



International School of Ouagadougou

The Board of Trustees

POLICY MANUAL

May 2017

MISSION

ISO strives to cultivate a student's intellect and character, in an English-speaking environment, by offering strong academic programs while promoting cultural understanding and community involvement.

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I - PHILOSOPHY

101 Mission

The International School of Ouagadougou strives to cultivate students’ intellect and character, in an English-speaking environment, by offering strong academic programs while promoting cultural understanding and community involvement.

102 Vision

ISO’s vision is to establish itself among the first rank of international schools in Africa by enabling all its students to identify and achieve educational, personal, and career goals through an individual learning model that embraces multiple learning environments both within and beyond the classroom, encourages the cultivation of respect for self and others, and provides the tools for life-long personal and social development.

103 Values

103.1 Learning

We believe in the dignity and worth of each student; all individuals want and need to learn. As with any human accomplishment, successful learning is a life-long commitment; it is best achieved through rigor and perseverance in an environment of mutual respect and honesty.

103.2 Curriculum

We believe that maintaining an English-language environment in the classroom is a vital component of our school’s character. ISO therefore follows an American curriculum, but draws also on best practices from around the world, focusing on the acquisition of knowledge and the development of problem-solving, critical-thinking, and inquiry-based skills. The result is a broad, research-based, and culturally diverse curriculum delivered in English, emphasizing literacy, written and oral communication, the creative process of the arts and music, reasoning in the sciences and mathematics, the pursuit of a physically active and healthy lifestyle, and the use of current technology to enhance the learning and discovery process.

103.3 Environment

We believe that every aspect of school life is a context for learning. The ISO campus provides a secure environment in which learning is nurtured and stimulated by students’ experiences in

classrooms and laboratories, on the sports field and on stage, in concert halls, community service projects and student council meetings – all in the context of a community of teachers, students and parents committed to the integrated development of its students as active, engaged and rounded individuals.

103.4 Community

We believe as a strong community of students, parents and teachers in celebrating culture and diversity while remaining united in our shared values. Our aim is to help our students develop as effective, fully contributing members of society, who are tolerant and open minded, unfailingly respectful of others and fully engaged in their communities. We greatly value the constant interaction of our older and younger students in this context, and strive to develop all students' self-confidence by encouraging them to make the most of our uniquely multicultural community.

103.5 Character

We believe a community is strengthened when individuals take social and moral responsibility for their own choices and actions. ISO strives to help each student develop strong personal values that will allow him/her to act with thoughtfulness, humanity, respect, honesty, compassion and concern for the welfare of others.

104 Graduate profile

ISO graduates shall embrace learning as a life-long process.

They shall:

Be proficient in English and have mastered the academic skills required for further education and a successful career; and be capable of assessing the validity and integrity of information, identifying sources of bias, and independently obtaining and analyzing relevant data.

They shall:

Use logical reasoning in constructing arguments; consider all options and alternative viewpoints; propose and implement holistic solutions; and use current technologies as learning and research tools, rather than ends in themselves.

They shall further:

Be able to make informed choices by connecting what they have learned at school with life experiences; they shall be self-confident and have the ability to receive and provide constructive criticism; and have the ability to adapt to change and different environments.

And they shall:

Work well with others by providing positive leadership while encouraging mutual respect and consensus building; take responsibility for their actions; value and engage in local and global communities; and contribute positively to efforts to meet local and global challenges.

II – THE BOARD OF TRUSTEES

201 Policy

All executive powers of the ISO Association are vested in the Board of Trustees, which establishes all policies governing the operation of the school. Board policy is established in accordance with the Constitution and By-Laws of the ISO Association, and with the school's mission, vision, and values. All questions of policy not explicitly provided for in the Board Policy Manual as approved shall be decided by the Director until the Board sets specific policy on the matter.

202 Fiduciary role of Trustees: integrity and solvency

Board members shall act as Trustees of the school and shall work to secure the school's integrity and solvency, for which they bear individual and collective fiduciary responsibility. To this end, the Board shall approve and monitor the execution and auditing of an annual itemized budget indicating anticipated income and expenditures for the fiscal year. The Board shall make suitable provision for monitoring transparency and accountability in the school's management of non-budgeted funds, including fundraising and expenditure for extra-curricular activities.

203 Director

The Board shall be responsible for recruiting and contracting a Director who shall be the chief executive and administrative officer of the school. The Board shall determine his/her term of appointment and remuneration package, and shall, in consultation with him/her, draw up and approve an annual work plan against which his/her performance shall be evaluated. The Chair of the Board shall regularly maintain at a minimum monthly communication with the Director to ensure a positive and productive working relationship.

204 Obligations of members

204.1 Conflict of interest

Trustees, together with the Director and all other employees of the school, shall avoid any conflict between their personal interests and those of the school, for instance, in dealing with suppliers and other organizations or individuals doing or seeking to do business with the school. On joining the Board, all Trustees shall sign a conflict of interest disclosure, in which they undertake to act in good faith and to recuse themselves from any deliberations involving a potential conflict of interest.

204.2 Code of conduct

On joining the Board, all Trustees shall sign a code of conduct committing them to respecting a number of principles. In particular, Trustees shall undertake to act in a manner consistent with the school's mission and values and the law of Burkina Faso, to advocate policy decisions that reflect the best interests of the community as a whole, and to privately and publicly support all decisions and policies once they are adopted by the Board, regardless of their personal views.

204.3 Confidentiality

Trustees shall observe the strictest confidentiality regarding all matters of a private, personal or otherwise sensitive nature to which they are privy in the course of their duties.

204.4 Other commitments

In joining the Board, all Trustees make a commitment to acquiring a detailed knowledge of and upholding the contents of ISO's Constitution, By-laws and Board Policy Manual, and to developing a good understanding of how the school operates. They further undertake to prepare thoroughly for all Board meetings, to work constructively and pro-actively on one or more Board committees, and to attend Board training and planning sessions.

205 Dismissal/Resignation of Trustees

A Trustee adjudged to be guilty of malfeasance, or to be in serious breach of the school's values, Board policy, code of conduct or conflict of interest declaration, or otherwise failing to uphold their commitment to the Board, may be dismissed from the Board with immediate effect by a two-thirds majority vote in executive session with at least three quarters of members present. The individual

shall retain the right to hear the case against them and to defend themselves before the Board in executive session prior to any vote for dismissal.

206 ISO Association members

The ISO Association membership automatically comprises the following groups:

- Parents and legal guardians of current ISO students.
- Members of the ISO faculty (including all teachers hired into teaching positions and the Librarian).
- Teaching assistants.
- Senior administrative staff (Director Principals, Business Manager, Head of Education Technology, and Counselor).

The Board shall promote the active participation of parents and guardians in school governance by encouraging them to contribute to the nomination and election of Trustees at the Association's General Meetings, to attend regular Board sessions as observers, and to participate in committee work.

207 The work of the Board

207.1 Regular sessions

The Board shall exercise its authority to make and monitor implementation of policies governing the operation of the school in a minimum of 8 regular sessions during the school year, in principle from September to June. All members of the Association shall be entitled to attend regular meetings of the Board as observers. The agendas for the Board's regular sessions shall be made available to members of the Association at least three days in advance. Other relevant documents will be available to Association Members at the regular Board sessions.

207.2 Executive sessions

The Board may meet in executive session for the sole purpose of receiving reports and deliberating on subjects of a sensitive or confidential nature that it judges would be detrimental to the best interests of the school or to the privacy rights of individuals if they were to be debated in public. Attendance at executive sessions shall be confined to voting Board members and the Director. The minutes of such meetings shall be kept in a confidential file and made available to voting Board members and the Director only.

207.3 Urgent Decisions

When Board decisions are deemed necessary before the next regularly scheduled Board meeting, the Chair of the Board may contact Trustees in writing by email and to obtain their votes. This should be the exception and not the rule. These decisions shall be noted in the minutes for the next regularly scheduled Board meeting.

207.4 Annual objectives, work plans and evaluation

The Board shall establish and amend as necessary a standard annual schedule for conducting regular reviews of the school's major policies, programs and procedures. No later than October, the Board shall adopt specific objectives for the school year, including and informed by updated milestones for the implementation of the school's long-term strategic plan. These objectives and milestones shall be incorporated into a work plan adapted as appropriate from the standard annual schedule. The Board shall present its objectives for the year to the November Association meeting, and report on progress against those objectives at the May Association meeting. The Board shall evaluate its performance against its objectives and work plan each year in May, with a mid-term performance review in January.

207.5 Committees

While only the Board acting as a whole may exercise the executive authority vested in it by the Association, most of its preparatory work is done in advisory committees. Committees shall be appointed as each Board deems necessary to expedite its business, with the exception of the Finance and Trusteeship Committees, which are permanent bodies.

207.6 Committee membership

Committee Chairs shall be appointed from among the voting members of the Board. Attendance at committee meetings dealing with matters of a sensitive or confidential nature shall be restricted to Trustees; attendance at all other committee meetings shall be open to Association members, except for Trusteeship Committee meetings, which shall be restricted to Trustees only. Committees may call on external expertise as circumstances require and resources allow. Committees make recommendations to the Board, but have no independent decision-making authority.

207.7 Finance Committee (FinCo)

The Board shall appoint a Finance Committee, which is chaired by the Treasurer. It is a standing committee, responsible for: preparing the annual budget and subsequent revisions for the Board's approval; preparing monthly and annual financial reports to the Board; preparing and presenting the Board's financial reports to general Association meetings; ensuring that the Association's accounts are audited annually by a firm of good repute; establishing the requisite financial management and analytical tools and procedures; and making appropriate recommendations to the Board on financial policy.

207.8 Trusteeship Committee (TrustCo)

The Board shall appoint a Trusteeship Committee, a standing committee responsible for: safeguarding the integrity of the Constitution and the By-Laws; establishing and regularly updating for the Board's approval rules and procedures governing the election and nomination of Trustees in line with the Association's By-Laws; ensuring Board policies are regularly reviewed and consistent with the Association's Constitution and By-Laws; monitoring Trustees' compliance with conflict-of-interest and code of conduct commitments; identifying potential new Trustees; and organizing training and orientation sessions for the Board.

207.9 Policy Documents

The relevant Board committees shall formally review the ISO Association's Constitution, By-Laws, Board Policy Manual and Finance Manual on even years, as defined by the fall semester. The relevant Board committees shall formally review the Administrative Manual (including the media policy) and Safety and Security Manuals on odd years, as defined by the fall semester. As outlined in the By-Laws (Section II, A 4), emergency updates may be proposed to and voted on by the Board during any regular session, and the Manuals will be updated accordingly. The Board shall ensure that all Association members have access to the updated Manuals. Any suggested major changes to these policy documents shall be brought to the full Board for approval. The Board and Director will jointly ensure that all manuals are harmonized so that any changes are consistent across documents.

208 Grievances

The Board may receive complaints from Association members who consider they have an administrative or academic grievance, provided the following sequence is respected:

1. The aggrieved party shall first take up the issue with the staff member directly concerned.
2. Should no mutually satisfactory solution be forthcoming, the matter may then be raised with the immediate superior of the staff member concerned.
3. In the event of continued impasse, an appeal may be made to the Director.

4. A final appeal may be made to the Board in writing. The Board shall rule on grievances in the light of policy, and its decision shall be final.

III – THE DIRECTOR

301 General Administration

301.1 General

The Director is the chief executive and administrative officer of the school. Within the limits of policy as established by the Board, the Director shall be responsible for the organization and implementation of the entire school program, including ensuring all accreditations and licenses are in place, and shall report to Trustees on any matters arising at their monthly Board meetings.

301.2 Delegation of authority

The Director may delegate his authority and responsibilities. But, in every event, the Director shall be responsible for the conduct of the school and its program.

301.3 Relationship with the Board

The Director is directly responsible to the Board for the implementation of Board decisions and policies and serves as a non-voting member of the Board. The Director shall recommend policies to the Board and provide information to the Board relative to the formulation of policy as appropriate. The Director shall draft and submit specific objectives and a work plan for the following school year to the Board in May; the Board shall approve the Director's finalized objectives and work plan for each school year no later than September 30. The Board shall evaluate the Director's performance against the approved objectives and work plan each year in May, with a mid-term performance review in January. Signed copies of these evaluations shall be lodged with the Board Secretary.

301.4 Administrative Manual

The Director shall establish and update as required an Administrative Manual containing detailed information about all aspects of staff recruitment, contracts, entitlements, and obligations, together with all school administrative procedures, rules and regulations. The relevant Board committee shall review the contents of the Administrative Manual at least once every two school years and proposed major modifications will be brought to the full Board for approval.

301.5 School calendar

The Director shall prepare a school calendar for the approval of the Board including at least 180 instruction days and incorporating but not limited to the national holidays required by Burkinabe law. The calendar for the next school year shall be presented to the Board in January and published in February. After a loss of more than five instruction days, (i.e. when the school is closed and virtual instruction is not operating) the Director shall prepare a revised calendar providing for compensatory days; the Board shall approve such revisions in advance of publication.

301.6 School hours and timetables

School hours and timetables shall be determined by the Director, who shall make such adjustments to the daily timetable and to the hours of teacher service as may be required in the best interests of the school's students. The Director shall inform the Board in advance of such adjustments to the timetable.

301.7 Leave and duty travel

The Director's leave and duty travel must be approved by the Board prior to any travel arrangements being made.

301.8 Gifts

It is prohibited for an individual teacher/staff member to accept cash gifts. Gifts with a value of up to

100 euro can be accepted by an individual teacher/staff member. In cases where a particular family offers gifts on a frequent basis (for example, at times other than holidays, year-end, or other special occasions), staff members should use their best judgement to avoid the appearance of impropriety. If in doubt, staff members should discuss the situation with their supervisor. Any gift over the value of 100 euro will be seen as a gift to the school and should be reported to the Director. A potential gift with a value of over 5,000 euro will be raised by the Director with the Board for discussion. The above text will be included in relevant staff handbooks and manuals.

Donations of items that can be used by ISO for general administration or teaching activities will be assessed by the Director, who will liaise with the Board where appropriate.

302 Staff

302.1 General responsibilities

The Director shall be responsible for all matters relating to the employment (recruitment, appointment, classification, evaluation, promotion) and dismissal of all staff, including teachers, teaching assistants, substitute teachers, and administrative, maintenance and auxiliary staff. All full-time faculty and staff members will have an updated human resources file which includes, but is not limited to, a current job description, signed contract, designated supervisor, signed annual job performance evaluations, disciplinary action, absence and leave, etc. Any employee can request to see his/her file at any time. All elected representatives of faculty and staff will be given the freedom to exercise their role and responsibilities without fear of reprisals and their input will be duly considered by the Director and the Board in their respective duties.

302.2 Staff – assignment

The Director shall recruit, assign or reassign staff in accordance with the needs of the school. Existing positions can be filled without Board approval. Any new position(s) or deletion of any existing position(s) must be approved by the Board prior to any financial obligations being made. For faculty, consideration shall be given to each teacher's qualifications, training and performance in subject areas and grade levels. For all other staff, consideration shall be given to employees' and prospective employees' qualifications, training and performance in the field concerned.

302.3 Staff – evaluation

The Director shall oversee the annual professional evaluations of all teachers on the basis of agreed objectives. Annual professional evaluations of all administrative, auxiliary and other staff will be on the basis of written job descriptions and agreed annual objectives. A written evaluation shall be given to each employee.

302.4 Staff – termination of contract

The Director shall conduct special professional evaluations of poorly performing teachers and other staff. If such an employee's performance continues to be unsatisfactory, or on the grounds of incompetence, serious breaches of contract or violation of the school's principles and policies, the Director may – in accordance with the relevant legislative framework and in consultation with the school's legal counsel – terminate the employee's contract, in which case the Board will be informed. The Director shall notify the employee of the termination of his/her contract in writing and shall follow all procedures for termination detailed in the Administrative Manual.

302.5 Faculty – meetings

The Director shall conduct faculty meetings, to be held at least monthly.

302.6 Faculty – Handbook

Prior to the beginning of the school year, the Director shall prepare and distribute a Faculty Handbook for the orientation of all teachers and teaching assistants employed by the school. This handbook shall be a component of the Administrative Manual (301.4).

303 Students: general

303.1 Students – admission, placement, promotion, retention, and graduation

The Director shall decide on the admission, placement, promotion, retention and graduation of students in accordance with the policies established by the Board (section IV).

303.2 Student/Parent Handbook

The Director shall prepare and maintain an updated Student/Parent Handbook to be distributed to each family enrolling a child in the school. This handbook shall be a component of the Administrative Manual (301.4).

303.3 Students - attendance

The Director shall be responsible for ensuring that students attend class, and for their proper supervision during school hours and at school sponsored activities. Students may leave the campus before the end of regular school hours only if their parents have duly notified the Director or the relevant Principal in advance.

303.4 Students - absence

The Director shall require parents to provide a satisfactory explanation of a student's absence for all or part of a regular school day. Prolonged and/or repeated absences may result in retention at the Director's discretion. High school students absent for more than 10% of their classes per semester shall be given credit only with the approval of the Director.

303.5 Field trips

The Director shall require parents to sign a permission slip to enable their wards/children to participate in field trips.

303.6 Suspension

In suspension cases, the Director shall contact the parent(s) or legal guardian(s) concerned and send them a letter stating:

- a) The reason for the suspension.
- b) The period of the suspension.
- c) Instructions to be followed by the student during that period.

303.7 Expulsion

In the extreme circumstance of a student's behavior becoming harmful to the welfare of others, or of a student's continued abuse of school policies or expectations, the Director may expel that student from the school, and shall notify the Board accordingly.

304 Students: health and safety

304.1 Security and Safety Manual

The Board shall establish and maintain a regularly updated Security and Safety Manual covering all aspects of the school's standard financial and budgeting rules and procedures. Updates shall be performed in accordance with the schedule outlined in article (207.9). The Security and Safety Manual shall be available to parents to review, but shall not be removed from the school.

304.2 Child protection

ISO endorses the UN Convention on the Rights of the Child, of which Burkina Faso is a signatory, and seeks to provide a safe haven from neglect and abuse. The Director shall maintain a Child Protection Manual setting out procedures for preventing, investigating and reporting suspected and actual cases of neglect and abuse. The Director shall ensure that all students and parents are aware of these procedures, and that all staff are trained in their implementation. The content and implementation of the Child Protection Manual, which shall form part of the Security and Safety Manual, shall be reviewed annually by the relevant Board committee and any modifications brought to the full Board for approval.

304.3 Parents and guardians

The Director shall ascertain as a legal pre-requisite to enrollment that students are living with their parents or guardians.

304.4 Alcohol, tobacco, solvents and drugs

The Director shall ensure that students are provided with age appropriate drug education as an integral part of the school program. Students may not possess, distribute, use or be under the influence of alcohol, tobacco, solvents, controlled substances or any drugs on the ISO campus or at any ISO sponsored activity off-campus, other than those prescribed by the student's physician. The Director may suspend any student in breach of this policy for a period of up to five school days, and shall expel students guilty of repeated violations. In each case the Director shall notify the parents concerned and the Board accordingly.

304.5 Student medical information

The Director shall require parents to provide the school with the name and address of the family medical attendant, as well as pertinent medical information about their children as specified in the Security and Safety Manual. The Director shall keep on file the contact details of each student's family medical attendant to be contacted in the event that parents cannot be immediately reached in an emergency.

304.6 Injury or illness

In cases of minor injury or illness, the Director shall have proper first aid treatment provided for a student. Where illness or injury is deemed to be serious, the Director shall inform the parent(s) or legal guardian(s) of the students concerned as soon as possible and follow the procedures as established in the Security and Safety Manual.

304.7 Medical emergencies

In a life threatening emergency, an injured or ill student shall immediately be taken to one of a list of pre-designated clinics until parents or guardians can be reached. An updated list of pre-designated clinics is included in the Security and Safety Manual.

304.8 Communicable disease and infestation

The Director shall notify parents immediately of any potential exposure to communicable disease (e.g., conjunctivitis) or infestation (e.g. head lice) on campus or on school trips. Parents shall be required to immediately retrieve and exclude from school students with a communicable disease during the contagious period, and to check for, treat, and ensure the elimination of any infestation reported before returning the child to school.

304.9 Safety education

The Director shall ensure that all students and staff are instructed in safety measures and accident prevention techniques.

304.10 Safety drills

In accordance with procedures set out in the Security and Safety Manual the Director shall:

1. ensure that announced fire, evacuation and lock down drills are held at the beginning of each school year (at least one drill for each such procedure). At least one second round of drills, unannounced, shall take place during the second semester.
2. issue safety drill instructions to all teachers and ensure that a copy is posted in each classroom.
3. be responsible for the maintenance of an adequate supply of fire extinguishers.

305 Financial administration and asset management

305.1 Finance Manual

The Director shall work with the Finance Committee (FinCo) to establish and maintain a regularly updated Finance Manual covering all aspects of the school's standard financial and budgeting rules and procedures. Updates shall be performed in accordance with the schedule outlined in article (207.9).

305.2 Budget preparation

The Director shall work with FinCo to prepare the annual budget (both operating and capital) and present it to the Board for approval during the year prior to the year to which it applies.

305.3 Budget execution and administration

The Director shall work with FinCo to monitor execution of the annual budget and to supervise the keeping of accurate accounts.

305.4 Audit

An external audit shall be conducted on an annual basis.

305.5 Supplies

The Director shall be responsible for the procurement and the maintenance of adequate stocks of instructional materials and school supplies to the extent that funds are available in the budget.

305.6 Inventory and Fixed Asset Register

The Director shall maintain and annually update a comprehensive inventory of instruction materials and school supplies and equipment. To ensure that all items are correctly accounted for, the Director shall report to the Board on the general inventory and the Fixed Asset Register in September, highlighting shortages or overages and explaining any other major discrepancies or developments such as the disposal of obsolete equipment and materials.

305.7 Maintenance

The Director shall be responsible for the proper care and maintenance of all school property and shall establish appropriate procedures to that effect.

305.8 Damage or loss

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

305.9 Disposal of obsolete materials

The Director has the authority to dispose of, through a fair and transparent process and seeking to maximize return to the school, obsolete equipment and materials with a present estimated value of less than EUR 2,000. If the estimated value of the equipment and materials to be disposed of is greater than EUR 2,000, the Director shall seek the prior approval of the Board before putting the items concerned up for tender by sealed bid. If all efforts to dispose of the items in this way fail, the Director may have the items donated or disposed of in some other manner, and shall advise the Board accordingly.

305.10 Procurements

It is the responsibility of the Director to ensure that materials, supplies and services of good quality are procured as economically as possible per procedures in the Finance and Administrative Manuals, through a fair and open competitive process with a minimum of three quotes, according to the guidelines outlined in the Finance Manual. The sale of goods and services to ISO by school staff or faculty shall be prohibited.

305.11 Payments

The Director shall verify that all items of expenditure submitted for approval by the administration are assigned to the correct budget line. The following thresholds shall apply for payment authorization within Board approved budget limits:

- Up to EUR 10,000 - payment authorized by two signatures
- Above EUR 10,000 - payment authorized by two signatures, at least one of which shall be the Treasurer (or in the absence of the latter, another Trustee who is a member of FinCo).

Contractual salary payments shall be authorized by the signatures of the Director and the Business Manager or in the absence of one or other of these, a duly appointed substitute.

306 Public relations

306.1 The Association

The Director shall maintain close contact with ISO Association members through regular written communication, by holding regular open meetings and information sessions (such as coffee mornings), by participating in school events, and by holding meetings with parents on request.

306.2 Beyond the Association

The Director is the only employee of the school with the authority, or who may confer authority, to represent the school outside of the Association (e.g. with local authorities or the Middle School Association).

306.3 Press releases

The Director shall seek the Board's input on press releases and/or official articles prior to their publication.

306.4 Digital media

The Director will maintain a digital media policy which has been approved by the Board. This policy will ensure that all internal and external communications, such as the school Facebook page, will be in accordance with the approved policy.

306.5 Advertising/sectarian publications

The Director shall ensure that the school shall not be used as an agency for the distribution of advertising materials or materials of a sectarian nature without specific Board approval. No materials from sources outside the school may be distributed to students without the prior consent of the Director.

IV – ADMISSIONS

401 Preamble

ISO admits only students who are equipped to benefit from its regular academic program. Admission is in each case subject to the school's assessment of the candidate's application form, previous academic records, and results in an entrance examination set by ISO with a view to determining the

potential of the applicant to benefit from the educational services available, and the capacity of the school to meet the educational, behavioral and emotional needs of the applicant.

402 Applications

402.1 Advance applications for the next school year (normal procedure)

Applications for the next school year (starting in August) are accepted from January 1. With the exception of applications for assisted places (502), in order to be considered under the normal enrollment procedure, applications must be received by the school no later than April 30. Applications received after that date shall be considered under section 402.2. In the event that enrollment demand exceeds classroom capacity (405), all other factors being equal, applications shall be prioritized by date of formal application, defined as the date on which the school is in receipt of all, duly completed, application documents and related fees.

402.2 Applications for the ongoing school year

Applications received after April 30 shall be assessed as soon as possible, but may not be processed until August, and shall be considered as applications for the ongoing school year, on a first come, first served basis, and subject to classroom capacity constraints (405).

403 Placement

403.1 General

The Director shall decide on placement on the basis of the recommendations of the relevant Principal. Returning students shall be placed in accordance with their performance in the previous grade level. With the exception of pre-school students (403.2), new applicants shall be placed on the basis of analysis of their school records and the results of an entrance examination set by the school; the Director may also conduct interviews for this purpose.

403.2 Pre-school (Grades Pre-K and K)

Together with the results of any entrance examination the school may set, age shall be a key criterion in determining placement for newcomers in Grades Pre-K and K, who shall in principle be placed on the basis of their age on October 1st of the relevant school year: Pre-K students must be at least four years old by that date, Kindergarten students at least five. At the discretion of the Director, the October 1st cut-off may be extended to December 31st.

403.3 Elementary School (Grades 1 - 5)

Students entering Elementary School will first and foremost be placed in accordance with their most recent successfully completed grade level, or equivalent, together with evidence from interviews and tests conducted by ISO that the student is equipped to succeed at the next grade level. Age may also be a consideration in these grades, for example in the case of new applicants who lack detailed or reliable school records.

403.4 Upper School (Grades 6-12)

Students enrolling in Upper School, Grades 6 to 12, at the start of an academic year shall be placed in accordance with their most recent successfully completed grade level, or equivalent. Completed credits fulfilling ISO curriculum requirements may also be taken into account in determining placement. Students enrolling in Upper School *after* the start of the academic year may receive full or partial credit for classes commenced or recently completed at their previous school.

404 Special considerations

404.1 Non-native English speakers: English for Speakers of Other Languages (ESOL)

Non-native English speakers enrolling in Grade 2 shall be required to take an English language test. Students in Grades 2 - 8 may be placed in an ESOL course. Students entering Grades 9 and 10 must demonstrate they are sufficiently proficient in English to follow the academic program successfully in those grades.

404.2 Transfer applicants

Students are placed in accordance with their most recent *completed* grade level. Under no circumstances may a student skip a semester: students must complete the full grade before proceeding to the next level. This particularly concerns students arriving from countries following the southern hemisphere academic calendar, who will usually have to repeat part of the year.

404.3 Special needs students

ISO's capacity to accommodate students with special needs is limited. Admission shall be subject to ISO's ability to meet the needs of the student concerned.

405 Class size limits

405.1 Pre-School and Elementary School (Pre-Kindergarten to Grade 5)

Class size in Pre-School and Elementary School is capped at 20 students but may, in exceptional circumstances and at the Director's discretion, be increased to up to 22 to accommodate applicants from categories 1-3 (406.1). Waiting lists shall be started for applicants in categories 4-8 when enrollment demand for the next year reaches 15.

405.2 Upper School (Grades 6 to 12)

Class size in Upper School is capped at 22 students but may, in exceptional circumstances and at the Director's discretion, be increased to up to 24 to accommodate applicants from categories 1-3 (406.1). Waiting lists shall be started for applicants in categories 4-8 when enrollment demand for the next year reaches 17.

405.3 Combined classes

If, on April 30, enrollment demand for a given grade level is 40% or less of classroom capacity, the Director may request Board approval to combine the grade concerned with a contiguous grade level for the school year starting in August, provided the size of the resulting combined class does not exceed the limits established in 405.1 and 405.2. No more than two contiguous grade levels may be so combined, and classes may not be combined after September 1 except in cases of *force majeure*.

405.4 Re-separating previously combined classes

If, on April 30, enrollment demand for two hitherto combined grade levels separately and jointly exceeds 40% of their capacity, the Director shall seek the Board's approval to separate the two classes concerned again for the school year starting in August. To that end the Director shall present the Board with a plan identifying the additional facilities, equipment and teaching resources required, together with a detailed analysis of the short-term and long-term budgetary implications.

405.5 Splitting classes

If, on April 30, the number of applicants reserve listed (406.5) for a given grade stands at five or more the Director may seek the Board's approval to split the existing class into two for the school year starting in August. To that end the Director shall present the Board with a plan identifying the additional facilities, equipment and teaching resources required, together with a detailed analysis of the short-term and long-term budgetary implications. Classes may not be so split after September 1 except in cases of *force majeure*.

406 Waiting and reserve lists

406.1 Categories

When the number of applications for enrollment in a given grade for the school year commencing in August reaches 75% of maximum classroom capacity (405), applications subsequently received from candidates in categories 4 to 8 below shall be waitlisted. If the total number of eligible applications received by April 30 exceeds classroom capacity, in allocating the available places, subject to compliance with other relevant Board policies, ISO shall favor students that have hitherto been educated primarily in English, in line with the following priority categories:

1. Children of teachers hired overseas and children accepted into the scholarship program
2. Returning students of good standing who meet minimum readiness criteria
3. Children of expatriate diplomatic passport and Laissez-Passer holders
4. Children of expatriate staff of international agencies and companies
5. Children with siblings already enrolled at ISO
6. Children of other foreign passport holders
7. Children transferring from other US/international curriculum based schools
8. All other students with an appropriate academic level (401).

406.2 Large families

All other considerations being equal, priority shall where possible be given to families with the greatest number of children applying for admission.

406.3 Notification

Waitlisted applicants shall be notified if they have a place or not by May 10 at the latest. .

406.4 Category 8 applicants

This category notably comprises applicants who typically have more academic options open to them in Burkina Faso than those in the other categories. However, in acknowledgement of the prospect of long-term stability that applicants in this category represent, category 8 candidates completing their application by the end of January shall automatically be considered as category 7.

406.5 Reserve list

Applicants who are eligible for enrollment but cannot be accommodated owing to capacity constraints in the class concerned shall be placed on a reserve list and notified accordingly by May 10 at the latest. Places that subsequently become available owing to the withdrawal or early departure of students initially enrolled in the class concerned shall be offered to reserve listed applicants by order of priority as determined by policy.

407 Key dates

January 1: applications for the school year starting in August are accepted from this date.

January 31: category 8 applicants submitting duly completed applications by this date shall be considered as category 7.

March 31: final date for submission of applications for assisted places in the next school year (502).

April 30: final date for submission of all other applications for the next school year (normal procedure, 402.1); returning students must pay a deposit not exceeding 5% of total tuition fees due by this date to hold a place. (501.5).

May 10: waitlisted, reserve listed and Article 502 applicants are informed if they have a place or not by this date.

June 30: tuition and capital levy fee payments are due by this date, either in full, or in accordance with payment instalment plans approved by the Director. Late payment penalties shall be incurred as per Board policy 501.8.

V – FEES

501 Fees: general

501.1 Determination of school fees

All school fees shall be determined annually in advance by the Board.

501.2 Types of school fees

School fees shall include application, tuition, ESOL and other special fees, together with late payment fees, and any other fees necessary to cover the costs of instruction. Application fees cover the administrative cost of processing applications, and are not refundable.

501.3 Capital levy contribution

The capital levy is a contribution paid by all students to maintain and improve the school's facilities and infrastructure. The amount and modalities of the capital levy contribution shall be determined annually in advance by the Board. The capital levy contribution is not pro-ratable or refundable. The capital levy must be paid in full with the first installment.

501.4 Currency and method of payment of school fees

All fees and levies are payable by check in EUR or XOF, or by bank transfer in EUR. Cash payments are not accepted for any school fees or capital levy contributions.

501.5 Payment of deposits by returning students

Returning students wishing to secure their places for the next school year shall pay a deposit by April 30 at the latest. The amount of the deposit payable shall be determined annually in advance by the Board, but shall not exceed 5% of tuition fees due. Deposits shall be applied towards tuition fees and are not an extra cost; they are, however, non-transferable and non-refundable if the student does not return to ISO.

501.6 Deadline for paying school fees

In order to secure a place at ISO, all school fees and capital levy contributions for the next school year must be settled in full by June 30. Places that are not thus secured cannot be guaranteed.

501.7 Installment plans for 100% sponsored families

Families with 100% employer sponsorship for school fees must pay in full by June 30 of each calendar year. Exceptions must be arranged with the Director.

501.8 Installment plans for others

Families without 100% employer sponsorship may choose to pay in one, two, or four installments after being approved by the Business Manager. This request must be made in writing, by email or in person, by April 30 of each calendar year. The following are the installment plans:

- 1) One payment method: No later than June 30 of each calendar year
- 2) Two payment method: First payment no later than June 30 of each calendar year. Second payment no later than the end of the first semester. Capital levy paid in full with first payment.
- 3) Four payment method: First payment no later than June 30 of each calendar year. Second payment no later than the end of the first quarter. Third payment no later than the end of the second quarter. Fourth payment no later than the end of the third quarter. Capital levy paid in full with first payment.

501.9 Late payment penalties

Late payment penalties shall be levied as follows:

- 1) 2.5% of fees due if payment is received on or before two months after the due date.
- 2) 5.0% of fees due if payment is received more than two months after the due date.

- 3) Student records and reports shall be withheld until all payments are brought up to date.
- 4) If fees fall a full quarter behind, families may be told to withdraw their child from the school until payments are brought up to date.
- 5) Late payment penalties specific to the fourth payment (due at the end of third quarter) of the Four Payment Method:
 - a. 2.5% of fees due if payment is received on or before one week after the due date.
 - b. 5.0% of fees due if payment is received more than two weeks after the due date.
 - c. If fees fall a full month behind, families may be told to withdraw their children from school until payments are brought up to date.
- 6) Students for whom payments are outstanding from the previous school year(s) shall not be admitted at the start of the new school year until the arrears are paid in full.

501.10 Extra tuition

If the Director deems that a student requires an in-class tutor, an additional fee reflecting the cost of the professional or paraprofessional employed and the type of assistance needed shall be charged. Should the Director deem that a student requires extra tutorials outside the classroom, he/she shall determine that student's needs with the teacher concerned and establish an ad hoc contract as appropriate. Families shall be invoiced by the school on a monthly basis for payments made to tutors assigned in this way.

501.11 Late enrollment

- 1) Families enrolling students between August 1st and the first day of the school year shall pay all fees due by the first day of school and may apply for installment plans per 501.8. Late payment penalties shall apply as per 501.9.
- 2) Families enrolling students during the first quarter shall be charged the full fees for the year.
- 3) Families enrolling students after the end of the first quarter may, subject to the Director's agreement, be charged pro-rated school fees for the remainder of the year; they shall settle all fees due before commencing class. Late payment penalties shall apply as per 501.9. Registration and capital levy contributions are always payable in full and cannot be waived or pro-rated.

501.12 Early withdrawal

- 1) Families who will be leaving the country before the end of the school year and who inform the school of their date of departure before August 8th shall be invoiced on a pro rata basis, and shall settle the invoice in full before the start of the school year.
- 2) Students withdrawn at any time in the school year as a result of political turmoil or civil unrest shall not be entitled to any refund of fees paid or any waiver of any fees outstanding under an installment plan.
- 3) In the event of students being withdrawn before the end of the first semester for reasons *other* than political turmoil and civil unrest, and providing notification is received on or before December 1st by the Director, ISO shall: (a) pay a 50% refund to families that have settled tuition fees in full; and (b) waive payment of the second semester installment for families on an installment plan.
- 4) Students withdrawn for whatever reason after the end of the first semester shall not be entitled to a fee waiver or refund.

501.13 Cancellation

In the event of a student being unable to take up his/her place at the start of the school year for any reason other than political turmoil and civil unrest, and provided notification is received on or before December 1 by the Director, ISO shall refund second semester tuition fees to pay to families that have settled tuition fees in full. No refund shall be paid to families in this circumstance who have paid one semester's fees under an installment plan.

501.14 Temporary withdrawal

Families temporarily withdrawing students from school but wishing to secure a place for their return later in the same school year shall be required to pay fees for the full year.

502 Assisted places

502.1 Purpose and scope

In order to maximize its revenues and encourage a student body with diverse socio-economic backgrounds, the school may award assisted places in Grades K – 12 to students from families unable to meet tuition fees in full. Within the parameters established to this end by the Board in the annual budget, the school may in such cases waive up to a maximum of 50% of tuition fees due; all other fees shall be paid in full. Assisted places are awarded for one school year at a time, and are subject to renewed applications each year. Beneficiaries of an assisted place one year cannot be guaranteed an assisted place the next.

502.2 Application procedure

Applications for assisted places must be submitted using the appropriate form, available from the school administration and on the ISO website, together with the supporting documentation specified on the form, at the same time as the regular enrollment requests to which they are linked. By way of derogation to the schedule for the regular admissions and enrollment procedure (Section IV), applications for assisted places for the school year starting in August shall be submitted by March 31 at the latest. They shall be submitted in a sealed envelope, marked "Confidential: Article 502 Application", a receipt shall be issued by the school administration, and the envelopes will be opened only by the committee responsible for assessment.

Applications received from April 1 to the end of first semester may, at the Board's discretion, be assessed on a first-come, first-served basis. Fee waivers shall under no circumstances be granted retro-actively; any waiver granted pursuant to Article 502 applications received after the start of the new school year shall apply only to second semester, the fees for the first semester being payable in full. From the end of the first semester, no applications will be accepted.

502.3 Assessment process

Applications shall be assessed by an ad hoc committee appointed by the Board; membership of the committee shall be anonymous and its meetings and deliberations confidential. Applications shall be assessed on the basis of standard, objective and equitable criteria established by the committee, giving appropriate weight not only to financial data, but also to the history of the relationship of returning students' families with ISO and their contribution to the community to date. Sufficiently strong credentials in these domains shall (clause 502.1 notwithstanding) qualify returning Article 502 applicants for Category 2 status (clause 406.1).

The committee may direct the administration to request further information from applicants, or to conduct further enquiries and verifications as it deems necessary. The committee shall meet as required, and shall submit its consolidated recommendations to the Board, in such a way that the anonymity of applicants is preserved.

502.4 Decision and notification

The Board, meeting in executive session, shall decide on each application on the basis of the committee's recommendations, together with total enrollment demand and the budget available, and direct the administration to notify applicants accordingly. Only the Board shall approve or reject applications for assisted places. Families submitting Article 502 applications by the March 31 deadline shall be notified in writing of the Board's decision no later than May 10; notification regarding applications submitted after March 31 shall be at the discretion of the Board. Although applicants can

request further information to better understand the criteria upon which the decision was made, the Board's decision is final, and is not subject to appeal.

503 Fee waivers for ISO employees

503.1 Fee waivers - eligibility

ISO faculty and senior administrative staff as defined in Section 206 working at least 80% of full-time employment shall be eligible for a full waiver of all school fees for up to two children per contracted employee. The third and subsequent children of such employees shall be subject to the provisions of Articles 501 and 502.

503.2 Fee waivers –acquired rights

Employees who have benefited from more favorable waiver arrangements prior to April 2015 shall continue to do so until their employment with ISO ceases or their children graduate, whichever comes first.

504 Scholarships for Burkinabe students

Each year the Director is authorized to award two full scholarships to Burkinabe students entering Grade 9 in line with the procedures established to that end in the Administrative Manual. Each year an ad hoc school committee shall select and submit for the Director's approval two candidates from a shortlist submitted by the Burkinabe Ministry of Education. Successful candidates shall be selected solely on the basis of merit and their ability to adapt and contribute fully to school life at ISO. Provided the students concerned continue to meet ISO's academic and behavioral requirements, such scholarships shall be renewed through to Grade 12 graduation. The awards shall cover scholarship students' curricular and co-curricular activities in full. The Board shall make provision for the requisite funds in the ISO annual operating budget.

VI – FACILITIES

601 Access to campus

601.1 Access: general

Access to the ISO campus shall be restricted at the gate to individuals in possession of annual or temporary access badges, and vehicles identified by ISO access stickers or passes. Normal access to campus shall be limited to the hours between 07:30 and 17:30. Access outside these hours shall be subject to the approval of the Director, and granted only for ISO sponsored or approved events, or in the particular cases referred to in policy 602.

601.2 Permanent access to campus: ISO students and Association Members

Permanent access to the school campus shall be restricted to students and ISO Association Members, to whom annual ISO access badges shall be issued by the administration at the start of each school year. Annual access badges may also be issued at the request of parents to their domestic staff responsible for dropping off and picking up students, and for supervising them during after-school or other extra-curricular activities. Domestic staff needing access to areas other than the parking lot must complete a police background check before being issued a badge.

601.3 Temporary access to campus

Temporary access badges which clearly indicate the duration of their validity shall be issued at the gate to bona fide visitors including but not limited to:

- Guests of ISO students and Association Members (limited to one guest per member physically present)

- Suppliers and tradespeople having business with the school
- Sports teams visiting from other schools and their accompanying supervisors
- MSA accredited teams and other visiting academics or professional consultants
- Paying guests using ISO facilities in accordance with the provisions of Article 602.3

Temporary access badges may be issued to other non-members on the authority of the Director.

601.4 Exceptional access to campus: general public

The requirement that all individuals on campus be identified by an access badge may be waived only in exceptional cases such as major ISO fundraising, sporting or cultural events, and events such as those described in 602.3 below. In such cases, all individuals entering campus shall nevertheless be discreetly screened and the contents of their bags scrutinized.

601.5 Vehicles

Only vehicles identified by ISO access stickers or temporary passes shall be admitted to campus. Color-coded annual stickers shall be automatically issued to all Association members. Temporary passes shall be issued at the gate for vehicles of bona fide suppliers and tradespeople having legitimate business with the school, and accompanied guests of ISO Association members. Temporary passes may be issued on a case-by-case basis for vehicles of other non-members only on the authority of the Director. All vehicles entering the front gate are subject to visual and physical inspection by guards prior to entry.

601.6 Alcohol, tobacco and drugs

It is strictly forbidden to possess, distribute, consume or be under the influence of tobacco, controlled substances or any drugs other than those prescribed by a physician on campus. Any person observed violating this rule shall be escorted off campus immediately. The possession, distribution and consumption of alcohol is likewise prohibited as a general rule; however, the controlled consumption of beer and wine may be authorized by the Director for specific events such as fundraising events, Association meetings and open houses.

602 Use of school campus, facilities and equipment

602.1 Use of school materials and equipment

ISO library materials may be borrowed by students and other Association members. Other school materials and equipment with a replacement value of less than EUR 2,000 may, with the authorization of the Director, be signed out overnight or on weekends to teachers preparing class work, or to members of the Association presenting community programs or promoting the school.

602.2 Regular use of school facilities

Officially sanctioned ISO events and groups made up of ISO Association members have first-priority use of all ISO facilities. Eligible ISO events and groups of this kind wishing to use outdoor facilities (sports fields, basketball and tennis courts, pool, etc.) on a recurring basis shall have a written agreement drawn up with the Director. Indoor facilities (classrooms, library, auditorium, etc.) shall not be made available for use in this way on a recurring basis. Eligible ISO groups may apply for an exception to this policy by submitting a request for an ISO Facility Usage Agreement to the Director. The Board shall approve any such agreement.

602.3 Other use of school facilities

With the express prior authorization of the Board, when the school's facilities are not being used by the school, by the Association, or for ISO sponsored or approved activities, they may exceptionally be used by community groups or national or international associations with no affiliation to ISO. The Board shall authorize such use of the school's facilities only for groups or associations of proven good standing and repute working in the fields of the arts, sports, culture or relief and development,

organizing events without political, ethnic or religious agenda or character. In considering requests of this kind, the Board shall evaluate all potential risks to the school, including security concerns, insurance and legal liability issues.

602.4 Fundraising

Fundraising events or campaigns conducted on the ISO campus or during ISO sponsored activities off campus must provide potential contributors with clear information as to the use to which the funds raised shall be put, and all contributions thus solicited must be made voluntarily and managed in accordance with the relevant provisions of the Finance Manual. All such fundraising events or campaigns shall without exception be subject to prior authorization as follows: for campaigns or events run by ISO students or groups made up of ISO Association members, authorization shall be granted by the Director; for campaigns or events involving the participation of any other groups, authorization shall be granted only by the Board. Under no circumstances shall the Board authorize fundraising events, campaigns or activities with a political, ethnic or religious agenda or character.

602.5 Fees for use of the ISO campus and facilities

Fees covering all costs incurred by the school shall be charged for the use of school facilities under sections 602.2 and 602.3. Such fees shall be determined by the Director and notified to the Board.

VII – ARCHIVAL MATERIALS

700 Document Archiving

At the end of every school year, the Board Secretary shall compile copies of all of the following documents to be stored in the Archive Room:

- 1) Board meeting agendas and minutes,
- 2) Board meeting executive session agendas and minutes,
- 3) Association meeting agendas and minutes,
- 4) Finalized Annual Board work plan,
- 5) List of Board members from past year (noting mid-year changes),
- 6) Board committee assignments and committees' work plans,
- 7) Mid-term and final annual Board evaluations,
- 8) Mid-term and final annual Director evaluations,
- 9) The most current Board Policy Manual, ISO By-Laws, and ISO Constitution, noting any changes approved during the school year.