



EST. 1969

POLICY MANUAL

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The American School of Antananarivo School Board Manual

Welcome to the ASA School Board Manual. This Manual provides information about the policies and procedures that govern the school, as well as appendices that contain the school constitution and by-laws, the director's job description and forms concerning financial aid and challenges of instructional materials. This School Board Manual and the ASA Parent Handbook are designed to provide you with information about all aspects of the school.

This Manual will use the following coding system:

- 1.00 Governance
- 2.00 Instruction/Students
- 3.00 Negotiations
- 4.00 Finance
- 5.00 Personnel
- 6.00 Community

Mission Statement of The American School of Antananarivo

The ASA provides an internationally recognized college preparatory education, fully accredited in the USA, which emphasizes academic excellence within a well-rounded program. ASA staff and parents foster a mutually supportive, tolerant school community with high ethical standards in academic and social life, fully utilizing the richness of the school's cultural and international diversity. The ASA values individual students and enables their full development to produce successful, confident, adaptable, and responsible members of their community.

ASA Vision, Mission and Values

Vision

Your best self for a better world

Mission

We are an inclusive and caring community that embraces diversity. We nurture inquiry, integrity and innovation to prepare for future challenges.

Values

- Creativity: we imagine, innovate and create in order to express ourselves and solve problems
- Open-mindedness: we engage with new ideas, appreciate multiple perspectives and care about others
- Inquiry: our curiosity and questions drive our learning
- Passion: we are enthusiastic about and find joy in what we do; we view setbacks as opportunities for reflection and growth
- Balance: we create harmony between our responsibilities and participate in activities that bring us fulfillment and emotional and physical health.

ASA CONSTITUTION AND BY-LAWS

ARTICLES OF ASSOCIATION

1. Article 1 : Name and location of the Association

The American School of Antananarivo Association, hereinafter called the Association, is a body of persons who have combined to operate an exclusively educational and non-profit institution without political or religious aims.

The said institution shall be known as the American School of Antananarivo. The Association is located in the city of Antananarivo in the Republic of Madagascar.

2. Article 2: Purpose

The purpose of the Association shall be to provide an American standard of education in English to the dependents of U.S. Department of State employees, other U.S citizens living in Madagascar, and dependents of any other members of the community residing in Madagascar.

3. Article 3: Membership and Governing Body

A. The Association shall be composed of:

1. Parents and guardians of children enrolled in the school;
2. Teachers and administrators employed by the school;
3. The U.S Ambassador's appointed representative to the School Board

Membership shall cease when a member:

1. no longer has a child or ward enrolled in the school;
2. ceases to be employed by the school;
3. when the U.S. Ambassador's representative is changed.

B. The Association shall hold a minimum of two (2) general membership meetings each school year. A single majority of members present and voting shall decide matters brought before them provided that an amendment to the Constitution shall only be made by a two-thirds vote of members present and voting at an Association meeting. Additional Association Meetings may be called as needed by the Board. Any Association member may request the Board to call an Association Meeting on a particular topic, at the Board's discretion, if at least one quarter of Association Members requests such a meeting, the Board is required to call the requested meeting.

C. The Association shall be governed by a School Board elected by the members of the Association.

4. Article 4: Finances and Property

The Association shall:

- A.** Collect funds and control their expenditure and investment;
- B.** Acquire and maintain any material assets owned or rented by the school.

5. Article 5: Amendment of the Constitution

- A.** The Constitution may be amended at a general membership meeting of the Association or at a meeting specifically called for this purpose.
- B.** The Constitution or any of its articles may be amended provided that Articles 1, 2 and 4 shall not be so amended as to impair or alter the non-profit character of the school, nor to alter the purpose of the school as stated in Article 2.
- C.** The text of the proposed amendment shall be furnished to the School Board at least 20 days before the meeting at which it is to be considered.
- D.** The Board shall then send the proposed amendment to each member of the Association at least 15 days before its consideration at a meeting. The votes of two-thirds of the members of the Association present and voting at such a meeting shall be required to effect an amendment.

6. Article 6: Duration and dissolution

- A.** The Association shall exist as long as there is a need for an English language educational program in the community of U.S. Government employees and other interested residents in Madagascar.
- B.** In the event of the dissolution of the Association, the School Board shall take the necessary steps to honor outstanding financial obligations, provided that the private property of members of the Association shall not be subject to attachment for honoring such financial obligations.
- C.** Whatever assets remain thereafter will be managed by the Office of Overseas Schools of the Department of State, Washington, D.C.

7. Article 7: By-Laws

Section I: Meetings of the Association

1. The membership of the Association shall meet once within two months of the start of the school year, and once at least two months before the end of the school year. Additional Association meetings may be convened by the Board as needed or called for by the Association, as stipulated in Article 3 (B) of the Articles of Association.
2. Members may submit items to be included in the agenda of the meeting. Such items must be submitted in writing at least 10 days before the meeting to the office of the School Administrator.
3. The agenda shall be posted at the school one week before the meeting.
4. No quorum shall be required to conduct the business of the Association.

Voting shall be by show of hands. However, for the election of Board members, or at request of an Association member made at least 15 days before the meeting, voting shall be by written ballot. A written ballot is not required if there are no contenders in a Board election.

Section II: School Board

A. Powers and duties of the Board

1. All executive powers of the Association shall reside in the Board except as delegated by the Board.
2. The Board shall make such policies and regulations for the running of the School as it considers necessary, and it shall make these available to members of the Association at the school.
3. The Board may execute its authority only in public meetings. The Board may, however, meet in executive session only for the purpose of receiving reports and deliberating on subjects that it believes is in the best interest of the School not to be made public. Minutes of such meetings shall be kept in a confidential file and made available to Board members only.
4. The Board shall implement policies of the Association and approve its program and budget, and shall submit a report on Board actions and school finances at Association meetings.
5. The Board shall designate banks and trust companies with which the funds of the Association shall be deposited and shall provide for the manner in which the funds may be withdrawn.
6. The Board shall approve the fee schedule for the School, including tuition, registration and other fees.
7. The Board shall review periodically the admissions practices and scholarship policy of the School.
8. The Board shall employ an Administrator who shall be the chief executive officer of the School. His/her term appointment and salary shall be determined by the Board.
9. The Board shall employ personnel for the School on the recommendation of the Administrator and shall approve their contract including salary.

B. Membership of the Board

1. The School Board shall consist of seven voting members and up to two appointed non-voting members. At least four out of the seven voting members shall be members of the U.S. expatriate community and shall be citizens of the United States. One of the four shall be the U.S. Ambassador's appointed representative. The elected members of the Board shall appoint the non-voting members who are not required to be members of the ASA Association.
2. No employee, or spouse of an employee, of the Association or School is eligible for nomination and election to membership of the Board. The Board should refer to the Policy Manual of the A.S.A to resolve any extraordinary circumstances and/or conflicts of interest should they arise.
3. The School Administrator shall attend all Board meetings except executive sessions concerning the administrator's performance/contract. The Administrator will have no vote.

C. Election of the Board

I Term of Board members

- I. At least two Board members shall be elected each year at the April Association meeting for two-year terms. Positions will be elected in accordance with the conditions set out in clause BI of the By-Laws on Board Composition. Appointed members will serve a minimum of one year.
- II. There is no limit to the number of times a member may be re-elected.

a) Replacement of a resigning Board member

In the event of a Board member being unable to complete his/her term of office, the Board shall appoint a replacement to serve the remaining period of that term. Such new members shall immediately become voting members of the Board.

b) Elections of Board Members

1. All nominations to be valid shall be supported by a statement from the candidate that he/she is willing to stand for election and serve at least one full term.
2. Candidates shall be nominated by two other members of the Association.
3. All Board candidates must submit candidacy requirements 48 hours before the election to appear on the ballot.
4. The Secretary, in notifying the Association members of the election meeting, shall include the list of known candidates.
5. Elections shall be by written ballot unless candidates have no contenders.
6. In case of a tie vote for the last remaining vacancy, a run-off election shall be held immediately.
7. Results will be counted and announced at the election meeting.
8. In the event Association members believe the voting process for new board members was flawed then a re-vote is possible. Thirty-five percent of the Association membership shall submit a signed petition to the Director indicating the reason for the re-vote. Additional candidates may not be considered. The new election must be held within ten days of submission of the letter to the Director.

D. Officers of the Board

A Chairperson, Vice Chair, Secretary and Treasurer of the Board shall be elected by the Board each year.

- I. Duties of the Officers
 - ⇒ *The chairperson shall:*

- i. preside over all meetings of the Association;
- ii. preside over all meetings of the Board;
- iii. appoint committees desired by the Board;
- iv. in coordination with the Administrator be responsible for preparing agendas of all Board and Association meetings.

⇒ *The Vice Chairperson shall:*

- i. Assume the duties of the Chairperson in the event of the Chairperson's absence

⇒ *The Secretary shall:*

- i. Ensure the availability and accuracy of minutes of all Board meetings as well as correspondence and documents relating to the operation of the Association
- ii.

⇒ *The treasurer shall:*

- i. prepare financial reports for Board and Association meetings;
- ii. make recommendations concerning financial matters to the Board;
- iii. prepare in coordination with the Administrator, the annual budget and subsequent revisions;
- iv. ensure that the books are audited annually;
- v. collect and distribute School funds according to policy.

E. Meetings of the Board

1. The Board shall meet bi-monthly during the school year, on a date designated by the Chairperson and notified to the members of the Association at least two weeks in advance.
2. The meetings of the Board shall be open to all members of the Association.
3. Special meetings of the Board shall be called by the Chairperson or any members of the Board. A special meeting shall be limited to the specific items for which it was called. The Chairperson shall inform the Administrator at least three days before the meeting.
4. The agenda for the meeting shall be prepared by the Chairperson with the advice of the Administrator and members of the Board and shall be made public at least two days before the scheduled meetings.
5. Any member of the Association may request that a subject be placed on the agenda of a Board meeting by submitting the request in writing to the Administrator's office at least one week before the meeting. The Chairperson will decide on the suitability of the subject for the meeting.
6. Four voting members shall constitute a quorum for the transaction of the Board's business.
7. Decisions of the Board shall be by a simple majority of those voting members present. The Chairman shall cast a deciding vote in case of a tie. There shall be no voting by proxy.

Section III: Auditing of the Association

The School Board shall ensure that an annual audit is performed on the financial and related records of the Association.

Section IV: Fiscal year

The Association's fiscal year shall begin August 1 and end on July 31.

Section V: Modification of the By-Laws

A. The By-Laws may be modified at a general Association meeting by a majority vote of those present and voting.

B. Modifications may be proposed:

1. by the Board, which shall send the proposed text to members of the Association at least 15 days before the text would be considered.
2. by 25 percent or more of the members of the Association who shall submit the text of the proposed modification, in writing, to the Board at least 20 days before an Association meeting. The Board shall then send the proposed text to all members of the Association at least 15 days before the meeting at which the text would be considered.

1.00 Governance Policies

BOARD OF DIRECTORS

1.1

The Board of Directors governs the American School of Antananarivo in Madagascar. The final legal authority and source of guidance on all issues relating to the Board of Directors rests in the ASA Constitution and By-Laws. The role of the Board of Directors is stated fully in the ASA Constitution and By-Laws. Broadly, the Board of Directors represents the interests of the schools' owners by fiduciary oversight, hiring and supervising the school director, and strategic planning for the future of the ASA.

Among the specific functions exclusively reserved to the Board of Directors are the following:

1. Develop and maintain the school's mission, vision, and philosophy,
2. Set policies in line with the school's mission, vision and philosophy.
3. Develop strategic plan, including facilities, buildings, and grounds.
4. General oversight of the educational program.
5. Hire, supervise, and evaluate the School Director.
6. Budget planning and oversight, and financial reporting.
7. Ensure there is an annual external audit of the accounts of ASA.
8. Establish and periodical review of compensation scales for the Administration and staff of the ASA.
9. Ensure adequate plans and procedures are in place for security and emergency closure of the school.
10. Approve the school calendar.

11. Ensure that adequate procedures exist and due process is followed in the adjudication of personnel and students issues.
12. Ensure compliance with local laws and regulations.

1.11 Delegation of Authority

The day-to-day administration, operations, organization and communications of the school are delegated to the Director of the ASA.

1.12 Orientation and Self-Assessment of the Board of Directors

Each August or September, all members of the Board of Directors are invited to attend a retreat. The purpose of this retreat includes orientation of new members to their roles and responsibilities, the setting of the goals for the coming year, and training based on recommendations of the Director and previous Board. The Board may involve outside facilitators experienced in working with Boards of Directors of International Schools. The Board will perform an annual self-assessment before the end of each school year for the purpose of continuous improvement. The self-assessment will be based on goals.

EDUCATIONAL OVERSIGHT

1.2

The Board of Directors is responsible for general oversight of the school's educational program. The Board of Directors fulfills this responsibility primarily through the hiring, continuing evaluation, and professional development of the Director to whom the Board of Directors delegates the organization, operation, communication, and administration of the school's curricular and extra-curricular program. The Board of Directors further exercises its educational oversight responsibilities through: the initiation and approval of strategic plans; the monitoring of external markers of quality through accreditation and external exam results; and the study and evaluation of developments in the theory and practice of education that may impact on the policies, mission and philosophy, and finances of the school. In order for the Board of Directors to fulfill these responsibilities the administration shall provide periodic reports at the Board of Director meetings and through regular communications with the school community. The Director is expected to develop annual SMART goals and report on these goals during monthly Board meetings.

OFFICERS OF THE BOARD OF DIRECTORS

1.3

The Board shall elect from their own numbers, as officers, a Chair, a Vice-chair, a Treasurer, and a Secretary. All officers shall be eligible for re-election. Between the elections in April of the outgoing Board of Directors, the new Board shall elect from their own numbers the officers who will hold office from July 1 to June 30 of the following school year. (ASA Constitution, Section D)

MEMBERSHIP OF THE BOARD OF DIRECTORS

1.4

The Board shall consist of seven voting members, six of whom shall be elected by the ASA Association members. The term of office for the elected members shall be two years. Four of the seven members must be members of the U.S. local community and shall be citizens of the United States. One member shall be appointed by the Embassy of the United States of America and shall serve on the Board of Directors for an indefinite period. No employee, or spouse of employee of the ASA Association or School is eligible for nomination and election to the membership of the ASA Board of Directors.

1.41 Election Procedures

All potential candidates for election to the Board of Directors shall be nominated by two other members of the ASA Association. All nominations must be supported by a statement from the candidate that he/she is willing to stand for election and serve at least one full term. The Board of Director's Secretary, must notify Association members of the election meeting, and must list known candidates. (ASA Constitution, Section B)

1.42 Voting

All ASA Association members may vote. Elections shall be by written ballot. In case of a tie vote for the last remaining vacancy, run-off elections shall be held immediately. In the event the Association members believe voting was flawed, 35% of the Association membership shall submit a signed petition to the Director indicating the reasons for the re-vote. Additional candidates may not be considered. The new election must be held within ten days of submission to the Director. (ASA Constitution, Section C)

1.43 Vacancies

In the event of a Board member being unable to complete his/her term of office, the Board shall appoint a replacement to serve the remaining period of that term. Such new members shall immediately become voting members of the Board. (ASA Constitution, Section C)

1.44 Resignation

A member of the Board of Directors may resign by notifying the Board of Directors in writing.

1.45 Removal

A member of the Board of Directors shall be required to vacate his/her office in the following cases:

- A majority of the Board determines the member's presence on the Board of Directors is either a detriment to the school or the effective functioning of the Board.
- Payment of debts is owed to the school.
- Two-thirds of the ASA Association requests removal. This request is to be submitted in writing to the Director.

1.46 Conflict of Interest

A member of the Board of Directors shall have no substantial financial or other interests that conflict with the interest of the School. The Board shall decide whether or not the conflict of interest warrants any special measures, such as requiring a member to refrain from voting on a particular matter, or requesting his or her resignation. It is the responsibility of the Board members to make known to the Board any circumstances that could involve a potential conflict of interest between themselves and the School. The remuneration received from the School by the ex-officio Board member, "such as the Director" shall not be considered a conflict of interest for the purposes of this policy.

COMMITTEES

1.5

The Board of Directors' committees are intended to support the Board's work through research and discussion about Board business and then recommend a course of action to the Board. Unless delegated to do so by the Board, Board committees do not make Board decisions on their own. Committee members are expected to support Board decisions, and maintain the confidentiality of the committee discussions. The Board's mandates to the committees must be reflected in the strategic plan and actions taken must be clearly described in the committee's parameters.

1.51 Committee Membership

The Chair of the Board of Directors shall appoint the committee Chair and Board members to each

committee. A committee Chair must be a member of the Board of Directors. The chair of each committee may then call upon members of the ASA community including parents, students, or teachers to serve as needed and appropriate. Other community members outside of the school with needed expertise may serve on a Board committee as needed.

1.52 Standing Committees

The Chair of the Board shall appoint the following standing committees:

- Finance
- Governance

1.52a Finance Committee

Mandate: To help the Board of Directors meet its fiduciary responsibility as trustee of the school's future, by exercising board oversight of the school's current and future financial sustainability.

1.52b Governance Committee

Mandate: To ensure board continuity, board education, and that good governance practices are followed.

1.53 Ad-hoc Committees

The Board of Directors appoints ad-hoc committees as necessary and appropriate. Such committees report their recommendations or proposals to the Board. Following completion of assignment and report to the Board, such committees shall be dissolved. Parameters for each ad-hoc committee will be defined and agreed upon by the Board of Directors. Parameters will include the purpose(s) for the committee, its expected deliverables, membership, and decision-making delimiters.

Approved: December 12, 2013

MEETINGS

1.6

The Board of Directors shall hold regular meetings. Special meetings may be called by the Chair. Regular and special meetings may consist of both an open session and a closed working session, also known as an Executive session. Open sessions of the Board of Directors may be attended by any member of the ASA community. Representatives of the teachers, staff, administration, parents, and students shall be invited to all open meetings as a matter of routine and shall be provided an agenda in advance. All meetings of the Board of Directors shall include the Director, except those where his/her performance, compensation, or contract is being discussed, or unless otherwise agreed to by the Chair of the Board of Directors and the Director. A quorum of voting Board members must be present.

1.61 Regular Meetings

The Board shall meet every second month of the school year. The bi-monthly meeting shall be open to all members of the Association. In the event of holidays or special events, the Chair shall designate a different meeting date and shall notify members of the Association at least one day in advance.

1.62 Special Meetings

The Chair may at his or her own discretion, or shall upon the request of any member of the Board, call a special meeting of the Board of Directors. A special meeting may take place the same day as a regular meeting. A special meeting shall be limited to the specific items for which it is called.

1.63 Executive Session

At its discretion, the Board of Directors may call an executive session which is closed to the Association. Executive sessions are called to consider sensitive topics such as personnel matters,

confidential student matters, contracts and negotiations, and the Board or Director evaluations.

1.64 Working Sessions

Board working sessions which are closed to the public may be held before or after regular open Board meetings for the purpose of holding preliminary discussions about upcoming agenda items.

1.65 Quorum

Four directors shall constitute a quorum for the transaction of business.

1.66 Minutes

The Board of Directors shall ensure that minutes of all regular and special meetings are recorded. Minutes shall include those matters moved, seconded, and voted, recommendations of the Director, and Board requests for action or information. The minutes shall be publicized by ways and means which the Board directs. Minutes of executive sessions, which will include matters acted upon or approved, shall be recorded by the Secretary of the Board of Directors. Records of the Board of Directors shall be on file in the office of the Director and be available to Board of Directors only.

POLICY CREATION, AMENDMENTS AND REVIEW

1.7

The Board of Directors shall make such policies as it considers necessary to guide its own functions and those of the school in conformity with the ASA Constitution and By-Laws. As a guide for conduct and decision-making, Board policies shall be binding upon all stakeholders, including Board members, until formally amended by the Board of Directors.

1.71 Policies may be formulated by the Administration or a Board committee, either standing or ad hoc. Proposals for new policies, or policy amendments, will be submitted in writing to the Board of Directors for approval at either a regular or executive session.

1.72 The Board of Directors will conduct a formal rolling review of the Policy Manual. The Governance Committee of the Board of Directors will conduct such a review.

1.73 The Policy Manual will be up-dated annually to include changes approved in the previous school year, with an up-dated version circulated to current member of the Board of Directors and school administration and made accessible to parents and staff of the ASA.

Approved: December 12, 2013

2.00 Curriculum and Instruction

CURRICULUM REVIEW CYCLE

2.1

The Director will ensure that the ASA's written, taught, and reported curricula are created and reviewed to align with the Mission, Vision and Aims. Each curricular area will undergo a rigorous review on an appropriate cycle utilizing current research in effective curricular and instructional practice, and engaging the relevant faculty. Additionally, the overall curriculum will be reviewed no less than every three years to ensure continued alignment between its Mission, Vision, and Aims of the ASA and taught curriculum to meet and sustain all authorizations and accreditations.

CURRICULUM REVIEW PROCESS

2.2

The ASA curriculum will reflect research-based best practices. The curriculum will be modeled on a standards-based American curriculum while being aligned with international learning standards. Curricular areas will be reviewed in a three-year cyclical process as per the curricular review calendar.

CURRICULUM PROGRAM

2.3

2.3.1 The Academic Program

The ASA curricular program shall include core subjects in grades PK-12 (English/Language Arts, Mathematics, Science, Social Studies). In addition, the ASA shall offer programs in the Creative Arts (music, visual, and theatre arts), Information Technology, and Physical Education, to students in PK-12. Modern Languages are offered from grades 1-12. Additional subjects may be included if approved through the curriculum review process and approved by the administration.

2.3.2 Graduating Programs and Diplomas

ASA is committed to offering Advanced Placement courses to students approved by a committee of ASA educators in addition to an American high school diploma for all graduating students.

2.3.3 Student Support Services

ASA will provide Student Support Services that include special education, English Language Learning (ELL), learning resources in reading and math, and college counseling. Students shall receive support services according to assessed needs in line with the ASA Mission, Vision, and Aims along with admission policies.

CO-CURRICULAR PROGRAM

2.4

To ensure that ASA educates the whole child, the school shall offer co-curricular programs that provide opportunities in leadership, the arts, sports and service learning. Student involvement and achievement in these areas will be guided and monitored by ASA faculty or support staff. ASA encourages student initiative in the formation and leadership of clubs, organizations, projects or activities that are consistent with the ASA Mission, Vision, and Aims.

HIGH SCHOOL GRADUATION REQUIREMENTS

2.5

An ASA student shall have valid proof that he or she has attended eight semesters of high school (9-12) and has successfully completed twenty-four credits of coursework. ASA's graduation requirements shall be reviewed every five years to ensure that they align with university and accrediting agency requirements and reflect ASA's Aims. Any change in the regulations must be reported by the Director to the Board.

INSTRUCTION AND ASSESSMENT

2.6

2.6.1 Curriculum Standards

Teachers will follow and maintain the relevant curriculum guides, which result from the regular curriculum review process.

2.6.2 Assessment

Student assessment is an ongoing process that is vitally important to:

1. provide students with feedback about their learning,

2. inform teacher assessment of the students' progress,
3. shape planning for future units of work and,
4. inform and engage parents in their children's education.

The overall goal of assessment is to provide a supportive and positive mechanism that helps students to improve their learning, teachers to improve their teaching and contributes to the efficiency of the program. The ASA requires multiple and ongoing standards based student assessments. The ASA requires evidence of student learning over time. The students and parents of ASA are provided with feedback to inform and improve their learning. The ASA requires quarterly measurements and reporting of student progress.

2.6.3 Instructional Practice

ASA teachers shall differentiate instructional methods and assessment practices to best suit each student and in order to maximize student learning. Instructional and assessment practices of ASA teachers shall reflect current best practice.

2.6.4 External Testing

ASA will use one or more international testing protocols each year to gather comparative data on ASA student learning. The testing protocols will provide norming data that is relevant to ASA's population.

RESOURCES

2.7

2.7.1 Instructional Resources

Teachers and students shall be provided resources to support student learning. Resources include textbooks, reference information, media based resources, technology, and all material needed to ensure a quality PK-12 education.

2.7.2 Community Resources

ASA's commitment to meaningful and purposeful learning experiences shall be fulfilled by utilizing community resources at the ASA and taking students into the communities of Madagascar. The ASA curriculum will be supported with field trips, guest presenters and community projects that allow students to apply their learning.

2.7.3 Textbook and Resource Adoption

Textbook and other learning resources shall be reviewed as part of the regular curriculum review process, with teacher input, seeking the most current resources available.

2.7.4 Information Technology

All teachers and students shall receive the necessary instruction to use the available technology effectively. Instructional hardware and software shall be current and reviewed as part of the regular curriculum review process.

CLASS SIZE

2.8

The number of students per classroom shall not exceed 22 without Board approval. Exceeding 22 will be considered for priority one students and those with siblings.

3.00 Student Policies

ADMISSIONS AND PLACEMENT

3.1

The ASA serves the educational needs of the international community of Madagascar. Admission is open to all students who, in the school's opinion, will benefit from a challenging, international, English language education that prepares them for higher education. ASA therefore admits students whose academic, personal, social and emotional needs can be met by the school's program and services. The ASA reserves the right to deny admission to any student for whom it cannot provide an appropriate educational environment. The Principal and Director use testing or other screening tools to determine admissions and placement.

3.1.1 Authority for Admissions Decisions

Final authority for all decisions on admission and grade placement rests with the Director in consultation with the Principal.

3.1.2 Priorities for Student Admissions

Currently enrolled students who wish to return will have priority placement providing their school fees are up to date. The continued enrollment of a student is also contingent upon the assessment of a student's physical, emotional and intellectual ability to succeed within the framework of the curriculum. The ASA shall admit all other students in the following priority order:

1. children of employees, grantees, or contractors of the United States Government receiving an educational allowance,
2. children of teaching and senior administrative staff of the ASA. Local hire teacher and administrative staff will be admitted up to 5% of the student population and as places are available,
3. children of United States citizenship including the business community,
4. the remainder of the international-governmental and non-governmental community,
5. children of the international community not permanently residing in Madagascar with previous International or North American educational experience and in need of such education,
6. children who have siblings already in the ASA and who meet other educational requirements
7. all other students from all nations including citizens of Madagascar with appropriate academic requirements who, in the opinion of the Admissions Committee, would benefit from the American system of education.

3.1.3 Admissions Committee

The Admissions committee includes the Director, Principals, Doctor, ELL and Learning Support teachers if required, and other teachers as appropriate of the grade for which the student is applying.

ADMISSION AND PLACEMENT PARAMETERS

3.2

3.2.1 Guardianship Responsibility

Students may not enroll in the ASA unless one parent or an officially appointed guardian is in full-time residence with the student in Antananarivo at all times. Domestic helpers do not qualify as acceptable guardians, regardless of the student's age.

3.2.2 Age for Entry and Placement

Students enrolling in the Kindergarten shall be five years of age or more before September 1 of that academic year. Students enrolling in Grade 1 shall be six years of age on or before September 1 of that academic year.

3.2.3 Admissions Documents and Testing

Transfer students must present transcripts, test scores, and educational diagnostic tests and assessment reports from their previous school(s). Students with incomplete previous school records may be admitted for a 60-day probationary period at the Director's discretion. Acceptance and/or grade placement will be reviewed at the time the records arrive. The school reserves the right to administer appropriate admissions tests.

3.2.4 Non-Native English Speakers

In grades K-8 the English Language Learners (ELL) program is designed to address all levels of English proficiency, from basic to advanced. The ASA does not accept high school students who do not have English language skills. A placement examination is given to students to determine their level of English and whether the ASA can admit them and meet their needs. In cases where a student's English skills are not strong enough to be admitted into their current academic grade, they may be admitted and placed one grade level below their current grade.

3.2.5 Admissions of Students with Special Needs

Students with special needs will be considered for admission on an individual basis to determine if an appropriate program of instruction can be offered that will meet the student's educational needs.

Approved: March 12, 2015

CONTINUED ENROLLMENT

3.3

The continued enrollment of a student is contingent upon the assessment of a student's physical, emotional and intellectual ability to succeed within the framework of the curriculum. The school is not obligated to enroll a student who must be placed more than one year behind his/her respective peer/age group. The ASA reserves the right to deny re-admission to any student for whom it cannot provide an appropriate educational environment.

1. Any student not maintaining an appropriate level of academic achievement may be asked to withdraw from the school after being warned and counseled regarding his/her academic status.
2. The school may decline to admit or re-admit a student on the grounds of unacceptable student conduct or when a parent, guardian, or other individual closely associated with the student fails to cooperate with the School and/or disregards or does not abide by the rules and regulations of the School.
3. The continued enrollment is contingent on the timely payment of tuition and school fees.

Failure to comply in any of the above may result in denial of re-enrollment or the expulsion of a student at any time throughout the year.

STUDENT CONDUCT

3.4

Expectations for student conduct will be guided by values implicit in the ASA Mission, Vision and Aims statements, that emphasize responsibility, respect of self and others, and safety. The ASA also emphasized compassion, critical and creative thinking, cooperation and perseverance. All in the ASA

community shall share responsibility for developing and reinforcing these values.

3.2.1 Consequences for Inappropriate Conduct

Procedures for responding to students whose conduct violates the values implicit in the Mission, Vision and Aims will be followed with these objectives:

1. help the student learn from the incident,
2. prevent similar incidents and the reoccurring negative behavior, and
3. ensure the safety and security of all other students and community members.
 - a) Most conduct incidents requiring a response or intervention will be of a minor nature, with the teacher or Principal making decisions about appropriate consequences. In more serious incidents, the Principal has the authority to suspend students from school temporarily. For the most serious incidents or repeat offences the Director has the authority to expel a student from school.

3.2.2 Final Authority for Disciplinary Consequences

Any disciplinary consequences may be appealed to the next decision-making level. Final authority for disciplinary actions on student conduct rests with the Director. In the event of a challenge to the Director's final decision, the Board of Trustees may be asked to confirm that due process was followed.

3.2.3 Alcohol, Tobacco and Substance Abuse

In recognition of the health risks associated with consumption of alcohol, tobacco, and drugs by children and adolescents, ASA will

1. educate students about these risks,
2. maintain a strong parent-school partnership in addressing issues as they arise both on an individual and community level,
3. maintain and uphold school rules that provide serious consequences, up to and including expulsion for students consuming, possessing or selling alcohol, tobacco or illegal substances at any school related activity, and
4. ensure that ASA students are free of alcohol, tobacco, and illegal substances at school and school sponsored events through procedures that may include search of lockers, school bags, and other personal belongings

Approved: March 12, 2015

SCHOOL HEALTH REQUIREMENTS

3.5

3.3.1 Required Vaccinations

Vaccinations for communicable childhood diseases and for diseases endemic to Madagascar are required for all students attending ASA. In general these policies will follow the recommendations of the World Health Organization and those of the Government of Madagascar. The following health requirements apply to all ASA students:

1. vaccinations as identified on ASA's health form
2. certificate of health and physical examination
3. periodic physicals for students enrolled

3.3.2 Health Records

ASA shall maintain up-to-date health records for all students. In order to accomplish this, parents will furnish the school with accurate up-to-date records and emergency contact information.

3.3.3 School Based Health Screening

ASA shall conduct regular health screenings per the recommendations of the National Association of School Nurses in the United States.

3.3.4 Communicable Diseases

Students having a communicable disease shall be excluded from school attendance until they are no longer contagious. The School shall notify the parents of students exposed to a communicable disease.

3.3.5 Compliance with the Ministry of Health

ASA will comply with health-related reporting requirements determined by the Ministry of Health.

ATTENDANCE, ABSENCES, AND TARDIES

3.6

Attendance is required for fulfilling high school credits, course completion obligations of all grades, and general academic progress. Absence of more than 10 school days in any given semester may result in forfeiture of credit or non-promotion to the next grade. For High School students, absences of more than 8 classes in one subject per semester may result in loss of credit for that class, and/or withdrawal from the class. Excessive tardiness impedes student progress, impedes the progress of classmates, and disrupts the learning environment.

Therefore, students should be absent and tardy only for necessary and important reasons, such as illness or family personal emergency. Parents must excuse their children from school for the above reasons, and should use extreme care in scheduling time away from school. The School seeks cooperation from parents in exercising discretion in excusing their children from school.

Make-up for extended absences for medical reasons shall be arranged through the teacher(s) Principal and Director. Students are responsible for making up all missed work.

LEAVING CAMPUS

3.7

No student is permitted to leave the school grounds during the school day without the approval of the Principal or Director and consent of the parent.

FIELD TRIPS

3.8

ASA encourages field trips that are consistent with the ASA Mission, Vision, and Aims. Field trips are extensions of the campus and classrooms. Compliance with the ASA student code of conduct therefore is therefore required of all students on field trips. All learning activities taking place off of the ASA campus must have approval of the ASA Principal. Signed parent permission slips are required. ASA employees must serve as chaperones. ASA parents are permitted and encouraged to assist School staff as parent chaperones.

CHILD PROTECTION

Children should be treated with respect and dignity at all times. We recognize that children are potentially at risk of abuse by others, including physical and sexual maltreatment, as well as exploitation and emotional neglect.

The School believes that every child has the right to be protected from such harm, and accordingly if the School discovers that a child is in jeopardy, it has an obligation to do whatever is in its power to protect the child. The options may range from advice and counseling with those concerned, to the notification of employers, embassies and law enforcement agencies.

Within the universally accepted norms of human rights framework, culture, religion or tradition can never be invoked to condone any form of violence against children.

See Appendix A for further information

4.00 Finance Policies

Approved: March 13, 2014

FINANCIAL OVERSIGHT AND FISCAL YEAR 4.1

4.1.1 ASA is a non-profit organization. As such, all financial surpluses are retained and re-invested into the school as recommended and approved by the Board of Directors (BOD) through the annual budgeting process. The school Director is responsible for the Business Office whose responsibility is to manage the day-to-day financial operations of the school.

4.1.2 Fiscal Year: The fiscal year shall begin on August 1 and end on July 31.

ROLE OF THE RELEVANT BODIES OF FINANCIAL OVERSIGHT 4.2

4.2.1 BOARD OF DIRECTORS

The BOD should approve the annual budget and approve any major building and infrastructure projects. The BOD provides general financial oversight, keeping in mind the school's short-term cash needs and long-term financial objectives. The BOD is responsible for maintaining a Long-term financial plan . The BOD may delegate aspects of its financial oversight to the Finance Committee.

4.2.2 FINANCE COMMITTEE

The Finance Committee includes the Director and at least a minimum of two BOD members, who ideally are financially knowledgeable. The committee shall meet on a regular basis to review the school's financial reports, develop the school's financial policies pertaining to topics covered in this section, and make recommendations to the BOD on adoption of the annual operating budget, the Long-term financial plan long-term financial plan and proposed policies.

4.2.3 TREASURER

The BOD Treasurer shall be elected by the BOD from among its membership and ideally possesses a finance or accounting background. The Treasurer should: serve as Chair of the Finance Committee; serve as one of the possible signatories to the school's bank accounts; present the school's annual budget to the Board; and ensure development and Board review of financial policies.

4.2.4 DIRECTOR

The Director follows broad delegated responsibility and authority from the BOD for all school operations, including personnel and financial matters, as well as planning stewardship of the school resources. The Director is responsible for the implementation of the annual budget, including

responsibility for the day-to-day operations of ASA and ensuring adherence to all internal controls.

4.2.5 Business Office

The Business Office shall be responsible for establishing internal controls to safeguard all ASA assets, and the execution of annual operating budgets.

FINANCIAL PLANNING

4.3

4.3.1 Long-term financial plan

The Finance Committee shall conduct an annual review of the long-term financial plan and recommend revisions to the BOD.

4.3.2 The Annual Budget

The BOD shall approve the annual budget, which is prepared by the Director in collaboration with the Business Office and Finance Committee and endorsed by the BOD in the context of the long-term financial plan. The annual budget shall include an operating budget, a capital budget, and allocation to various reserve funds as established by the BOD. As delegated by the BOD, the Treasurer will present a summary of the approved budget at the ASA Association meeting. The Annual Budget process shall include a review of all existing contracts including staff, local labor, administrative or maintenance so as to assess ASA annual and long-term obligations.

4.3.3 Fund Budgeting

ASA defines three funds for keeping track of financial resources for specific purposes. Each fund will have a separate and primary purpose.

4.3.3a Operating Fund will provide resources to meet the annual expenditures of running the school. The primary revenue source for the Operating Fund will be annual tuition fees, which may be supplemented by grants or loans from the other funds.

4.3.3b Capital Fund shall be established for the primary purpose of funding the Facilities Master Plan. It provides resources to start or expand large-scale projects, and also for purchase of new equipment or vehicles. The primary revenue source for the Capital Fund will be a Capital Fee (as defined in the Fees Policy).

4.3.3c Emergency Reserve Fund shall be established to plan for any unexpected events, such as major political, economic, religious or geographic events that could seriously jeopardize operation of the school for the medium or long term. The targeted size of the Emergency Reserve Fund shall be 15% of the current year's operating and capital replacement budgets. These funds shall be supplemented by an insurance policy which would provide additional resources to cover contractual obligations in the event of a *force majeure* incident. The primary source of revenue to build and maintain this fund will be transfers from the annual operating surplus. The Emergency Reserve Fund may also include amounts above 15% of the operating and capital budgets to provide for contingent liabilities.

BANK AND INTERNAL ACCOUNTS

4.4

The Business Office shall maintain appropriate bank accounts to manage monies for each of the designated funds. The selected deposit bank(s) must be reputable banking institutions.

4.4.1 The Operating Fund

The Operating Fund shall be fluid by nature as it is adjusted to respond to budgeted expenditures for school operation and on-going facility maintenance or equipment replacement. The cash and investment accounts of this fund may be divided among bank accounts that serve the purpose of regular access but with options to hold funds in fixed-rate term investments, as feasible within cash-flow limitations, to optimize return.

4.4.2 The Capital Fund

The Capital Fund shall be held in a separate investment account, with specific parameters specified in section 4.7.

4.4.3 The Emergency Reserve Fund shall be held on a separate investment account, with specific parameters specified in 4.7.

4.4.4 Management and Transfers

Neither the Capital nor the Emergency Reserve Fund shall be co-mingled with any other funds. Transfer between funds is permissible but they must be approved by the BOD and properly documented as ‘Loans’ or ‘Permanent Transfers’.

4.4.5 Deposit of Funds

The opening and closing of all bank accounts shall be approved by the BOD. The deposits of official school funds may be in local currency-denominated and/or foreign currency-denominated accounts.

4.4.6 Authorized Signatures

All checks drawn on the school accounts must be signed by two signatories amongst the following: the Treasurer, the Chair, the Vice-Chair of the BOD, and the Director or his/her designate.

4.4.7 Cash Management

The Director may delegate management of the Operating Fund bank account to the Business Office in order to meet the daily financial obligations, as established in the annual budget, of the school. The Business Office’s monthly report to the Finance Committee shall include a snapshot of the school’s cash situation. The Director shall ensure that internal controls are in place for the safeguarding of cash.

4.4.8 Petty Cash

The BOD authorizes the Business Office to establish a petty cash imprest account not to exceed \$500.

SPENDING GUIDELINES AND AUTHORITY

4.5

4.5.1 Operating Expenses

Once the annual budget is approved by the BOD, the Director is authorized to approve operational expenses in accordance to the budget. Nonrecurring expenditures exceeding \$5,000 requires BOD approval.

4.5.2 Budget Oversight

The Finance Committee shall review the budget on a monthly basis. The Director shall report to the Finance Committee any circumstances that may result in a year-end deficit.

4.5.3 Line Item Transfer

Every effort shall be made to keep actual expenditures within approved budget line items. However, the Director has discretion to transfer amounts between budget line items when needed, provided such transfers do not exceed more than 1% of the total operating budget.

4.5.4 Unplanned Expenditures

The Director may approve a one-time unplanned expenditure up to \$5,000 with a cumulative maximum during the year of no more than 1% of the total operating budget. The Director shall report such unplanned expenditures to the Finance Committee. An unplanned expenditure exceeding \$5,000 shall be approved by the BOD.

4.5.5 Capital Spending

Funds from the Capital Fund budget must be spent in accordance to the capital expansion budget as approved by the BOD for fulfilling objectives of the Facilities Master Plan. Unbudgeted expenditures above \$5,000 must be approved by the BOD.

4.5.6 Use of Emergency Reserves

The Emergency Reserve Fund shall be accessed only for events stated in section 4.3.3c of this policy. Expenditures from this fund shall only be authorized by the BOD.

DRAWDOWN OF EMERGENCY RESERVES

4.6

With prior BOD approval, the Director may drawdown the Emergency Reserve Fund to cover cash flow shortfalls up to \$5,000. All draw down from Emergency Reserves accounts shall be reported and placed in the minutes at the next regular BOD meeting. Once approved, the Business Office is authorized to drawdown cash from invested reserves to eliminate the need for ASA to utilize bank overdraft lines of credit due to seasonal, operating cash shortfalls. If the drawdown is for a loan to the operating fund, the amount must be paid back with interest (at the equivalent bank overdraft rate) within 90 days.

INVESTMENT PARAMETERS

4.7

4.7.1 Until the accumulated amounts in either the Capital, Emergency Reserve, or the Operating Funds exceeds \$1 million, the primary vehicles for investment will be secured banking instruments such as term deposits or money market funds.

4.7.2 When the Capital Fund, Emergency Reserve, or Operating Funds exceeds \$1 million, the Director, in consultation with the Finance Committee, may contract the services of an investment manager.

4.7.3 The investment parameters for the Capital or Emergency Reserve Funds shall be reviewed by the Board every two years. The asset allocations shall be in accordance with a low risk investment strategy.

4.7.4 Additional Investment Parameters

The administration or investment managers/advisors shall:

- Manage the assets of the funds so as to provide a high total return consistent with prudent investment practices, providing for long-term returns sufficient to cover the objectives of each fund.
- Ensure that the returns are sufficient to overcome inflationary effects and preserve the buying power of the funds, while providing a level of liquidity appropriate for the fund.

- Maintain diversity by ensuring that no more than 10% of the assets of the portfolio under management be invested in the same bond/corporation.
- Ensure that assets WILL NOT be invested in high risk investments such as future contracts, short sales, options, private placements, and derivatives.

AUDITS

4.8

4.8.1 Annual Audit

The school shall undergo an annual external audit by a reputable audit firm. The Finance Committee shall oversee the process, review the findings of the audit (management letter) and present a summary to the BOD. The audit report will be presented to the Association members and available for review in the Director's office.

4.8.2 Appointment of Auditors

The BOD shall appoint the auditors through a competitive bidding process. The audit firm can be changed in accordance with the laws of Madagascar.

ASSET MANAGEMENT

4.9

4.9.1 Capital Expenditures

The Director is authorized to treat assets with a value above \$500 and a useful life of greater than one year as a capital expenditure. Assets with a value below \$500 or a useful life less than one year may be expensed at the time of purchase.

4.9.2 Fixed Asset Register

The Director and Business Office shall maintain a centralized Asset Register to track the purchase, location, and disposal of all furniture, fixtures, and vehicles, as well as all other assets with a replacement value exceeding \$250.

4.9.3 Management of Teaching and Administrative Supplies

There shall be a monitoring system in place to track the purchase, use and storage of all school supplies.

4.9.4 Procurement

For the procurement of all goods and services an underlying principle shall be finding the best value for the best price. All procurements will be competed to the maximum extent that is reasonable and practicable. No purchases may be made, or contracts signed, without the prior approval of the Director or designee.

4.9.5 Disposal of School Property

No school resources or assets will be sold, discarded or given away if they still have use or value as an instructional resource at ASA or they may be useful for school employees in their respective roles within the school. The Director must approve the disposal, including donations or sale of school property. For any items having a fair market value or book value exceeding \$500, the BOD must approve the disposal or sale of said property. All money received from the sale of school property shall be deposited into the Capital Fund.

RISK MANAGEMENT

4.10

4.10.1 Insurance

The school shall maintain adequate insurance coverage through reputable local insurance companies and, where appropriate, through international insurance companies to safeguard the school's financial and physical assets. Any changes in type of insurance coverage will be approved by the BOD. In particular, the school will guarantee provision of:

- Insurance for all employees, in accordance with local regulations
- Minimum of \$1 million in liability insurance
- Professional liability insurance for members of the BOD and Administration
- Fire and Theft insurance to cover the replacement value of property

4.10.2 Exchange Rate Risk

The Director and the Business Office shall manage the school's finances so as to minimize exchange rate risk.

REPORTING

4.11

4.11.1 Monthly Reporting

The Director and Business Office shall provide to the Finance Committee monthly updates on the progress of budget implementation and estimates of year-end results. The monthly financial report will include a revised annual forecast.

The Business Office shall provide the Finance Committee with the following statements in USD on a monthly basis: Customer Balance Summary, Income and Expense Statement, Cash Flow, Balance Sheet, and Variance Analysis.

4.11.2 Quarterly Reporting

An overview on the school's investment portfolio shall be included quarterly in the Business Office's report to the Finance Committee.

FEES

4.12

4.12.1 Pre-Registration Fee

This is a one time only fee for applicants to cover the costs related to processing applications, admissions costs and any required testing of applicants

4.12.2 Registration Fee

This is an annual fee to cover all registration costs.

4.12.3 Capital Fee

A one-time non-refundable Capital Fee is assessed for each student accepted and enrolled at ASA. The fee will be reviewed annually by the BOD.

4.12.4 Tuition Fee

A Tuition Fee, established annually by the BOD, shall be charged to all students to cover the operational expenses related to providing educational services for the year.

FEE PAYMENT

4.13

4.13.1 Payment Schedule

Tuition Fees are due on first day or before the start of each school year, or on a date in August established by the BOD. Alternatively, there is a semester payment plan that includes a 6% fee for second semester. The payment dates will be published in advance of each school year. Fees must be paid in order for students to attend school.

4.13.2 Method of Payment

All fees must be paid in U.S. dollars. The ASA cannot accept cash payment for Registration Fees, Capital Fees, and Tuition.

4.13.3 Penalty Fees

A penalty of 2% per month shall be applied to the outstanding balance of any student for whom payment is not made at the beginning of the year or semester, as applicable, or for whom a payment deadline within their payment plan is not met. The Director has the authority to prevent students whose fees are in arrears from attending school.

4.13.4 Fee Refunds

- Registration fees are not refundable under any circumstance.
- Capital fees are not refundable under any circumstance.
- Tuition fees may be refunded for any one-semester period. No tuition will be refunded after a semester has commenced. The refund must be requested in advance.
- In the event of a force majeure closure in the first semester which forces the school to close for the remainder of the school year, tuition fees for the second semester will be refunded to the degree funds are available after all obligations are settled. Such funds will be adjudicated by the BOD upon submission of request for refund and following administration confirmation that obligations have been met. There will be no refund of fees for the semester in which a closure takes place. In the event of a permanent school closure, refund requests will be given priority consideration, but there is no obligation on the part of the School to refund fees paid.

4.13.5 Tuition Assistance

Tuition assistance is not granted at the ASA at this time.

Approved: March 13, 2014; updated March 1, 2018

PAYROLL & OTHER FINANCE OFFICE PROCEDURES

4.14

4.14.1 Salary Deductions

Salary deductions for taxes, social security and other withholdings will be made in accordance to legal requirements.

4.14.2 Expense Reimbursement

There shall be appropriate procedures in place to manage expense reimbursements.

4.14.3 Staff Loans

The Director may authorize individual staff loans for illness, death, or marriage. The cumulative amount of an individual staff member's loans during their tenure at the school cannot exceed 3 months of the employee's gross salary and will be reimbursed through salary deductions. The loan becomes immediately due in case of termination of employment for any reason.

TAX COMPLIANCE

4.15

The Administration shall ensure that the school complies with all relevant tax regulations.

FILE RETENTION

4.16

The Director and Business Office shall ensure that the school retains all original copies of the financial records for ten years.

5.00 Personnel

Approved: February 11, 2016

Equal Opportunity

5.1

In recruiting all staff, the School will ensure competition to the maximum extent possible. It is the policy of the Board of Trustees that all Board and management decisions about staff hiring, promotion, demotion, transfer and selection for training shall be taken without regard to age, race, religion, national origin, gender, or sexual orientation. Individual merit, qualification, experience and suitability for the particular job shall be the only considerations.

RESPONSIBILITY FOR PERSONNEL DECISIONS

5.2

5.21 All decisions about the recruitment, hiring, re-assignment, supervision and contract renewal/termination, and dismissal of individual employees are the responsibility of the Director in consultation with the Board.

5.22 Whether specific categories of work are done by appointed employees, out-sourced contractors, or consultants shall be at the discretion of the Director, in consultation with the Board.

5.23 New or additional positions shall require the Board's approval, based on the recommendation of the Director.

5.24 The recruitment, hiring, supervision, and evaluation of the Director are the responsibility of the Board as a whole.

SUPERVISION AND EVALUATION

5.3

5.31 ASA Employees

Every employee of the ASA shall have an employee contract that defines the scope, specific responsibilities, requested skills and reporting relationships for the position. Performance evaluations will be based on multiple sources and specific feedback will be provided for all faculty and staff on an annual basis.

5.32 Contracts and Employees

With the exception of temporary staff, out-sourced workers, and consultants, all employees of the school shall be hired and provided a contract stating the timeline and compensation. Compensation terms shall be defined in an individual contract. The timeline and procedure for renewal of individual contracts shall be explained in relevant handbooks. The Director cannot make changes to employee

contracts without approval of the Board.

5.33 Director's Evaluation

The Director shall be evaluated by the Board at least on an annual basis taking into account annual SMART goals, and criteria and process reviewed and agreed upon by the Board of Trustees at the beginning of each school year. A copy of the evaluation shall be kept in the Board's file of Executive Session minutes, maintained by the Board Chair.

5.34 Faculty and Staff

The evaluation of employees includes ongoing informal and formal observations using standards-based evaluation tools and measurement of teacher's annual SMART goals.

5.35 Evaluation of Consultants and Contracted Services

For consultants and contracted services, the nature of evaluation or feedback shall be documented in either the contract, terms of reference, or handbooks.

COMPENSATION

5.4

5.41 The ASA believes that motivated faculty and staff play a central role in making its mission a reality for students. The ASA therefore strives to offer competitive compensation packages that achieve this objective.

5.42 Compensation packages at the ASA shall be designed to ensure that the school can attract and retain appropriately qualified and talented staff in all positions, suitable to fulfilling the ASA mission and accomplishing the strategic plan. Compensation packages shall therefore be tailored to ensure each position is remunerated in a manner that is competitive for that position, within the relevant comparable markets. In consultation with the Director, the Board shall review selected compensation packages at least every five years to assess whether specific positions are keeping pace with their relevant comparable market and are allowing the school to attract and retain highly qualified personnel.

5.43 Foreign-hire benefits shall not extend past an employee's 7th year at the ASA. Such benefits shall be reduced according to a timeline and process documented in the relevant handbooks.

Approved: February 11, 2016:

FOREIGN-HIRE AND LOCAL-HIRE STATUS

5.5

ASA applies the following definitions in determining the contractual status of teachers at the time of hiring.

5.51 Foreign-Hire

Foreign-hire teachers are those teachers who are recruited from abroad for the sole purpose of working at ASA.

5.52 Local-Hire

Local-hire teachers are already residents or already intend to reside in Madagascar when they are hired.

LEAVE **5.6**

The ASA abides by Madagascar law in its parameters for minimal requirements for paid leave. The provisions for paid and unpaid leave available to various categories of staff shall be defined in relevant handbooks.

HOURS OF SERVICE **5.7**

Required days and hours of service will be defined in individual contracts. Hours of service may be adjusted on a year-to-year basis as needed.

PROFESSIONAL DEVELOPMENT **5.8**

To ensure the continuous growth and improvement of all ASA staff and students the school shall support professional development. The administration shall ensure that opportunities and structures are provided for staff to learn from each other, to attend courses or conferences consistent with their annual goals, or to conduct relevant research. To support faculty and administrative staff, the ASA will endeavor to make additional professional development funds available. To access these funds, the employee shall provide a written request to the Director. The Director shall report professional development activities to the Board on a regular basis. The Board shall ensure when economically feasible, the annual budget maintains sufficient funding to provide a strong program of professional development for all staff.

VISAS AND WORK PERMITS **5.9**

The ASA shall work closely with relevant ministries and institutions to obtain necessary visas and work permits for foreign-hire faculty. The terms of contracts issued to all locally hired expatriates are subject to employees being eligible and able to secure and maintain valid visas and work permits for Madagascar.

RETIREMENT **5.10**

5.10.1 Minimum Retirement Age

A minimum retirement age of 50 years is established for all non-certified staff for the purpose of disbursing accumulated pension benefits.

5.10.2 Mandatory Retirement Age

In keeping with the prevailing practice in Madagascar, a mandatory retirement age of 60 years is established for all non-certified staff. The Director may extend this age limit in increments not to exceed two years at a time for individuals deemed critical to the needs of the school.

5.10.3 Retirement Saving

Professional Staff are eligible to receive up to 10% of salary in matching funds per year from the ASA. This retirement benefit is available to each staff member from the day of tenure. For the purposes of this benefit, tenure is defined as one year after employment has begun and after having received a satisfactory or better employment evaluation by the Director and/or division heads.

In order to receive matching funds from the ASA, the staff member must/shall contribute an amount up to, but not exceeding, the prescribed maximum of 10% of his/her annual salary. In addition, the staff member must provide documentary proof to the Director and certify that his/her contributions are

invested in a deferred annuity/retirement account or program. Overseas hire staff who do not have a deferred annuity/retirement account for residency reasons must demonstrate that they are saving for retirement in another kind of investment account, and provide either a letter to this effect from the account provider, or a signed memorandum/statutory declaration asserting that this is true. This documentation must be updated annually.

The Board reserves the right to reduce the maximum percentage ceiling for the ASA's matching contribution.

The ASA recruits professional staff both locally and internationally. The responsibility of joining a retirement fund rests with each individual staff member. The ASA recognizes that each staff member may have his/her own "portable scheme" for retirement in place when joining the ASA. The ASA would accommodate their investment requirements within the limits of the ASA retirement benefits package.

Neither the ASA nor the Board accept or assume any responsibility for any potential and prospective financial losses or gains to staff members investing into a retirement fund.

GRIEVANCE

5.11

5.11.1 Any member of the Association or school employee with a grievance about a specific school employee or action should directly and personally discuss the problem or grievance with the school employee. The person with the grievance should proceed with the interest of finding a positive resolution to the problem.

5.11.2 Should the person with the grievance believe that a sincere effort to resolve the problem directly with the school employee concerned has been unsuccessful or unsatisfactory, the complainant may choose to discuss the problem with the employee's supervisor.

5.11.3 Should the person still feel that the matter has not been resolved satisfactorily, they may choose to approach the Principal.

5.11.4 In the event that the problem remains unsatisfactorily resolved, the person with the grievance should file a formal grievance, in writing, with the Director. This letter should state the grievance and also describe the measures taken to address the problem. The letter should also propose suggested for actions that the complainant believes will resolve the problem. The Director will respond as soon as possible, in writing, but within a period of no more than 10 school days.

5.11.5 After ten (10) school days or in the event that the person receives an unsatisfactory response from the Director, or in the case that the Director recommends that this should be a matter for the Board, the person with the grievance may choose to file a second formal grievance, in writing, addressed to the Board Chair and copied to the Director. This letter should describe the nature of the grievance; the process pursued in trying to resolve the problem, and suggested remedies. The Board will strive to respond in writing as soon as possible, within a maximum of the ten (10) school days of receiving the formal grievance letter. The Board's decision will be final, and all persons are expected to comply with it.

DISCIPLINARY ACTIONS

5.12

5.12 Disciplinary Measures

In accordance with Malagasy labor law, the circumstances that would warrant disciplinary action taken with any employee will be explained in the employee handbooks.

PERSONNEL RECORDS

5.13

5.13.1 Permanent Personnel File

A permanent personnel file shall be established for each employee, to be used to store all pertinent records related to the verification of training and experience; ongoing evaluation and growth; supervisory incidents or interventions; absences and leaves. The school shall have systems for maintaining and up-dating personnel records in a safe and secure location, to ensure that records are accurate and easily accessible by the Director, and that payroll data is up-to-date.

5.13.2 Confidentiality of Records

The contents of any employee's personnel file are to remain strictly confidential, on a need-to-know basis normally limited to the supervisors responsible for an employee's supervision and evaluation. A current employee may review his/her own file in the company of the Director but may not remove any of the contents.

5.13.3 Personnel File Archive

Personnel may request copies of their personnel file when they are no longer contracted by the school. Records of all resigned or retired employees shall be archived for ten (10) years. After ten (10) years there shall be a system of retaining basic information about the employee for a further twenty (20) years, after which the records shall be destroyed.

FORCE MAJEURE

5.14

In the event of a closure of the school, due to force majeure events, for either long or temporary term, the expectations and limitations for meeting payroll and other contractual obligations shall be defined in relevant employee contacts and/or handbooks.

5.14.1 All Staff

For all staff 100% of base salary and insurance coverage shall be paid as defined in the employment contract for the first ninety (90) days following the date of declaration of a force majeure event, or until the end of the contract period, whichever is sooner. The Board shall determine which positions, if any, will be extended.

5.14.2 Foreign-Hire Teachers

As feasible, the foreign-hire teachers shall receive transportation and shipment benefits as defined in the employment contract at the end of the 90-day salary continuation period or the end of the contract, whichever is sooner.

5.14.3 Administrators

The salary/benefit coverage for the Director, Principal and COO may be extended by the Board to facilitate a possible re-opening of the school. The Board shall determine which administrative positions, if any, will be extended.

SOLICITATION OF GIFTS

5.15

Gifts to the ASA must be aligned to the vision and mission of the school and brought to the Board's attention. Gifts to ASA employees from parents, students or companies shall be limited to token gifts or remembrances. Gifts with the value of more than \$50 are not appropriate and should be declined or returned with thanks.

ASA employees may not solicit other staff, faculty, parents or students for donations or services except for those causes approved by the Director. Additionally ASA employees may not be solicited at school by anyone or any groups unless such solicitation is approved by the Director.

6.00 Community Policies

SCHOOL COMMUNITY RELATIONS

6.1

The Board and administration shall ensure that ASA programs and communications support and model the school's mission, vision and guiding principles/values.

6.11 School Communication

The school recognizes the need for open and direct communication among students, parents, teachers, administration, and the Board of Trustees. The school encourages frequent sharing of information, opinions and ideas among members of the school community, in the interests of transparency and open constructive dialogue.

6.12 Communication Directed to the School and Board of Trustees

Specific communications regarding the school from the ASA and broader community are welcome and appreciated. Communications regarding school operations, procedures and programs should be directed to the relevant staff member. In the event that further communication is needed or the issue is not resolved the matter may be taken to that staff member's supervisor as referenced in the Staff Complaints and Grievance Policy (5.26). Communications pertaining to the Board of Trustees, and/or its policies, procedures or operations, should be directed to the Board through the Chair of the Board of Trustees.

6.13 ASA Parent Teacher Organization

The Board of Trustees recognizes the Parent Teacher Organization as a body dedicated to the improvement and advancement of the school and its mission in partnership with the school administration and faculty. The Board of Trustees acknowledges the PTO's role as a community builder, and appreciates support of good communications and public relations within and outside the school. The Board of Trustees welcomes regular reporting from the PTO.

Inter-Organization Relations

6.2

The Board of Trustees will maintain and develop excellent relations that have existed since the creation of the school with all organizations affiliated with the ASA.

6.21 Host Government Relations

The ASA will maintain positive relations with the government of Madagascar. No school personnel shall conduct official school business with local government officials unless specifically authorized to do so by the Director. Representational duties and other cordialities are normally conducted by the Director as official head of the ASA. The Director may delegate specific representational tasks to

ASA staff as appropriate. Members of the Board may also conduct such duties as deemed appropriate.

6.22 U.S. State Department and Office of Overseas Schools

The ASA will maintain positive relations with the Office of Overseas Schools of the U.S. State Department. The Director is authorized by the Board to apply for assistance directly from the U.S. State Department and Office of Overseas School in the form of grants, consultants, or other services.

6.23 Accreditation and Authorization

The Board views the formal accreditation and authorization by external agencies as a means of assuring the school meets U.S. and international quality standards. The school shall seek the on-going accreditation by the Council of International School (CIS) and Middle States Association of Colleges and Schools (MSA) for international recognition; and the International Baccalaureate Organization (IBO) for authorization.

6.24 Other Organizations and Associations

The ASA shall remain a member in good standing of the Association of International Schools of Africa (AISA). The ASA may become a formal member of other recognized associations and organizations as deemed appropriate and beneficial by the Director.

SCHOOL ETHICS AND CONDUCT

6.3

6.31 Conflict of Interest

Members of the Board of Trustees, administration, and all other employees shall avoid any conflict between their personal interest and the interest of the school in dealing with suppliers and all other organizations or individuals doing or seeking partnerships with the school.

6.32 Non-Discrimination

ASA shall ensure that any discrimination on the basis of age, ancestry, color, creed, national origin, race, religion, gender or sexual orientation shall not be tolerated. The ASA will attempt to the best of its abilities to eliminate any such discriminatory manifestations from the programs, procedures, and activities of the ASA.

6.33 Harassment

ASA defines harassment as: Deliberate or repeated offensive comments, gestures, or physical contact of an abusive or intimidating nature, sexual or otherwise, in the school or school sponsored environment. The Board of Trustees and administration shall view such behavior as a serious violation of the standards of conduct expected from all employees, students, community members, and visitors of the ASA and such behaviors shall be grounds for disciplinary or other action.

EMERGENCY CLOSURE OF SCHOOL

6.4

The Director shall be responsible for implementing arrangements to protect the safety and security of the ASA staff and students. The Director will work closely with the Board of Trustees to determine the nature and degree of potential threats to the safety of the ASA students and staff to warrant school closure or alternative operating arrangements. Information relating to emergency closure or operation of the school under emergency conditions shall be detailed in the ASA Emergency Action Plan.

6.41 Director's Role

The Director is empowered to close the school, delay the opening time of school, dismiss school early,

hold students in school past dismissal time if emergency safety considerations make it necessary. Conditions for reopening will be evaluated by the Director on the basis of regular consultation with the Board of Trustees. The Director is also charged with systematically reviewing alternative arrangements for operating under emergency conditions.

6.42 Board of Trustee's Role

In extreme emergency, or force majeure situation, the Board of Trustees in consultation with the Director may close the school for whatever reason or period of time deemed necessary if the safety and security of students, faculty or staff is deemed to be in jeopardy. Information relating to force majeure shall be detailed in the ASA Emergency Action Plan.

6.43 Make- up Days

In the event the school is closed for either temporary or force majeure emergency, the Director may deem it necessary to make adjustments to the school calendar. These include, but are not limited to, the following: hold class on weekends; eliminate vacation days; or extend the school year beyond its official end date.

ANNUAL SCHOOL CALENDAR

6.5

The school year calendar will consist of approximately 180 teaching days. Staff members are expected to work extra days in accordance to the calendar and their contract. The annual school year calendar shall be established by the Director and approved by the Board of Trustees.

SCHOOL HOURS

6.6

School hours for students shall be established by Administration and approved by the Board of Trustees.

COMMUNITY USE OF FACILITY, EQUIPMENT, AND RESOURCES

6.7

Administration shall ensure that the facility, equipment, and learning resources will be managed and tracked with an appropriate system. Property of the school can be used and loaned to any ASA employee and ASA Association member upon approval of the Director. Charges may be imposed in the event of lost, stolen, and damaged property approved for use.

6.71 Use of School Equipment

The Director may approve the use of equipment to ASA community members as long as the ASA incurs no cost from its use.

6.72 Use of School Facilities

The Director may approve the use of facilities as long as the ASA incurs no cost from this use.

APPENDIX A: CHILD PROTECTION

1. All school employees have a duty to provide a safe environment for students.
2. The School shall conduct a comprehensive verification of previous employment of any applicant. This includes at least 3 references being checked by phone, skype or through a professional email address.
- 3 . Any behavioral concerns about employees must be investigated and documented.
 - There is a formal protocol for investigation of any behavior that is a cause for concern
 - The outcome of any investigation will be documented and included in the employee's file
4. If an employee knows or suspects that a child is being abused, either at school or beyond the campus, then he/she must inform the appropriate Principal or Counselor immediately.
 - A comprehensive inquiry will be conducted by a Response Team including at least one counselor and administrator
 - Findings will be reported to the Director in writing who will act according to the evidence
 - Disciplinary consequences may be internal (employee dismissal) and/or external, including relevant embassies, employers and law enforcement agencies
 - If the employee who reported the concern did so in good faith, there can be no retaliation against said employee if the concern is not justified
 - At all times, the welfare of the child/ren involved takes highest precedence
5. Education and empowerment are key factors in keeping children safe.
 - The school will, in a developmentally appropriate manner, make children aware of their right to social and emotional health, and to make their decisions about their bodies
 - The school must have a clear policy statement on internet use
 - The school must educate children about their rights and responsibilities as digital citizens

Approved May 2017