

KAS Board Policy Manual

2020–2021

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KHARTOUM AMERICAN SCHOOL

CONSTITUTION

Approved April, 1984

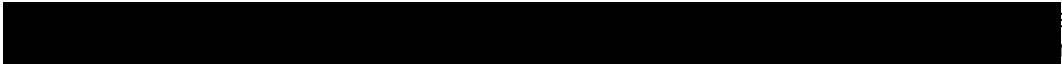
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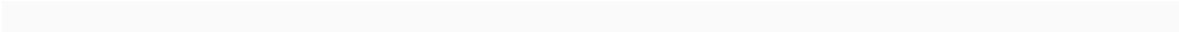
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ARTICLE 6: Finance

- A The school shall operate as a non-profit institution using the funds received from registration fees and tuition paid for pupils enrolled, and from any gifts, donation or grants.
- B The registration fees and tuition shall be set by the Board and announced at least thirty (30) days before the day of the registration. These fees shall be due and payable at the time the child is enrolled in the school, and the Board shall have full authority to establish any grace period or penalty for late payment.
- C No part of the funds of the school shall inure to the benefit of, or be distributed to, its members, directors, officers, or other private persons, except that the school shall be authorized and empowered to pay reasonable compensation for services rendered and to

**KHARTOUM AMERICAN SCHOOL
BY - LAWS**

SECTION 1: Purpose of School

SECTION 3: Nomination of Elected Members of the Board

- A. The Board will appoint a nominating committee to identify suitable candidates.
- B. All nominations must be supported by a signed statement from the candidate indicating that he/she is willing to stand for election.
- C. The notification to the parents of the election meeting shall include with the agenda the list of candidates together with a brief curriculum vitae of the candidate.

SECTION 4: Removal of a Member of the Board of Directors

Members of the Khartoum American School may remove any elected members of the Board of Directors at any special meeting of the members or in the general meeting. Such removal requires a two-thirds vote of the membership present.

SECTION 5: Powers and Duties of the School Board

H. The Board is empowered to appoint and fix the compensation for the Administrator, teachers and other employees deemed necessary.

I. The Board shall make such regulations as it considers necessary and shall provide the

D. Secretary:

The secretary will take minutes of the executive sessions and is responsible for filling of minutes for future reference.

SECTION 7: Amendment of the By- Laws

These by-laws may be amended upon a two-thirds vote by members of the Khartoum American School present at any meeting, provided that:

- a. Notice in writing of the amendment shall have been given to the members at least seven (7) days prior to the date of the meeting;
- b. No change shall be made in the by-laws which may be in conflict with the constitution.

These by-laws were duly approved by the membership of the Khartoum American School at a meeting held the day of April 1984, in Khartoum. They were amended in

KHARTOUM AMERICAN SCHOOL

POLICIES

Amended and Revised - Board Approved

Mohamed Omer - Board President. May 2016.

KAS GUIDING STATEMENTS ()

1.10 SCHOOL MISSION STATEMENT

Khartoum American School provides an outstanding learning environment to promote an open, inclusive and student-centered program. We are devoted to fostering educational growth and development for our internationally diverse student body ().

The Mission is supported through the KAS Vision of building the 4C's of:

Character:

By helping students develop self-discipline and a positive self-image, Khartoum American School encourages students to explore their potential and to develop a rich and broad understanding of today's world. Khartoum American School fosters in students a strong sense of personal commitment and dedication to their own learning.

Curriculum:

Khartoum American School follows an American Curriculum based around internationally recognized standards. Our student-centered program offers a technology-rich and inquiry-based approach. Khartoum American School offers a program of study that allows all students to reach their potential.

Community:

Khartoum American School actively pursues a sense of community characterized by students who are cooperative, communicative, productive and responsible. Students are encouraged to view themselves and their school as integral parts of the global community. Our community is a partnership of stakeholders who are actively engaged in the school and collectively shape its direction and ethos.

Citizenship:

We promote global citizenship and the expectation of our students is to reflect upon their own world and the world around them and to develop the skills required to make positive changes worldwide. We encourage students to embrace the diversity present at Khartoum American School and to celebrate the fact that it makes us a richer school community.¹

Cross Reference:

¹ 4.10 Educational Philosophy Concerning Development

GLOBAL CITIZENSHIP

The Khartoum American School maintains Global Citizenship to be the responsibility of all of its members. Every person will develop an awareness of themselves and an understanding of their own impact on both their community and the broader global reach. As Global Citizens, KAS expects and accepts that all people are different with unique experiences, customs, and values. We are interconnected and strive to better understand global issues. KAS embraces difference and takes a stand against social injustice. We at KAS know we are the caretakers of the earth and are committed to taking action and persevering in our service to others. We embrace the unknown with a sense of humor and an adventurous heart knowing that through our dedication as global citizens, we will make a positive global impact for future generations to advocate for others who cannot advocate for themselves. *(Added August 2018)*

1.11 NON-DISCRIMINATION POLICY

In its hiring and admissions practices, Khartoum American School does not discriminate on the basis of race, color, religion, national origin or language, gender, sexual orientation or physical disability. *(Feb. 2006)*

1.12 SCHOOL BOARD LEGAL STATUS

The School Board, hereinafter referred to as the Board, exercises legislative authority over the school in accordance with the constitution and by-laws of the Khartoum American School. The Board determines policy, delegates executive, supervisory and instructional authority to its employees, and appraises the results achieved in light of the goals of the Khartoum American School.

1.20 GENERAL MEETINGS OF THE ASSOCIATION *(Amended April 2014)*

The Board shall call a general meeting of the Khartoum American School Association once a year, which is comprised of the parents and guardians of children enrolled at KAS. The annual general meeting shall take place during the month of May.

- a. Notification of the general meeting shall be sent to members at least two (2) weeks prior to convocation. Such notification shall indicate major items expected to be raised and/or discussed at the meeting.
- b. A quorum shall consist of those association members attending a general meeting.
- c. Each parent present shall have one vote.
- d. All issues, except when the constitution or by-laws require otherwise, shall be decided by a majority of those present and voting.
- e. The President of the Board shall see that minutes are kept of all general meetings. Such minutes shall record all resolutions presented at the meeting, actions and votes, and shall include any reports submitted by the Board or its president and/or treasurer.

- The minutes shall be made available to members in the school office within thirty (30) days following the meeting.
- f. Any resolution to be presented at the annual meeting shall be submitted to the Board, in writing, two (2) weeks prior to the meeting. The Board may defer resolutions submitted after the deadline to a special general meeting.²

1.20.1 The Responsibilities of the Association Members at the General Meeting

- a. The Association membership may, at the general meeting, take action on any question submitted to it. All such actions must be in accordance with the constitution and by-laws of the school.
- b. The Association members shall elect the Board members at the general meeting.
- c. A current membership roll shall be on hand at every general meeting.

1.20.2 Special General Meetings

Special general meetings of the Association may be convened by the Board upon fifteen (15) days notice:

- a. Upon written request to the Board of at least one-fifth (1/5) of the members,
- b. By the president of the Board, or
- c. Upon a vote of five (5) members of the Board.

A special meeting must take place within thirty (30) days of receipt of the request from the membership, or of a decision in accordance with (b) or (c) above. The rules governing the conduct of regular membership meetings shall also govern the conduct of any special meeting.³

1.30 SELECTION AND RETENTION OF BOARD MEMBERS

1.30.1 Composition (*amended May 2006*)

1.30.3 Suspension of a Board Member

In the case of a serious offense, the Board may, by a majority vote, suspend any member temporarily while waiting for the decision of the Association. If a Board member is suspended, a meeting of the Association must be convened within fifteen (15) days of such suspension, to rule on the Board member's fitne

1.40.2 Board Meetings *(Amended April 2014)*

- a. The Board shall meet at least monthly while school is in session. The President or a majority of the Board members may call special meetings for specific purposes as

future meeting for discussion, in order to permit the Board adequate time to investigate and analyze the item.

- I. Executive (closed) sessions may be held at the discretion of the Board. Decisions made during executive sessions must be confirmed at an open session.

1.50 ORGANIZATION OF THE BOARD

1.50.1 General

As specified in Section 6 of the by-laws. *"The elected officers of the Board shall consist of a President, a Vice-President, a Treasurer and a Secretary."* The Superintendent shall be a non-voting, ex-officio member of the Board. Except for executive sessions, a representative from the teaching staff may attend and participate in Board meetings, but such representative shall not have the right to vote. The Board shall elect the officers of the Board.

1.50.2 Duties of the President

- the Board.
- c. The secretary distributes minutes to all Board members, as per Section 1.40.2 (i) above.

1.50.6 Board's Legal Counsel

The Board will contract on an "*as needed basis*" for legal services or, in an emergency, make use of the U.S. Embassy lawyer.

1.50.7 Board / Superintendent Relationship

1.60.1 Preliminary Development of Draft Policies

The Board, representing the members of the Association, is the legislative body that determines all questions of general policy to be employed in the conduct of the school.

Proposals regarding school policies and operations may originate at any of several sources: a parent, an interested member of the community, a professional employee, a member of the Board, the Superintendent, a professional consultant, a civic group, etc.

The Superintendent shall examine proposals for new or revised policies, and shall consult, as appropriate, the professional staff, study committee(s) and/or other interested groups or knowledgeable sources. A preliminary draft shall be prepared by the administration, and shall be presented to the Board for its consideration. Action on such proposal, whatever their source, is taken finally by the Board.

2.10 SCHOOL ADMINISTRATION PLAN

a. Chief Administrator

The Superintendent shall be the chief administrator of the school.

b. Temporary Acting Administrator

The Superintendent shall designate a member of the faculty to be responsible for the day-to-day operations of the school in his/her absence. Should the Superintendent's designated replacement be unable to act, the Board will appoint an alternate.⁶

2.10.1 The Superintendent - Powers and Duties

A. Powers:

The Superintendent, under the direction of the Board and with wide latitude for independent action, is responsible for the organization, operation and administration of the entire school program. The Superintendent may delegate responsibilities for implementing policies and procedures. This delegation does not, however, relieve the Superintendent of overall responsibility of the school. Under the Superintendent's leadership and direction, members of the staff shall be responsible for developing and improving the educational program, non-instructional services and fiscal activities within their respective areas. The Superintendent will ensure that all professional staff members serve not only as educational leaders, but also as members of a team working cooperatively to improve the total educational program.

B. Duties:

The Superintendent, as the executive officer of the Board, shall act under its direction and be directly responsible to the Board for the following:

- a. Executing Board policy and decisions.
- b. Making recommendations to the Board with supporting data in order to help them in the formulation of new policies.
- c. Directing the total administration of the school.
- d. Reporting to the Board relative to the general administration and evaluation of the instructional program at each Board meeting.
- e. The Board delegates the responsibility for the process of recruitment of faculty to the Superintendent, including the signing of contracts based on an annual recruitment plan. This recruitment plan is to be developed by the Superintendent and the Personnel Committee of the Board after a review of the finances and anticipated enrollment. The plan is to be presented to the full Board prior to the beginning of the recruitment season. After hiring faculty, the Superintendent will

- present a Hiring Report to the full Board.
- f. Recommending to the Board personnel policies and candidates for employment.
 - g. Recommending to the Board salaries and related benefits for all staff.
 - h. Calling regular staff meetings and otherwise ensuring good communication among staff members and between the Superintendent and the staff.
 - i. Providing staff members with information regarding board policies and regulations and administrative procedures which relate to employees.
 - j. Issuing instructions for admission of students in accordance with Board policies.
 - k. Placing students in the various grades in consultation with the division principals concerned.
 - l. Supervising the promotion of the students from level to level.
 - m. Administering all phases of the instructional program including the development of curriculum guides, adoption of textbooks, selection of

- x. Analyzing and submitting recommendations to the Board regarding school plant needs, including new construction, maintenance and repairs; and working with the architect in developing educational specifications of school buildings.
- y. Directing a program for keeping the Association adequately informed of school development problems.
- z. Working with parent organizations and other groups concerned with the welfare of the school.
- aa. Providing the teaching staff with such in-service training as might benefit them and the children of the school. To do so might also necessitate drawing on the expertise of the community.
- bb. Closing the school if, in his or her judgment, unsafe or emergency conditions exist.
- cc. Developing a system of safeguarding the students if an emergency occurs during the school day.
- dd. Distributing the Board's agenda.
- ee. Providing college and career guidance for 11th and 12th grade students.
- ff. Performing such other duties as may be prescribed by the Board, and as are not in conflict with the terms of the administrative contract.⁷

2.10.2 Superintendent's Selection

The Superintendent shall be appointed by the Board for a term of three years under a mutually satisfactory contractual agreement. The contract may be renewed.

Qualifications: The Superintendent's qualifications will be such as to comply with the terms of U.S. Government Grant as stated in the standard provision of the Grant under the Foreign Assistance Act of 1961, as amended, and they will also be such as to provide the school with as high quality educational, organizational and administrative leadership as possible.

2.10.3 Evaluation of Superintendent

The Board will evaluate annually the performance of the Superintendent against the stated duties as set forth in this manual and the contract.⁸

Cross Reference:

- ⁷ 5.20 Staff Rights and Responsibilities
- 5.20.9 Staff Leaves (Amended March 2004)
- 5.30 Faculty
- 5.30.1.2 Faculty Responsibilities
- 5.30.2 Faculty Qualifications
- ⁸ 1.50 Organization of the Board

2.20 SCHEDULES OF INSTRUCTION

The Superintendent will establish the schedules of instruction to insure adequate time to reach the educational goals of the school and its programs. Any changes in the school day or week must be pres

3.00 INSTRUCTIONAL PROGRAMS

The purpose of Khartoum American School is to offer academic and cultural experiences that are similar to those offered by the accredited Pre-K to 12th grade schools in the United States. Further, the curriculum should include the teaching of the obligations of citizenship in an international context and foster international cooperation, understanding and goodwill, while respecting the uniqueness of the individual in both learning style and culture.

3.10 INSTRUCTIONAL GOALS AND OBJECTIVES

The objectives of Khartoum American School are:

- a. To provide instruction in accordance with recent educational research and best practices.
- b. To assure that this instruction is in the English language.
- c. To facilitate in this manner the continuation of studies in any country where the means of official instruction is identical or analogous.
- d. To assure that curriculum instruction maintains a high moral and ethical standard. In accordance with U.S. school practices, there shall be no religious instruction.

- a. Students must meet the standard of basic skills in English, Reading and Mathematics.
- b. Students in Grades 1 - 12 are eligible for Arabic and French.

3.20.3 English as a Second Language Program (ESL)

A special English program is set up for those children with insufficient English language proficiency. The ESL program includes the study of the four language skills - listening, speaking, reading and writing, with a strong emphasis being placed upon comprehension.

The goal of

3.70 EVALUATION OF ACADEMIC ACHIEVEMENT

The Superintendent is responsible for the evaluation of the academic achievement of the school as a whole. The teachers shall be responsible for the evaluation of individual academic achievement.

3.70.1 Grading System

It shall be the responsibility of the Superintendent in conjunction with the principals and relevant specialists to establish a grading system, which will serve as an evaluation of student effort, attitude and scholastic achievement. The purpose of such a system is to give meaningful information to the parent about the student. Therefore, every effort shall be made to achieve clarity in conveying this information.

3.70.2 Report Cards and Conferences

Report cards shall be issued at the end of every quarter (approximately every 45 days.)

Parent-teacher conferences shall be scheduled at the end of the first and third marking periods of the school year. Parents and teachers may also request conferences any time the need for further communication arises.

3.70.3 Promotion Criteria

Students shall be promoted to the next grade level when their performance is judged satisfactory by the teachers and the division principal. The evaluation of students is an on-going process. When a possibility of failure or retention arises, it should be reported immediately to the division principal, who will then inform the parents. Except in unusual

the student. Board policy 3.70.3 will also be considered in the decision-making process. All non-continuation recommendations will be made to the Superintendent who in turn will inform the Board if the recommendation is upheld.¹⁴

3.80 STUDENT RECORDS

A record will be kept for each student. It will include such things as:

- a. Registration forms
- b. Health records
- c. Copy of report cards
- d. Standardized test scores
- e. Disciplinary reports
- f. Parent/teacher conference reports where determined appropriate

4.00 STUDENTS

4.10 EDUCATIONAL PHILOSOPHY CONCERNING DEVELOPMENT

It is the goal of the Khartoum American School to help each student to develop personal knowledge, skills and competence to the best of his / her ability, and to learn behavior patterns which will make each student a responsible member of society. In terms of individual ability, all students should grow in the following general areas as reflected by the KAS 4 C's of:¹⁷

- a. Character
- b. Curriculum
- c. Community
- d. Citizenship

4.20 STUDENT ADMISSION

It is the responsibility of the Superintendent to grant admission to students on an individual basis. Students shall be admitted and placed by the Superintendent in conjunction with the Admissions Coordinator and Admission Committee when relevant based on all available data, which may include any or all of the following:¹⁸

- a. Past school records
- b. Health records
- c. Admission test results

4.20.1 Priorities for Admission

- a. Returning students have priority, provided proper deposit is paid.
- b. New students' admission will be made based on the following:
 - i. Qualified dependents of U.S. citizens who are U.S. government employees.

prior to making a recommendation regarding provisional or formal admission into KAS.

Failure to supply KAS with requested admission materials within a reasonable period of time following provisional admission might result in termination of the student's enrollment. A consultation with the Superintendent, division principal, and admissions coordinator may be requested by parents of any student not accepted into KAS, at which time assessment information may be shared and discussed.

Students who have previously demonstrated learning difficulties may be considered for admission. KAS will attempt to meet the needs of special needs students who can be served successfully within the inclusion model. Students requiring on-going individual instruction will not be considered for admission to KAS due to program service limitations.

4.30 **STUDENT ATTENDANCE** *(Approved May, 2004)*

Regular school attendance is essential to the progress and achievement of the student and shall be strongly encouraged by the administration and staff. Teachers are authorized to require a sa

- b. No student or staff member shall possess, use, transmit, attempt to possess, or be under the influence of any intoxicant, or mood-changing, mind-altering, behavior altering drugs (unless prescribed by a medical practitioner) or any alcoholic beverage on school premises or off school premises at a school-sponsored or school-related activity, function or event.

Students who violate the policy (related to substance/alcohol use) will be suspended from classes while consideration will be given as to whether or not the student's enrollment will be continued, and if so under what conditions. Faculty in violation of this policy will be referred to the Superintendent.

Use or possession of tobacco products by students or staff members at school or school-sponsored events is forbidden. The first time a student violates this policy parents will be informed and a warning will be given that any further infraction will result in suspension.

Field trips are considered part of the normal school activities; thus, all school rules apply.

No student shall be permitted to leave school before the end of the regular school day without the approval of the division principal and a written permission to do so from the parent / guardian.

4.50 STUDENT DISCIPLINE

Students shall meet each teacher's standard of classroom behavior. They are expected to give due respect to their teachers and fellow students. Students shall obey all school personnel while at school or while participating in school related activities.

Conferences with teachers, the division principal and parents should be used, as necessary, to bring about acceptable classroom behavior.

In cases of misbehavior, after being given sufficient warning, the child may be sent to the office of the division principal.

4.50.1 Student Suspension and Expulsion

When required, the division principal, upon reviewing the disciplinary steps taken by the teacher, can call for an "**In-House Suspension**" and/or initiate the procedure of dismissal for one or more days. The parents will be informed in writing of the reason for dismissal and suggestions will be offered for bringing about an improved attitude on the part of the child. In case of suspensions of more than five days, the Superintendent shall inform the Board.

If the above procedures are followed and the child's behavior continues to obstruct the learning situation, the Superintendent shall recommend that the child be removed from the school rolls. The Board shall not make a decision about expulsion without a hearing with the parents.²²

Cross Reference:

- ²² 3.70.3 Promotion Criteria
- 3.70.4 Academic Probation

where the child is to be taken for emergency treatment.

One member of the Khartoum American School staff will have basic knowledge of first aid and will be informed as to where to take a child for emergency care. The Superintendent in conjunction with the school nurse

5.00 PERSONNEL

5.10 STAFFING PHILOSOPHY AND GOALS

The Board recognizes that a dynamic and efficient teaching staff dedicated to education is necessary to maintain a constantly improving educational program. The Board is interested in its personnel as individuals, and it recognizes its responsibility for promoting the general welfare of the staff. In support of its philosophy, the Board will aim to see that the following is provided:

- a. An employee appraisal program that will contribute to the continuous improvement of staff performance.
- b. A staff compensation program sufficient to attract and retain qualified employees.
- c. An in-service training program for all employees which will improve their performance and retention.

The Board will also seek:

- a. To ensure that the best qualified teaching staff is employed.
- b.

- g. Shall not use professional relationships with students for private advantage.
- h. Shall not violate the student's right to privacy of information.
- i. Shall observe and enforce all school rules and regulations.

5.20.1.2 Staff Conflict of Interest

Employees shall not, at any time, engage in any activities that would:

- a. Affect their usefulness as employees in the school.
- b. Make time and/or energy demands which could interfere with their effectiveness in performing their contractual duties.
- c. Compromise or embarrass the school.
- d. Adversely affect their employment status or professional standing or in anyway conflicts with or violate professional ethics.

Where financial transactions may lead to a conflict of interest, the teacher shall consult with the Superintendent.²⁵

5.20.1.3 Staff Political or Religious Activities

The employee shall not proselytize for any particular political or religious belief.

School personnel have the right to participate as individuals in political or religious activities appropriate to their nationality and/or individual beliefs. They have the responsibility to ensure that the school is in no way associated with their personal political or religious activities.

5.20.2 Staff Health and Safety

The Board endeavors to provide working conditions that are non-detrimental to the health and safety of its employees.

5.20.2.1 Staff Health Insurance

The Board will provide the following health insurance to its staff members:

- a. All support staff including guards, maintenance staff, etc. will be insured in accordance with national legislation.
- b. All overseas-recruited employees will be enrolled in the school's Health Insurance program. Local-hire teachers may participate on a 50/50 basis.

Cross Reference:

²⁵ 2.10.1 The Superintendent- Powers and Duties

5.20.2.2 Health Examination

Contracts for new overseas-hire staff shall become effective only upon submission of an acceptable health certificate to the Superintendent.

5.20.2.3 Medivac

- a. Local-hire staff will not be medically evacuated at school expense.
- b. The school will provide medivac insurance for overseas-hire staff.

5.20.3 Staff Visas and Work Permits

It shall be the responsibility of the employees to obtain all necessary visas and work permits. The administration will assist the overseas-recruited staff to obtain any necessary visas and work permits.

5.20.4 Personnel Records

Superintendent. The employee shall have full access to his/her own records at any time, and shall be allowed to verify their contents and accuracy. If there is any question about the content that cannot be resolved by a simple correction, the employee may appeal to the Superintendent and to the Board under policies dealing with appeal procedures.

Personnel records shall not be sent to other schools or institutions without the written request and permission of the employees.

5.20.5 Staff Involvement in Decision Making

It is the policy of the Board to encourage employee participation in decision making for Khartoum American School. Such participation may include involvement in:

- a. Policy development, especially as it pertains to professional staff and instructional programs.
- b. Administrative rules development.
- c. Budget planning.
- d. Facilities planning.

5.20.6 Community Activities Involving Staff

School personnel are encouraged to participate in community activities, so long as they do not accept responsibilities, which interfere with their regular school employment. The division principals and Superintendent are expected to participate widely in public, civic, social and professional affairs to enhance public relations and open channels of communication for the school.

5.20.7 Grounds for Dismissal of Staff ²⁷

- a. Dishonesty.
- b. Incompetence.
- c.

5.20.9 Staff Leaves *(Amended March 2004)*

Sudanese laws are observed. Leave will be granted using the following guidelines. The Superintendent may assign leave as situations arise, on a case-by-case basis.

5.20.9.1 Annual Leave - Office and Maintenance Staff

Paid annual leave shall accrue at the rate of one and one-half (1^{1/2}) working days for each month of actual service, cumulative to 30 working days. Annual leave should be taken during the months of July and August.

5.20.9.2 Sick Leave *(Amended January 1991)*

Full-time employees shall accrue one sick day per month of employment from August to May, with full pay cumulative to ten (10) working days. Paid sick leave can be taken for illness of the employee or of his/her children. Sick leave can be brought forward each year for a maximum accumulated thirty days sick leave.

Part-time employees shall accrue one (1) sick day for every 120 hours of employment, with full sick leave 8 (h) 3 () 3 (f) 8 1c(a) -5 (l) 1 (l) 1 (-5 (l.6620 -5 396 11.28cm BT 0.0108 Tc Tf) -.

prior to the beginning of school, and 15 minutes after the end of school.

- i. A faculty member shall attend faculty meetings and in-service sessions.
- j. Faculty members are encouraged to attend Association meetings.
- k. Faculty members are encouraged to attend extra-curricular activities sponsored by the school.
- l. When absent for any reason, a faculty member shall give prompt notice and will assist the school, if possible, in obtaining a qualified substitute.
- m. At such date as specified by the Superintendent, a faculty member shall report to the school for orientation and preparation of classes for the new school year.
- n. A faculty member shall fulfill any other duties of a professional nature not specified herein that may be assigned by the Superintendent or the Board.

5.30.1.3 Staff Tutoring For Pay

Professional responsibility requires that instructors make themselves available during the school day for student conferences and extra help outside of the regular class periods for the subject taught. No reimbursement may be accepted for such extra instruction during the regular school day. Tutoring of a teacher's own current student at any time for remuneration is not permitted.

5.30.2 Faculty Qualifications

It is the policy of the Board to recruit and hire the best-qualified staff in terms of their academic credentials, prior teaching experience and personal aptitude for teaching. In general, first preference will go to those qualified and/or experienced in the U.S. system. If suitable teachers with such qualifications and/or experience are not available, the Superintendent shall hire otherwise appropriately qualified and experienced candidates, provided that their command of the English language (both oral and written and including both comprehension and expression) shall approach that of native speakers of English.³¹

5.30.3

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hire U.S. recruiting will be conducted by the Superintendent, who will make use of the available resources including recruiting agencies, college placement services and/or a trip to the U.S. for recruiting purposes.

Vacancies to be filled by local hiring shall be advertised to the maximum extent possible.

The Superintendent will assure for due diligence by way of a law enforcement background check on new hired staff.

5.30.4 Professional Staff Contracts

The Board approves all contracts and authorizes either the president or another officer to sign contracts on its behalf. In the case of overseas hire, the Superintendent shall sign contracts with the prior authorization of the Board.

The contracts for the direct-hire U.S. teachers will include benefits necessary to insure comfortable living conditions within the restraints of the financial ability of the school.

5.30.5 Professional Staff Orientation

The Superintendent is responsible for planning orientation activities before the start of classes each school year. All teachers are required to attend these activities.

An administrative orientation program for all the teachers shall be directed to the following concerns:

- a. Teachers will be introduced to the office staff and given an explanation of staff responsibilities.
- b. Board policies and regulations will be explained.
- c. Information on contracts, grievances, evaluation, insurance and other benefits will be made available.
- d. A tour of the school plant will be conducted.

New overseas-hire teachers should begin their stay with a feeling of warmth that comes from being welcomed. Accordingly, the Superintendent or another representative from the school, shall meet these teachers on their arrival in Khartoum and see to it that they are settled. The following information should be given to them:

- a. Needed government documents for residence in the country.
- b. Money exchanges and banking procedures.
- a. Medical facilities.
- b. Security.
- c. Shopping.
- d. Entertainment and recreation.
- e. Transportation.

5.30.6 Professional Staff Development

The Board shall encourage teachers to upgrade their preparation and performance by the continuation of their studies, by purposeful travel, and by other means.

Financial assistance from the school funds will be made available where possible to encourage professional growth in a manner consistent with the best interests of the school.

Staff participation in educational conferences, conventions, professional meetings and visits to other educational institutions shall be encouraged. Proposals for staff participation shall be submitted in advance to the Superintendent.

A written report shall be submitted to the Superintendent and the Board upon return of the participants. In-service training programs to improve professional performance will be designed and implemented by the Superintendent in cooperation with the staff.

5.30.7 Employment of Professional Staff Substitutes

The Superintendent shall maintain a list of approved substitute teachers. Such teachers shall, whenever possible, be certified and keep on file all documents required of regular teachers.

A substitute teacher shall be employed for a minimum of two (2) hours.

5.40 SUPPORT STAFF

The school shall obtain such support staff as is necessary for the smooth and efficient running of its operations.

5.40.1 Support Staff Qualifications

The Superint

5.40.3 Support Staff Contracts

The Superintendent shall negotiate all questions of salaries, hours of work, etc., of support staff.

6.00 BUSINESS MANAGEMENT

The business objectives of the Khartoum American School are:

- a. To establish, maintain and operate Khartoum American School.
- b. To purchase, take on lease or in exchange, to hire or otherwise acquire, any real or other type of property and any rights or privileges of such property.
- c. To construct, maintain and alter any buildings and to provide the same with all necessary installations and objects.
- d. To take such steps deemed expedient for procuring contributions to the school, whether by way of donations, subscriptions, fees or otherwise.
- e. To borrow or raise money

On behalf of the Board, he/she shall present to the Association, at its Spring annual meeting, the operational and capital budget and the statement of accounts.

On behalf of the Board, the treasurer shall be responsible for the implementation of the Board's decisions regarding receipts or payments of sums by the Khartoum American School, and shall, as such, oversee the accounting of the same.

6.10.3 Superintendent

The Superintendent shall transact the day-to-day business of Khartoum American School.

He /

Separate local and foreign currency budgets shall be prepared.

6.20.3 Budget Deadlines and Schedules

The budget shall be presented to the Board at least one (1) month prior to the date of the Spring annual meeting.

6.20.4 Periodic Budget Reconciliation

The Board may call for periodic budget reconciliation during the year, usually on a quarterly basis. The reconciliation will be presented by the treasurer, assisted by the Superintendent in conjunction with the KAS Business Manager.

6.20.5 Line-Item Transfer Authority

Should a surplus appear in a given line item and deficit in another, the treasurer can recommend to the Board a transfer of funds from one item to another. Such transfer is possible only when the year's total expenditures do not exceed the total budgeted expenditures authorized for the fiscal year. The Board, upon the recommendation of the treasurer, may make amendments to the budget.

6.30 DEPOSIT OF FUNDS

The operating funds will be deposited in checking accounts both in Sudanese Pounds and in U.S. Dollars or any freely convertible currency. The reserve fund will be deposited in an interest bearing account.

6.30.2 Cash in School Building

The Superintendent will make every effort to minimize the amount of cash held on school grounds.

6.40 **INCOME** *(Amended April 2014)*

The income of Khartoum American School shall consist of:

- a. Tuition and registration fees paid by the members.
- b. Grants, gifts and legacies.
- c. Interest and income from assets and goods owned by Khartoum American School.
- d. Money raised through fund raising activities.
- e. Sale of assets.

6.40.1 Tuition and Schedule of Payment

6.40.1.1 Payment of Tuition *(Amended March, 2019)*

1. For all Students

Tuition payment is in USD only: **(Note – for the 2019-20 school year 10% of the Tuition Fee may be paid in Sudanese pounds).**³⁴

Payments may be made as follows:

- USD check from a U,S, based bank.
 - USD Cash
 - Transfer to the school's accounts in Washington, D.C (all transfer costs to be borne by the sender). For those who elect to pay the fees by ACH transfer, an additional charge of U.S. \$10.00 is to be added to cover the bank transfer charges.
2. All students effective from August 1, 2018 are considered USD payers regardless of nationality.
 3. **A 10% DEPOSIT OF ALL FEES MUST BE PAID BY SEPTEMBER 1 OR WITHIN 10 DAYS AFTER ENROLLMENT AFTER THE START OF THE SCHOOL YEAR OR STUDENTS CAN BE DISMISSED AND SENT HOME.**

For Returning Students, the 10% deposit must be paid by June 1 in order to guarantee a place in school.

4. New students enrolling after the third quarter ends will pay pro-rated fees equal to the

³⁴ **Note:**

Only applied to 2019-2020 school year
Reference: 1.40.3 Specific Powers and Duties of the Board

remaining scheduled days for the school year. This does not include the cost of the required laptop computer.

Late Payment or Non-Payment of Tuition

It begins on the first day of employment; new employees enrolling after the beginning of the school year will pay pro-rated fees equal to the remaining scheduled days for the school year.

6.50.10 Categories of Tuition Reduction (Amended March 2014)

There are five categories of Tuition Reduction for students at KAS:

1. Full time teaching assistants and school administrators
Full time teaching assistants and school administrators – **These reductions only apply to students of Teaching Assistants and Administrators enrolled prior to December, 2017 (cross referenced 5.20.1)**
 - Pay full annual capital fee
 - Pay enrollment fee (first year only)
 - Pay for computer fee if applicable
 -

- d. The deposit will be non-refundable. However, the Board may decide to refund a deposit paid in the event the pupil for whom the deposit has been paid is

Awards are up to 60% of the core fees (not including capital, EAL, laptop and other additional fees).

Scholarships are open to new and current KAS students.

Students gaining these awards shall abide by the scholarship code of conduct, maintaining the highest standards at all times. Students not fulfilling these conditions may lose their award.

c. **Interest-Bearing Funds**

The Superintendent will endeavor to place excess funds in safe interest-bearing securities.

6.60.2 Inventories of Capital Goods and Fixed Assets

Valuated inventories of real and other property shall be kept, checked and updated yearly.

6.80.3 Advances and Loans to Staff Members *(Amended November 7, 1995)*

An employee may take a loan of up to one (1) month's salary. The loan must be paid back within eight (8) months. The purpose of the loan must be for an emergency and requested in writing. Co

7.00 SCHOOL/COMMUNITY RELATIONS

7.10 PHILOSOPHY AND OBJECTIVES FOR SCHOOL AND COMMUNITY RELATIONS

To maintain a positive and constructive relationship between the school and community, the Board encourages:

- a. Open communication among students, parents,

7.20.1 Public Information Services

The following devices are available to the Superintendent as means to inform the public about the school:

- a. Notices or other material sent home via the students.
- b. Weekly newsletters or student newspapers.
- c. Bulletins posted at various embassies and clubs.
- d. Announcements in embassy publication.

7.30 PUBLIC ATTENDANCE AT BOARD MEETINGS

Except for executive sessions, meetings of the Board are held in open session. Persons or

7.40.3 Community Participation in School Activities

Parents and other members of the community are encouraged to participate in school activities. This participation may take the form of:

- a. Serving as a classroom parent to aid the teacher in organizing the other parents.
- b. Bringing to the classroom a presentation or activity that may relate to the curriculum of the class.
- c. Sponsoring an after-school activity or club.
- d. Participating in PTA activities or assisting the staff in any events such as UN

The school will maintain relations with local government through the American Embassy.³⁸

7.70.2 Relations with Other Schools

The Superintendent is encouraged to promote academic and cultural interaction with other schools. The other schools involved might be Sudanese schools, International schools and/or schools in the United States through a School-to School Partnership Program