewed and evaluated annually by the Board Finance Committee, shall include the definition of the fiscal year and procedures for budget preparation, budget deadlines and schedules, budget adoption, and periodic budget reconciliation.

3.2 Risk management and depository of funds

The Board will adopt a risk management strategy to protect against unforeseen events, the protection and safety of assets, and the continuity of operations. The risk management strategy shall include targets for reserve funds; guidelines and limitations on investments and currency conversions; guidelines on insurance, including bonding of appropriate employees; regulations on signatories for accounts to assure reasonable and prudent limits on single-signatory authority; and limits on cash in school buildings. Targets for reserve funds shall be reviewed annually as part of the budgeting process.

The risk management strategy shall be included in the Financial Handbook, which the Board's Finance Committee shall review annually, or more frequently if necessary. Based on this review, the Finance Committee will recommend changes in the strategy to the Board. Consistent with the Board's risk management strategy, the Board will decide upon allocation of any end-of-year surplus funds.

3.3 Income sources

The financial plans, including the next year's budget, shall clearly specify the types, purposes, and amounts of all fees charged by the school, including registration and building fees, tuition fees, and other special fees such as book, rental, and laboratory fees.

The school may pursue and accept endowments, grants, fund-raising activities, and gifts as deemed suitable by the Board.

3.4 Accounting, reporting, and auditing

The school shall maintain an accounting system that meets International Finance Report Standards (IFRS) and Chinese laws.

The Board shall monitor the multi-year financial plan, including the current year's budget, through its Board Finance Committee, which shall review monthly reports and submit summary reports to the Board for each regular Board meeting.

Financial statements shall be audited by an independent, internationally recognized firm on a regular basis. The Board shall approve the auditing firm. In addition to confirming whether the school's accounts accurately represent the school's financial condition, the audit report shall include recommendations for improving the financial management of the school. This shall include the firm's review of how well the school's administrative regulations and procedures serve to implement the Board's financial policies, and any recommendations to improve that implementation. The Board shall be responsible for accepting the audit report.

Regulations and procedures on types of funds and inventories shall be maintained in the Financial Handbook and shall be annually reviewed by the Finance Committee.

3.5 Purchasing authority

The Financial Handbook shall include purchasing procedures, and regulations on bids and quotations, inventories, and related matters. The handbook shall be reviewed annually by the Board's Finance Committee.

3.6 Disbursement of funds

Regulations and procedures on payrolls, expense reimbursements, loans to staff members, petty cash accounts and related matters shall be included in the Financial Handbook, which shall be reviewed annually by the Board's Finance Committee.

3.7 Disposal of school property

Regulations and procedures on disposal of school property shall be included in the Financial Handbook, which shall be reviewed annually by the Board's Finance Committee.

3.8 Board Finance Committee

As required by the Board Constitution, the Board shall appoint a Finance Committee, which shall be chaired by the Board Treasurer and which shall have the duties set out in the Constitution (Art. 8, Sec. 2.1). Consistent with the Constitution, the Board shall annually approve in advance the Committee's specific goals and activities for each year.

3.9 Financial Handbook

The Director, working through the Financial Controller, shall maintain a Financial Handbook. The Handbook shall consist of administrative guidance, regulations, procedures, instructions, information, forms and any other administrative documents needed to implement the Board's financial policies.

As part of its oversight function, the Board Finance Committee shall annually review the Financial Handbook and its use. The Director, with the Financial Controller, shall be responsible for providing evidence that the contents of the handbook have been used to effectively implement the policies. The Finance Committee shall be responsible for evaluating that implementation, and the Treasurer shall report this annual evaluation to the Board. The Director, with the Financial Controller, shall normally make any needed changes in the Financial Handbook after the annual review. Changes that must be made at other times shall be reported to the Treasurer and shall be highlighted for the annual review.

The Financial Handbook shall be made available to staff members and parents as requested. All relevant portions of the Financial Handbook shall be included in documents provided to staff members to help them perform their duties or to help them understand personnel regulations and procedures that apply to them as employees. Similarly, all relevant portions of the Financial Handbook shall be included in documents provided to parents to help them understand school regulations or procedures that apply to them as school parents and to their children as students.

4. BUSINESS MANAGEMENT

4.1 Construction

a. **Standards and procedures.** Working through the Director of Operations, the school's Director shall prepare, publish, and implement standards and procedures to assure that the following is achieved for all construction project and major improvements of facilities:

- (1) Appropriate educational specifications based on consultation with professional staff.
- (2) Effective selection of architects.
- (3) Sound preparations of plans and technical specifications, including project schedules, conceptual design, schematic drawings, design development drawings, construction documents, and "as built" drawings.
- (4) Appropriate site acquisitions, assuring educational value, appropriate opportunities for community use, and acceptable environmental impact.
- (5) Effective construction contract bidding and awarding, assuring that appropriately experienced firms with well-qualified staff are selected and that the following results accrue: achievement of educational and technical specifications; timely completion; desired quality of materials and work; desired aesthetics; acceptable cost; and adequate contractors' insurance.
- (6) Satisfactory supervision of construction, including expectations, procedures, and any required contract provisions for: the school's Director of Operations; the project manager; the quality management company or supervising engineering firm; the Local Design Institute; the architect; and the contractor.
- (7) Sound inspection and acceptance of completed projects.

b. **Authority.** Using these standards and procedures, and working through the Director of Operations and other staff as appropriate, the Director shall be responsible for recommending the following to the Board, and the Board shall be responsible for a decision on whether to approve or modify the recommendation:

- (1) Adoption of educational specifications.
- (2) Funding and selection of architect and architect's contract.
- (3) Adoption of project plans at conceptual drawing level and funding for all other plans.
- (4) All site acquisitions.
- (5) Selection of contractor and approval of contract.
- (6) Contracts for supervision.
- (7) Acceptance of the completed project.

4.2 Buildings and grounds

Working through the Director of Operations, the school's Director shall prepare, publish, and implement standards and procedures to assure that the school's facilities shall be safe, clean, well-maintained and attractive. This shall apply to facilities and equipment on the campus, facilities and equipment used in school activities off-campus, and facilities provided for teacher housing.

4.3 Closing facilities

In cases where it may be necessary to close a school facility, the Director shall prepare a recommendation for the Board to consider. In preparing the recommendation, the Director shall consider the school's ability to fulfill its mission, implement its philosophy, and meet the needs of its students with the remaining facilities. In this context the Director shall also consider enrollment projections; relevant population and economic trends; specialized uses of school space, including adult and recreational use; maintenance and operational requirements; and other applicable factors.

4.4 Health, safety, and security

The Director shall implement procedures and assure regular training and practice for staff to achieve the following results:

- a. **Rules.** All employees, students, and visitors understand and follow clearly established rules of health and safety for all locations and forms of school activity.
- b. **Identification and correction.** Due to regular inspections and general staff diligence, hazardous or unhealthy conditions or practices are identified early and corrected promptly.
- c. **Accident prevention and response.** Accident prevention, response, and reporting is effective, including: provision of a clinic with a qualified nurse; effective supervision of students in all facilities and activities; and prompt reporting which meets medical, ethical, legal, and insurance requirements.
- d. **Emergencies plans.** All persons are well prepared to follow established procedures in emergencies, including: fire, bomb threats, earthquake, armed intruder, and civil unrest.
- e. **Government regulations.** All government regulations regarding health, safety and security are followed.
- f. **Security provisions.** People using the school and the school's physical property are kept secure from injury, damage, loss, or vandalism through: an effective lock and key control system; proper screening of visitors and clearly stated and enforced hours of operation, without losing the open nature of the campus; employment and supervision of 24-hour security staff; appropriate responses to security issues, normally beginning at the lowest level possible; proper safeguarding of school funds and valuables.
- g. **Liability.** The school is protected from claims of loss or damage regarding private property. Parents, employees, and students to understand that they should avoid unnecessarily bringing valuables to school; all persons should understand that the school shall not accept liability for loss or damage regarding personal property, including motor vehicles.
- h. **Restitution.** The school seeks redress against persons found to have committed acts of vandalism or theft of school property. The school seeks full restitution for damage or losses caused by such persons, or, in the case of minors, from their parents. The school reserves the right to delay issuance of any documents, credits, or refunds until receiving payment in full.

4.5 Student transportation

- a. **Regular bus service.** Working through the Director of Operations, the Director shall arrange for a regular bus service for students to travel between their home areas and school. The service shall meet which these criteria:
 - (1) All costs shall be met through user fees.
 - (2) Service shall be provided only for areas that can be justified in terms of cost and children's time on the bus, which normally shall not exceed one hour per trip.
 - (3) Effective safety procedures shall be implemented and student rules are enforced through satisfactory supervision. Disciplinary actions may include suspension or expulsion from future use. Drivers and school staff shall know and use effective procedures for responding to accidents and promptly reporting any accident to both the administration and parents.
 - (4) The service shall be available only to parents who pay the user fee, except full-time employees whose children are enrolled in the school.
 - (5) Service shall be available for students to return to their home areas after routinely scheduled after-school activities.

- (6) The service shall be outsourced to a transportation company, and all parents using the service shall sign a liability waiver for the school.
- (7) All buses shall be properly maintained, fitted with safety belts for all passengers, and meet safety standards set by Chinese law; drivers shall be appropriately licensed. The transportation company shall be responsible for maintaining all forms of required insurance.
- (8) All of these provisions shall be directly inspected and confirmed by the school.
- (9) The bus service system, including its limitations, all safety rules and consequences, and other procedures, shall be clearly explained in the parent handbook, and parents shall subscribe to the service only upon their written agreement with these provisions.

b. Other forms of regular transportation. The Director shall assure that effective safety rules and procedures are implemented for parents and families using other forms of transportation between home and school, such as walking, bicycling, and private vehicles.

c. Private vehicles in lieu of school bus service. When school bus transportation is not appropriate or available for school-related activities, the Director may approve the use of a private vehicle, provided that: parents of all students using the vehicle give advance permission; the vehicle has adequate third-party liability insurance; the vehicle meets all current vehicle safety regulations; and the driver is licensed and is adequately covered under the schools limited liability insurance coverage.

4.6 Food services

Working through the Director of Operations, the Director shall arrange for a regular food service at school. The service shall meet these criteria:

- a. The service shall be provided by a contracted, professional catering company that meets all government regulations concerning safety, health and hygiene.
- b. All costs of the service shall be met by charges to users, except that the Director may arrange for subsidized midday meals for locally employed staff, within limitations in the approved school budget.
- c. Facilities shall also be available for students who wish to bring their own lunches to school.

4.7 Insurance

Working through the Financial Controller, the school's Director shall assure that insurance coverage is adequate for all aspects of school property, employees and students, and liabilities of employees and Board members. All insurance shall be reviewed annually to assure updated and complete coverage and to consider improvements.

5. PERSONNEL

Policy 5.1 applies to all staff. Policies 5.2 – 5.7 apply only to professional personnel positions, which are teaching positions and other professional educational positions, such as principal, counselor or librarian. In Policies 5.2 – 5.7 the terms "staff" or "personnel" always mean professional personnel. Other staff positions are regulated by Chinese law, individual contracts, and documents issued by the Director.

5.1 Staff ethics, rights, and responsibilities

The Director, in consultation with the staff, shall prepare, publish, and implement written guidance for all staff regarding the following aspects of staff ethics, rights, and responsibilities.

- a. **Staff Involvement in Decision-making.** The staff shall be encouraged to contribute ideas and proposals for the betterment of the school through regular staff meetings with the Director and other administrators. The teaching staff may form a consultative organization to represent teachers' opinions

for discussion with the Director. Issues may range from educational issues, pay and conditions, to wider community issues. The Chinese staff may also form a staff association for consultation with the Director on employment conditions.

The relevant staff and the Director shall agree on a constitution for the organization, which shall be included in the Personnel Handbook. There shall be procedures for proposals to be submitted to the Board of Governors. The Board shall consider such proposals with care, but with the understanding that the Board retains the responsibility of making the decisions based on what the Board deems best for the school as a whole, rather than on the perspective of a group within the school.

b. Ethical Conduct

c. Communicating About Problems. Staff members shall directly discuss any problems with administrators or other staff members who are most immediately responsible. An effective, written grievance procedure shall be available for use if a staff member believes that such discussion has been insufficient. When needed, the specified procedure must be used, and anonymous messages shall not be accepted. Staff members shall always act and speak in ways that contribute to collegiality, enhance mutual respect, and support community morale.

d. Contracts. Staff members shall have written contracts, which shall be followed by both the employee and the school.

e. Evaluation. Staff members shall have written job descriptions and performance evaluation standards and procedures, which shall be used to appraise performance and make decisions on contracts and promotions.

f. Equal Opportunity. Appointments and promotions shall be made solely on the professional merits of the candidates without consideration of race, color, religion, national origin, gender, disability, or sexual orientation.

g. Chinese Relations. Staff members shall obey the laws of China and act in ways to promote the positive relationship of the school with the Chinese government and Chinese society.

h. Modeling Behavior. Staff members shall behave in ways that provide models for students' conduct. This includes adhering to school regulations about smoking, drugs, alcohol, and dress.

i. Conflict of Interest. Staff members shall not engage in any activity, which may constitute a conflict of interest. Such activities include engaging in employment or any private activity that would interfere with time or energy required for schoolwork, or would compromise the school, or would negatively affect the school in any other way. Such activities also include directly supervising or evaluating a relative, and accepting gifts or favors which appear to be offered in expectation of services to be rendered.

j. Community Safeguarding. Community members shall conscientiously follow all school procedures intended to assure the safety, health, security and wellbeing of students and all others participating in school activities or using school facilities. This shall include compliance with any and all requirements and regulations as set by the government of China, and school regulations pertaining to safeguarding, including:

- A. Child Protection
- B. Safer Recruitment
- C. Code of Conduct & Management of Safeguarding Concerns
- D. Health & Safety
- E. Health, Wellbeing & Inclusive Education
- F. Digital Citizenship

- G. Student Behavior Management
- H. Student Support

k. Personnel Records. Records on each employee shall be available to the employee and to school staff members whose responsibilities require access to such records. These records shall be released to others without only through permission from the employee or through a legal subpoena.

5.2 Positions and Contracts

All policies in this and following sections refer only to professional personnel positions.

- a. Approval of Positions.** The Board shall establish new positions and abolish current positions through the annual budgeting process, and the published budget shall document such changes.
- b. Authority.** The Board authorizes the Director to appoint staff and agree on contracts for positions approved by the Board. Contracts shall be signed by the employee, the Director, and a Board representative.
- c. Categories of Contracts.** There shall be three categories of teaching contracts:
 - (1) Local Hire. This contract shall be provided for Chinese citizens already residing in China.
 - (2) Overseas Hire. This contract shall be provided for an individual brought by the school to Tianjin from another country, for the specific purpose of employment at the school. The position shall normally be full-time. Initial contracts shall normally be for two years.
 - (3) Locally Hired Expatriate. This contract shall be provided for an expatriate person who, at the time of accepting employment with the school, resides in China, or intends to reside in China, for purposes other than solely to accept employment with the school. Special conditions of Tianjin require that there shall be a separate set of benefits for those hired on an Overseas Hire and Locally Hired Expatriate basis.
- d. Visas and work permits.** Employees are responsible for all costs associated with securing initial visas for themselves and their dependents. The school shall pay the cost of extending the visas and work permits of overseas recruited teachers and their dependents, if replacement is not due to loss or theft. Contracts are contingent upon: initial endorsement by the Tianjin Education Commission; issuance of a work permit by the Foreign Expert Bureau; and issuance of a formal letter of invitation by the Foreign Affairs Department. The school shall be under no legal obligation to assist an employee in applying for a work permit beyond the term of the employee's current contract.
- e. Contract Administration.** The Director shall include in the Personnel Handbook, and in contracts as required, regulations to clarify and implement the following:
 - (1) Deadlines for the school to offer contracts, and for candidates and employees to either accept or reject, which allow the school to effectively recruit teacher replacements.
 - (2) The role local government agencies play in the processing of contracts and work permits and the responsibility of the school in instances where such contracts and permits are rejected.
 - (3) The responsibility of professional applicants to supply all necessary documentation
 - (4) The effect of breaks in employment on the employee's seniority status.
 - (5) The definition of volunteer service to the school
 - (6) The definition of full-time and part-time teaching.
 - (7) The school's rights and obligations to discontinue or modify contracts in accordance with changes of status.
 - (8) The school's right to transfer employees to other appropriate assignments in the case of reductions of students or programs.

- (9) The school's obligations to support teacher requests for work permit extensions beyond the term of their employment with the school.
- (10) The implications of breaking contract on an employee's salary and benefits

f. Contract and Employment Suspension, Termination, and Disciplinary Procedures. The Director shall include in the Personnel Handbook, and in contracts as required, regulations to clarify and implement the following:

- (1) General disciplinary guidelines and procedures that reflect the increasing gravity of offences or misconduct.
- (2) Temporary suspension pending investigation of possible disciplinary matters
- (3) Termination with two months written notice by either party, with no compensation beyond the termination date, and with appropriate financial penalties if the employee fails to give two months notice. If the school terminates an overseas hire contract without cause, repatriation benefits shall apply as per Board policy.
- (4) Termination without notice for failure to fulfill contractual obligations, involvement in activities reflecting discredit on the school, misconduct by professional teaching standards, or misrepresenting or withholding information relevant to the contract.
- (5) Non-renewal of contract due to negative performance appraisal.
- (6) The principle that the school is never obligated to offer a new contract, regardless of the performance evaluation of the employee.
- (7) Retirement age of 65, with any standards and procedures for possible exceptions.
- (8) Reductions in the work force, with the needs of the school and overall effectiveness of the employees taking priority over seniority. Reductions shall be affected by non-renewal of contract whenever possible. The Director shall recommend a specific plan to the Board for a final plan.
- (9) Termination due to sickness or injury that would render the employee unable to fulfill the contract. Repatriation benefits shall apply in accordance with individual contracts and Board policy.
- (10) Probationary period termination applicable within the first six months of employment, due to failure to meet one or more standards in the school's teachers appraisal system.
- (11) Resignation by non-acceptance of a contract offer, non-signing of a contract offer, and expiration of current contract.

5.3 Compensation

- a. Annual Review and Approval.** The teacher salary scale and benefits shall be reviewed by the Board annually within the annual budgeting process. Any changes must be approved by the Board and shall be published within the approved budget, in the Personnel Handbook, and within relevant, standard teacher contracts.
- b. Salary.** The Personnel Handbook and individual contracts shall include relevant salary scales, with complete information on how the salary scale shall be managed by the Director, including an explanation of the components of the scale, payment schedule, form of currency, guidelines for initial and subsequent placement on the scale, and documentation requirements for scale placement. The Personnel Handbook and individual contracts shall also include relevant regulations on additional salary for extra work or extra workdays, as well as regulations on salary deductions and advances.
- c. Benefits.** For each of the following benefits, the Personnel Handbook and individual contracts shall state the applicable category of teaching position, amounts, limits, and other necessary information: (1) housing; (2) relocation allowance; (3) excess baggage allowance; (4) annual travel allowance; (5) air fare for bereavement leave; (6) signing-on bonus; (7) retirement benefits; (8) professional development funds; (9) medical insurance; (10) personal accident and disability insurance; (11) Local social insurance provisions; (12) free education for dependent children; (13) free bus fee waivers for dependent children; (14) taxi reimbursement money; (15) laptop computer; (16) contract performance renewal bonus; (17) stipend for additional academic credits; (18) all forms of leave; and (19) Any other benefits approved by the Board.

- d. **Personnel Handbook.** The Personnel Handbook shall include any further regulations and procedures deemed necessary to effectively implement this policy; these may be in addition to, but consistent with, what is written in individual contracts.

5.4 Selection and Deployment

The Director shall publish regulations and procedures in the Personnel Handbook to implement the following:

- a. **Recruitment and Selection.** The Director shall recommend a staffing plan for the next year within the budgeting process; the Board shall approve the plan as part of the budget. Minimum teacher qualifications shall normally be a bachelor's degree; a teaching certificate, license, or equivalent qualification; and two years of teaching experience. Applicants for other positions shall demonstrate appropriate qualifications. The Director shall be responsible for all staff appointments, with the Board endorsing the appointments for Director of Operations, Financial Controller, and Principals.
- b. **Orientation.** The Director shall provide an orientation program for new staff which prepares them to function well within the school generally, effectively execute their specific roles within the school's programs, and (in the case of expatriate teachers new to Tianjin) become familiar with local living conditions and practices.
- c. **Assignments.** The Director shall be responsible for assigning all staff members to specific positions. The Director shall duly consider staff members' preferences, but the needs of the school shall take priority. Except for emergencies, staff members shall be assigned positions for which they are qualified. A teacher's specific teaching assignment (such as grade level and/or subjects) shall not be contractual; the Director may change assignments as school needs require. Vacancies for positions of additional responsibility shall be announced first within the school, and the Director shall consider internal applicants before considering external applicants.

5.5 Performance Evaluation

The purposes of evaluation shall be to validate levels of performance consistent with the school's mission and philosophy; support improvements in performance; and provide a basis for contract decisions.

- a. **Teacher Performance Evaluation.** In consultation with the teaching staff, the Director shall design and implement an effective system of standards, procedures, and timelines for evaluation. The system shall differentiate among teachers in their first year at the school, teachers in later years, and teachers not meeting one or more of the standards of evaluation (regardless of their years of employment at the school). The details of this system shall be clearly and completely documented in the Personnel Handbook.
- b. **Principal Performance Evaluation.** In consultation with the Principals, the Director shall design and implement an effective system of standards, procedures, and timelines for evaluation. The system shall include provisions for mutual goal-setting, Principals' self-assessment, feedback from students and teachers, and the Director's annual, written evaluation. The details of this system shall be clearly and completely documented in the Personnel Handbook.
- c. **Director Performance Evaluation.** In consultation with the Director, the Board shall design and implement an effective system of standards, procedures, and timelines for evaluation of the Director. The system shall include provisions for mutual goal-setting; reporting on progress toward goals; feedback from teachers, support staff, parents, and students; self-assessment by the Director; and an annual written evaluation by the Board. The Board shall be the only body responsible for the contents of the annual evaluation, which must be completed by May 31. By the last calendared school day in the penultimate year of the Director's contract, the Board shall inform the Director whether another

contract shall be offered, and the Director must accept or decline the new contract by 1 August. The details of this evaluation system shall be clearly and completely documented in both the Personnel Handbook and the Board of Governors' Handbook.

5.6 Professional Development

All staff shall be expected to continually grow as professionals generally as well in their ability to provide the programs and services designed by the school to meet its mission and implement its philosophy. Staff shall be expected to seek out opportunities for this, and the school shall support such initiatives. The Director shall design, publish, and implement procedures for this policy, including:

- a. Staff Involvement.** Through a professional development committee, the Director shall involve staff in planning the school's professional development objectives and procedures.
- b. Funding.** The Director shall organize funding, guided by annual budget limits, contractual limits, and procedures developed in consultation with the professional development committee.
- c. Reporting.** The Director shall be responsible for reporting to the Board annually on how well the professional development program supports the school's mission and philosophy.

5.7 Employment Conditions and Expectations

The Director shall prepare, publish, and implement procedures for the following policies:

(a) Teacher Work Year; (b) Standard Workday; (c) Extra-curricular Activities and Student Supervision; (d) Extra-help for Students; (e) Parent Communication; (f) Board Expectations and Community Activities; (g) Student Behavior; (h) Procedures; (i) Staff Meetings; (j) Outside Employment.

- (a) Teacher Work Year.** This shall be approximately 188 days per year, including 180 instructional days. New teachers shall report two weeks and returning teachers shall report one week before classes begin. All teachers shall work one day following the close of school. Vacations shall be scheduled according to the approved annual school calendar.
- (b) Standard Workday.** This shall be 7:30am to 4:00 pm, Mondays through Fridays, plus additional hours and days as required by official school activities and events. The Director may issue regulations to allow for changing departure times as needed.
- (c) Additional Responsibilities, Including Extra-curricular Activities and Student Supervision.** Staff shall contribute significantly to these.
- (d) Extra-help for Students.** Staff shall provide extra help for students under their regular care, and shall not receive private payments for this.
- (e) Parent Communication.** Staff shall communicate regularly with their students' parents.
- (f) Board Expectations and Community Activities**
- (g) Student Behaviour.** Staff shall effectively manage the behavior of students under their direct care as well as student behavior generally.
- (h) Procedures.** Staff shall efficiently perform procedures and record-keeping assigned for the smooth operation of the school.
- (i) Staff Meetings.** Staff shall attend required staff meetings and professional development activities.

- (j) **Outside employment.** Staff shall secure prior, written approval of the Director for any outside employment.

6. INSTRUCTIONAL PROGRAM

6.1 Organization

The Director shall see that the school is organized and operated within these guidelines:

- a. **School Divisions.** There shall be an Elementary and Secondary division, each with a Principal reporting to the Director. Elementary shall include Nursery through Grade 5, and these grades may be organized into lower (N-Grade 2) and upper (Grades 3-5) sections. Secondary shall include Grades 6 to 12, and these grades may be organized into Middle School (grades 6-8) and High School (grades 9-12).
- b. **Instructional Days.** There shall be a minimum of 180 days in the annual school calendar. These shall be scheduled within a calendar approved by the Board by each December. The school shall observe the following Chinese national holidays: National Day, Mid Autumn Festival, Lunar New Year, Tomb Sweeping, Labor Day and Dragon Boat. The school shall not observe national holidays of any country other than the People's Republic of China.
- c. **Class size.** The number of students in a class may not exceed 14 in Nursery/Pre-Kindergarten, 18-20 in Kindergarten – Grade 2, and 20-22 in grades 3-12.
- d. **Alternatives.** In addition to conventional class-based instruction, the Director may organize standards, programs and procedures for alternative forms of instruction, including field studies, independent study, private tuition and study, correspondence courses, and internet-based courses.

6.2 Curriculum

- a. **General criteria.** Working with the professional staff, the Director shall organize and provide a curriculum that will be:
- (1) Effective in supporting the school's mission and philosophy.
 - (2) Written in clear, comprehensive, and cohesive form, providing coordinated learning objectives for each grade level and subject area.
 - (3) Based on the International Baccalaureate's Primary Years Programme (PYP), Middle Years Program (MYP), and Diploma Program (DP).
 - (4) Regularly reviewed, evaluated, and improved as needed.
- b. **Special provisions.** The Director shall also assure the educational program appropriately responds to the following needs:
- (1) Good use of local resources for the inclusion of the study of China, as well as general use of community resources and opportunities for cross-cultural learning.
 - (2) Standards, procedures, and programs for language teaching, including English as the medium of instruction, Chinese, instruction for home languages, and other languages offered by the school. Provisions regarding English shall address the school's need for multiple levels of teaching, learning, and using English, meeting the goal that all students shall acquire academic proficiency in English and using a philosophy of placing students in regular classes as much as possible.
 - (3) Provision for students with special needs within the planned and budgeted program, with the philosophy of placing students in regular classes as much as possible.
 - (4) Understanding and respecting varied religious beliefs without promoting any single set of beliefs. The school shall not observe any specific religious holidays.

- (5) Health education, including age-appropriate instruction on substance abuse and sexuality, with good general communication to parents and without the need to gain specific permission from parents for their children to receive such instruction.
- (6) A guidance and counseling program available to all students, within budgetary limits, with sound guidelines to staff on confidentiality and its compatibility with the best interests of the student and school.
- (7) Guidelines on academic freedom and teaching about controversial issues, including attention to the need for unbiased teacher presentations within their areas of expertise; the maturity levels of students; community norms of taste and behavior; and the laws of the host country.

6.3 Extra-Curricular Program

To fully support the school's mission and philosophy, the school shall offer a program of extra-curricular activities. Within the limits of the school's budget and facilities, the Director shall organize the program under these guidelines:

- a. **Voluntary.** Student participation shall be voluntary.
- b. **Academic credit.** Students shall normally not earn academic credit through extra-curricular activities.
- c. **Eligibility.** Students may be required to meet academic eligibility requirements to participate.
- d. **Class time.** Loss of regular class time shall be minimized.
- e. **Student rules.** The school's behavioral rules shall be fully applied in all activities, on or off campus.
- f. **Payment.** Students shall normally pay all or a part of all travel expenses beyond Tianjin and Beijing.
- g. **Tackling.** The program shall not include sports that involve tackling in its sports program.

6.4 Instructional methods and resources

The Director shall organize and implement the school's instructional methods and resources to meet the following criteria:

- a. **Mission and philosophy.** The methods and resources shall support the staff and students in meeting the school's mission and implementing its philosophy. The teachers and other professional staff shall perform their duties in ways that enhance and support the mission and philosophy. The school shall provide classroom space, furniture, books, teaching equipment, and resources adequate for the professional staff to perform their duties.
- b. **Grouping.** The professional staff shall be responsible for grouping students for instruction. In courses that are not specifically "leveled" (such as levels of French instruction, or "Higher" and "Standard" IB Diploma courses), students shall normally be grouped heterogeneously with the goal of assuring a balance of factors such as ability levels, ethnicity, and gender. Each class shall have some native English speakers, due to their important role as language models for other students. The Director with his or her professional staff shall have final authority for grouping decisions.
- c. **Schedules.** Working through the professional staff, the Director shall be responsible for organizing student schedules and course loads.
- d. **Materials selection.** Within established budgetary limits, the Director, working with the professional staff, shall be responsible for selecting all instructional material and equipment. Texts and other

materials shall be lent to students without charge, but students' parents shall be responsible for the costs of any damage or loss.

- e. **Challenges.** There shall be clear and comprehensive procedures for considering a request from a community member for the school to stop using specific learning resources.
- f. **Additional instructional staff.** There shall be procedures for field studies, particularly regarding vehicles, supervision and safety.
- g. **Homework.** There shall be guidelines on student homework, including: appropriate, educationally meaningful objectives, methods and forms; age-appropriate expectations for time spent on homework; and roles for parents. These guidelines shall be well understood by students, staff, and parents.

6.5 Assessment

The Director shall organize and implement a comprehensive program of assessment, reporting, and recognition that meets the following criteria.

- a. **School philosophy.** The school shall assess students' attainment of the objectives indicated in the school's philosophy and assessment methods shall reflect the school's philosophy.
- b. **Purposes.** Assessment results shall be used to report progress to students, parents, and to staff and other institutions as appropriate. Results shall also be used to plan improvements in instruction, to evaluate and improve the curriculum, and to identify needs for professional development
- c. **IB requirements.** Assessment methods shall meet the requirements of the IB programs.
- d. **Publication.** Information and implementation procedures for all aspects of the school's program of assessment, reporting, and recognition, including all policies stated here, shall be explained clearly and completely in handbooks published students, staff, and parents.
- e. **Testing and Examinations.**
 - (1) Due to the transient nature of its students, the school shall provide a series of standardized external examinations to help compare academic levels of students to levels of their peers around the world. One use of such assessment at the upper Secondary level shall be to meet requirements for university admissions.
 - (2) Formal examinations shall generally not be used in Elementary grades, but there shall be scheduled, Elementary-wide assessment tasks in English language and mathematics periodically through the school year, and the Director may arrange for all students in grades 3-9 to participate in an annual program of standardized tests.
 - (3) Internal examinations shall be used in Secondary grades, in addition to a variety of other methods. The school shall also use externally marked or moderated examinations, such as the IB Diploma examinations and university admissions examinations.
 - (4) Test scores shall not be used to segregate, categorize, classify, or "label" students in terms other than individual abilities and educational programs.
- f. **Reporting.** Parents shall receive two written reports on their children's progress. There shall be procedures for notifying parents as needed between reports. Parent conferences shall be scheduled twice per year, and available as requested at other times.
- g. **Graduation.** The school shall award a high school diploma to those students meeting requirements, which shall include: completion of minimum unit requirements for grades 9-12, using IB Diploma courses in grades 11-12. Total minimum units shall be 26, with one unit equal to two semesters (with a minimum of 90 hours class time) of satisfactory study of a subject. Required, minimum units in each subject shall be: Language A, 4; Language B, 3; Social Studies, 3; Science, 3; Mathematics, 3; Physical Education, 1;

Arts, 2; Technology, 1; Electives, 4; Theory of Knowledge, 1; Creativity, Action, and Service, 1, plus the IB Extended Essay. Students must comply with school attendance policy to receive the diploma; students shall not normally be permitted to graduate with less than four years of full-time study in grades 9-12, including study credits transferred from previous schools. Most students are expected to pursue the full IB Diploma Program in grades 11-12; however, when deemed appropriate by the school, a student may be granted a school diploma based on IST diploma subjects or IST diploma subjects and some IB certificate subjects.

- h. Awards.** The school shall recognize students who excel at achieving objectives indicated in the school's philosophy. This shall include "honor rolls" for academic achievement at the secondary level; the school shall also recognize participation of students in programs to achieve the objectives of the school's philosophy.

7. STUDENTS

7.1 Admission and placement

- a. Admissions.** Admission shall be based on the students' abilities to benefit from the program offered by the school. The school shall use a thorough and consistent process to collect and consider information from the student's parents and previous schools to make a sound decision on whether a student shall be admitted. Admissions shall not discriminate on the basis of race, gender, ethnic origin, or religion.
- b. Grade placement.** Students shall be placed in grade levels by age. The cut-off date determining grade placement shall be September 30th. The minimum age for admission shall be two years and nine months. No student may be admitted who shall turn 20 years of age prior to the date of his or her graduation. The Director shall specify any exceptions.
- c. Promotion and retention.** The school shall provide a program and support services through which it can be expected that students will normally successfully move to the next grade level at the end of each school year. However, when it may be beneficial for a student to not proceed to the next grade, this decision shall be based on the staff's assessment of all relevant factors, including general maturation and social development in addition to academic results. Parents shall be consulted well in advance of a decision, but the decision shall be the responsibility of the Director.
- d. Special requirements.**
- (1) Students from schools using substantially different calendars from IST's calendar shall normally not be placed into a grade level with older children.
 - (2) Students shall live full-time with at least one parent or legal guardian as a condition of admission and continued enrollment.
 - (3) The school shall admit students throughout the school year, but not normally during the final 30 days of the school year.
 - (4) The school shall discourage departure of students before the end of a school year. If early withdrawal is necessary, the school shall require sufficient written notice, and the school shall not prepare end-of-year documents before the normal dates for such documents.
 - (5) For students who withdraw, there shall be adequate procedures for advance, written notice from parents and preparation of documents for transfer to the next school.
- e. Priority of admissions.** When space in a grade level is limited, the school shall use the following priorities.
- (1) Preference to Preferred Capital Levy holders.
 - (2) Preference to siblings of current students over applicants without enrolled siblings
 - (3) Limits on admission of ESL students and students with mild to moderate learning difficulties according to school resources and capacity to meet student needs.
 - (4) Firm implementation of the class size policy.

(5) Remaining, eligible students shall be admitted in the order in which fully completed applications are submitted.

- f. **English as a Second Language (ESL).** To support the English medium academic and social environment of the school, admission of beginning ESL students is limited to 50% of each classroom in Kindergarten and 25% of each classroom in Grades 1-7. In Grades 8-12 admission of a limited number of beginning ESL students may be made on an individual basis.
- g. **Special needs.** The school shall admit students with mild to moderate learning difficulties, provided that they are able to participate successfully in the regular classroom with a limited amount of support. Students' continued enrollment shall depend upon this requirement, and the decision on continued enrollment shall be the Director's responsibility.
- h. **Inclusive education.** IST expects that all enrolled students are included in mainstream classes for the majority of the school week. Inclusion at IST aims to increase access and engagement in learning for all students by developing a differentiated and supported program meeting the needs of each student. This is achieved by a culture that upholds and respects the partnership between all stakeholders so that the interests of all students within IST are safeguarded. IST believes that all students should have access to an appropriate education that affords them the opportunity to achieve their personal potential.

7.2 Attendance

- a. **Absences and tardiness.** Daily attendance and timely arrival shall be checked and accurately recorded; parents shall submit reasons for absences; when necessary, parents and students shall be counseled to seek solutions to attendance or tardiness problems; for absences of more than five days, medical certificates may be required.
- b. **Make-up work.** There shall be effective procedures for making up work missed due to absence. As such work is generally not a satisfactory educational equivalent of attendance for classroom learning with a teacher, such make-up work shall be used only when necessary.
- c. **Enforcement.** If a student is absent for 20 days or more during one school year, he or she may be required to repeat the grade level in the following school year. In cases of repeated truancy, the Director may permanently expel the student from the school.
- d. **Leaving campus.** No student shall be permitted to leave the school grounds during the school day or during school events without permission from the Director or appropriate Principal.

7.3 Student rights and responsibilities

- a. **Equal opportunity.** Regardless of race, creed, color, national origin and economic background, or special needs or talents, students shall be given maximum opportunities for educational development. However, limitations on admission may be caused by requirements set by the Chinese government, the design and resources of the school's program for teaching English as a second language, and the school's capacity to meet the needs of students with special needs.
- b. **Involvement in decision-making.** Students shall have appropriate opportunities to be involved in decision-making regarding educational policies, regulations, and programs that affect them.
- c. **Personal rights.** Students shall be able to exercise personal rights within appropriate limits for a school environment. These shall be specified by the Director and shall include students' ability to express opinions and petition, privacy of personal property, and students' personal appearance.

- d. Due process.** Students shall be entitled to administrative due process when problems arise related to rules which students are expected to follow. Due process shall mean that students shall be entitled to know what the rules are; to be notified of charges against them, and be provided the opportunity to respond to those charges; to have counsel; to appeal a decision about the charges to a higher level; to have the charges or penalties removed from their records, if their innocence or non-involvement is shown by the evidence.
- e. Appeal procedure.** The appeal procedure shall meet the following criteria:
- (1) It shall be clearly published and available to students and parents.
 - (2) It may be used only after a disciplinary decision has been made.
 - (3) Every effort shall be made to first resolve the matter at lower, appropriate levels.
 - (4) There shall be reasonable time limits, at a maximum of five working days, for each step of the procedure. Steps and decisions taken in the procedures shall be documented and recorded.
 - (5) Appeals reaching the Board shall be considered only at formal, closed meetings, which follow all regular Board meeting procedures, while maintaining confidentiality.
 - (6) Without negating any of the above, the Director and Board may agree on further features of the procedure.
- f. Outside authorities.** There shall also be clearly stated provisions for interrogation of a student by an outside authority. Parents shall be notified in advance whenever possible. Such questioning shall take place in the presence of a school official or a parent of the student, preferably both.
- g. Searches.** School property, including student lockers, may be searched by school officials if a reasonable suspicion arises that items considered illegal, disruptive, or a general nuisance to the educational process are being kept at school. School officials may search a student's person only if there are clear indications that a student has drugs, narcotics, weapons, explosives, or other dangerous contraband in his/her possession, and if such possession constitutes a clear and imminent danger to the safety and welfare of the student, or other persons, or of school property. Personal searches shall be made only in the presence of two adults of the same sex as the person being searched, and a written report will be made to the parent and to the Director. Parent presence is recommended.
- h. Student conduct rules.** There shall be clear expectations for student conduct, all resting on three basic rules: respect for self; respect for others; respect for one's own and others' property. Specific rules developed by the Director shall include, but not be limited to:
- (1) Classroom behavior that supports learning and respect for all.
 - (2) Behavior outside classrooms that emphasizes safety and consideration for others.
 - (3) Behavior expected at special events, such as assemblies.
 - (4) Use of English within buildings.
 - (5) Appropriate student dress.
 - (6) No use, possession, or distribution of tobacco, alcohol, or illicit drugs.
 - (7) Safe and respectful behavior while using school transportation.
 - (8) Provisions, with limitations, for attendance by pregnant students, legally married students, and students with children.

7.4 Student discipline

The Director shall be responsible for setting and enforcing disciplinary procedures that achieve the following.

- a. Purposes.** The purposes of discipline at the school shall be to both assure a high standard of conduct at school and to help students think about their conduct and learn how and why to make good decisions which regulate their own conduct.

- b. Age and case appropriate.** Disciplinary measures shall be appropriate for a student's age and maturity as well as the nature and severity of the specific problem.
- c. Teacher expectations.** Teachers shall be assured of support by the administration and Board for their reasonable implementation of reasonable rules and disciplinary procedures established by the school. Teachers shall also be expected to treat all students with respect.
- d. Approved disciplinary measures.** Administrative procedures shall include definitions and expected uses and limits for the following types of approved disciplinary measures: student detention; disciplinary or behavioral probation; suspension of student attendance; and expulsion from the school roll; The Director is authorized to use these disciplinary measures and appropriate, less severe measures. Corporal punishment shall not be used; reasonable physical restraint to protect persons and property shall be permitted. In the case of suspension or expulsion, the Director shall inform the Board Presiding Chair. In the case of expulsion, the parents shall forfeit tuition fees paid for the remainder of the semester and capital fees; if the student later applies for re-admission, a new admission fee shall be required.

7.5 Student services

a. Welfare and safety.

- (1) Student welfare and safety is the first priority of the school. Supervision of students shall be satisfactory in all school facilities and activities.
- (2) Students may not leave the school's supervision before normal closing times, nor be contacted by unknown persons, nor be released to unknown persons, nor be released to an estranged parent not legally responsible for the child, without express written permission from the legally responsible parent or guardian.
- (3) There shall be authority, facilities, staff, and procedures to: satisfactorily respond to accidents, injuries, and illness with first aid; to transport persons to approved medical facilities; to provide medication only upon prior written permission from parents or upon direction of a physician; to properly record all incidents and inform parents and the administration.
- (4) The school shall subscribe to emergency medical access insurance for students when under school care.
- (5) Students may ride bicycles and drive automobiles to school, subject to school safety rules, and Chinese licensing and regulations.

b. Student health services.

- (1) The school shall provide a clinic staffed during school hours by trained personnel. The clinic shall provide first response care. Its personnel shall provide annual first aid training for school staff.
- (2) Parents shall be responsible for providing legally required vaccinations and immunizations, and parents may be required to document that this has been done.
- (3) Children with communicable diseases shall normally not attend classes or school activities. The school shall comply with government requirements regarding endemics or pandemics. The Director is authorized to end enrollment of students whose parents consistently fail to comply with school regulations on communicable diseases. There shall be a school regulation reflecting current medically recommended provisions and legal requirements for students with HIV infection or AIDS to attend school.
- (4) School medical personnel shall annually check all students' height, weight, eyesight and hearing, and report results and recommendations to parents.
- (5) Students shall be responsible for following instructions from staff and school rules and regulations regarding all health and safety concerns; students shall also be responsible for reporting health or safety hazards to staff.

7.6 Student organizations and events

- a. **Student Government.** The school shall have elected Elementary and Secondary student councils to represent the views of the student body to the faculty and administration, to be involved in the development of school practices, and to organize and provide community service activities and student council events. The student councils shall have written constitutions, which shall set out purposes, structure, responsibilities, nomination criteria and election procedures, committees' composition and responsibilities, operational procedures, impeachment procedures, teacher advisor responsibilities, and amendment requirements.
- b. **Fund-raising.** Student organizations shall be permitted to raise funds for approved causes, following guidelines established by the Director.
- c. **Special events.** The school shall provide opportunities for students to assume leadership in planning and conducting social events, exhibitions, and performances. Teachers shall supervise events.
- d. **Student publications.** The school shall encourage students to express their views and interests provided that all rules of responsible journalism are followed: libelous statements, obscenity, defamation of persons, false statements, material advocating racial or religious prejudice, hatred, violence, the breaking of laws or school regulations; or material designed to disrupt the educational process, shall not be permitted. There shall be a teacher sponsor of student publications who shall serve as an educational editor. The sponsor shall review the contents before publication; recognize and exclude material that is in poor taste, misleading, ill-advised, or inconsistent with the above rules; and assist students in their skills of deciding on appropriate content and modes of expression. Students' right to publish within the parameters set above shall be seriously considered and protected. Emphasis shall be on educational review, not on "official approval"; any decision by a school official to withhold approval shall be based on the standards set forth above.
- e. **Community service.** Students shall be encouraged to participate in community service as part of the formal curriculum or the extra-curricular program. Students shall also be encouraged to reflect upon their learning from community service activities.
- f. **Employment.** While encouraging voluntary student service to the school and community, the school shall not offer payment or benefit in kind for services rendered. The school shall not offer the services of a student to any person or organization for payment of any kind, monetary, in-kind, or service.
- g. **Competitions.** The school shall generally encourage students to improve their own performance in all areas without the need to compete against others. The school shall also organize events that include healthy competition, with awards for both excellent performance and participation. Such events may be within the school and with other schools, and student participation shall be voluntary.

7.7 Student records

- a. **Contents.** Records shall include academic, medical, and counseling information.
- b. **Access.** Access to academic and medical records shall be limited to the student's parents or legal guardians and to school staff who need access to perform their duties. Access to counseling records shall be limited to the counselor and only to the student's Principal and the Director on a need-to-know basis when the safety or well being of the student is at risk.
- c. **Release.** The school shall release records, or individual student information in records, to only: a parent or legal guardian of the student; other persons or institutions specifically authorized by a parent or guardian; or another person or agency when the school is legally required to do so.

- d. **School publications and photographs.** In enrolling his or her child, a parent or guardian shall be deemed to have granted permission for their child's name and photograph to appear in school publications such as the yearbook, the school website, and school promotional publications.

8. COMMUNITY RELATIONS

8.1 Goals

The school shall maintain active and open communication with the parent community to achieve the following goals: to strengthen parent understanding and support for the school's mission, philosophy, and programs so that parents may more effectively support their children's progress in school; to improve the quality of decisions by the Director and Board of Governors by understanding views and information from parents; and to develop a more cohesive, positive community of parents, staff, and students.

8.2 Expectations of Board and staff

All members of the Board of Governors and school staff shall project a positive image of the school and act in an ethical manner.

8.3 Handling complaints

The school shall welcome constructive criticism and complaints as opportunities to solve problems and create improvements. However, parents shall be required to make every effort to resolve problems at the level where they arise; that is, a class-based problem is addressed with the teacher of the class. Complaints about a staff member shall be discussed directly with that staff member. If the parent believes that the problem has not been satisfactorily addressed, then the parent may contact a direct supervisor. This process may be extended to bring issues to the Director, after efforts at lower levels, and in unusual circumstances to the Board of Governors. The Director shall prepare and publish a clear statement of steps and requirements for this process. Anonymous complaints shall not be considered at any level of this process.

8.4 Parent-teacher organization

The school shall promote and assist a parent-teacher organization which shall have these three purposes: to support the school by organizing student, teacher, and parent social events; to support the school through fund-raising activities; and to support parent-school communication by working with the staff to organize events where topics of interest and concern may be discussed. The organization shall serve as a representative or advocate of parents to the Board or administration; instead, individuals or groups of parents shall use the complaint process described above or, in the case of major program and policy issues, the individuals or groups of parents who are directly concerned shall bring the matter to the Director. The organization shall not be a body for making policy decisions, which is the role of the Board; as needed, the organization help shall members of the community understand this. The organization's activities shall support the school's mission and philosophy and shall be compatible with all Board policies and school programs. The organization shall work closely with the Director for guidance on uses of funds raised to assure compatibility with both the school budget and community perceptions of appropriate uses. The organization shall also work closely with the Director to schedule events to maximize benefits to the students and the community.

8.5 Community use of facilities

School community use of the facilities shall be encouraged on the condition that these programs shall have priority in this order: first, use for the school's curricular and extra-curricular programs shall always have priority; second, use by organizations designed to support the school, such as the parent-teacher organization; third, use by other organizations that provide an educational benefit for the students; fourth, use by other members of the school community.