



Nanjing International School
Board Governance Handbook
Part I

G. The Board, in collaboration with the Administration, shall establish specific processes for planning and criteria for measuring achievement of the School's mission.

As part of the policy:

1. Annually the Board shall develop and/or review the School's long term plan and goals to realize the School's mission.
2. The Board shall ensure that an appropriate and regular risk management process is in place.
3. The Board and Director shall be evaluated annually.

1.1011 Articles of Association

I. Name and address

The association shall be known as "Nanjing International School" herein called NIS. The location of NIS is in Nanjing, PRC, and its physical address is: Xian Lin College and University City Town, Nanjing 210023, PRC

II. Mission

Nanjing International School – an Inclusive Learning Community
Inspiring International Mindedness, Personal Excellence, Creative Thinking

III. Objectives

1. To operate as a non-profit association of parents.
2. To challenge students to develop intellectually, physically, and emotionally to their fullest individual potential.
3. To be authorized and accredited by the IBO so that the education is internationally transferable.
4. To provide a supportive learning atmosphere underpinned by personal attention and state-of-the art facilities.
5. To serve as a bridge between the international community and the host community of Nanjing, as well as a resource for facilitating a family's transition to China.

IV. Members of the association

1. Members of the association are parents or legal guardians of children currently enrolled at NIS and members of the board during their tenure.
2. Membership in the association terminates upon:
 - a. The withdrawal or departure of a student whose parent or legal guardian is a member;
 - b. The resignation or death of a member;
 - c. The failure of a member to pay tuition and other fees;
 - d. Expulsion by a decision of the board. The board may expel a member only with serious cause and must provide opportunity for the member to appeal such a decision.
3. Membership fees are not levied.



V. The annual meeting

1. The annual meeting of the association takes place no later than October 1st of each school year.
2. Each association member has one vote at the annual meeting. Votes may not be transferred by proxy to other members.
3. The chair of the board shall call the annual meeting, informing association members in writing of the time and place of the meeting no less than one week in advance.
4. Mandatory agenda items at the annual meeting are:
 - a. Approval of an annual report about the previous school year, including a financial statement;
 - b. Approval of the auditor's report;
 - c. A presentation of planned activities and a projected budget for the current school year;
 - d. Approval of the appointment of an auditor for the coming school year;
 - e. The introduction of members of the board.

VI. General meetings

1. A general meeting of the association shall be held whenever there is sufficient reason, in the judgment of the board, or a request is made in writing to the board by no less than 10% members of the association who are from different families and fully and accurately state the items they wish to address.
2. The board shall respond to members' request to hold a general meeting within one month from the date of receipt.
 - a. If the board does not comply with this requirement, members shall have the right to convene a general meeting independently of the board.
3. The general meeting shall be convened and conducted in a manner similar to that for the annual meeting. In the absence of the board chair or the chair's representative, members of the association may elect a chair for the meeting by a simple majority vote.
4. Documentation of the general meeting shall be made in a manner similar to that for the annual meeting. In the absence of a representative of the board, members of the association may elect a secretary, who shall record and distribute minutes for approval by association members.



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VII. The board and its duties

1. The board is the governing body of the school and is accountable to the association and its members. The Annual General Meeting is responsible for the supervision of the NIS Board.
2. The board authorizes and approves all major legal and financial business conducted by the school in achieving its educational objectives. The board is responsible for ensuring the efficient governance of the school within the parameters of Chinese law.
3. Specific responsibilities of the board are:
 - a. To determine and revise the general mission of the school;
 - b. To determine the general policies guiding the operation of the school;
 - c. To hire, supervise, and terminate the school Director;
 - d. To determine the budget, tuition levels, and finances of the school;
 - e. To approve the school curriculum;
 - f. To create a plan for present and future school facilities and programmes;
 - g. To handle other matters as needed to ensure the quality of education and secure the continuation of the school;
 - h. To set the school calendar;
 - i. To grant scholarships;
 - j. To evaluate its performance as a body, and that of its members as individuals, annually;
 - k. To take any decision concerning the school not reserved to the association membership under these articles.
4. Individual board members have no authority on their own and may not act or speak on behalf of the board without prior board authorisation.
5. Board members have no individual responsibility for the legal or financial affairs of the school and are not individually liable for Board actions.
 - a. Individual board members acting bona-fide in the interests of the school shall be indemnified out of association assets against any liability incurred in any legal proceedings, at the discretion of the board.

VIII. Board composition

1. The board shall consist of nine members, at least three from parents of students enrolled in NIS and two staff members.
2. The seven non-staff board members shall have voting rights. The two staff members of the board shall be non-voting.
3. The two non-voting members of the board shall be the Director and a member elected by the school's staff.



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- a. The Director shall not take part in board decisions relating to his or her contract or matters in which there is a real or potential conflict of interest.
 - b. The staff board member shall not take part in board discussions or decisions relating to the Director's personal affairs or professional performance.
4. A minimum of four voting members of the board shall be elected by members of the association.
5. Up to three voting members of the board shall be appointed by the board.
6. The terms of elected members of the board shall be up to three years. The terms of appointed members of the board shall be two years. Tenure begins on August 1st of the year of election.
 - a. There is no limitation on the number of terms a board member may serve.
7. Only one individual per family may be a member of the board at any one time.
8. Except for the two non-voting members, employees of the school may not be members of the board.
9. No more than three voting board members may come from the same country.
10. Board members serve as volunteers, consistent with the non-profit status of the school, and may not be remunerated for their board service.
 - a. Board members may be reimbursed for expenses incurred through their board service, subject to the approval of the board.

IX. Board member selection

1. Elected board members shall be selected through annual elections, which shall take place no later than June 1st of each school year.
2. Every member of the association may vote in the election.
3. If a board member vacates a seat on the board before completing his or her full term, the board may choose to fill the seat by holding elections, following normal board election procedures.
4. The board may also choose to fill vacated seats by co-opting up to three members without election, subject to the following conditions:
 - a. In any one school year, no more than three vacant seats on the board may be filled by co-opting members.
 - b. Co-opted members will stand for office at the next board election.



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5. The board governance committee shall oversee the fair and accurate running of the elections and the appointment of members in accordance with procedures agreed in advance by the board.

X. Board member dismissal

1. The board may, by unanimous decision, require the resignation of a member who, in the judgment of the board, fails to make an adequate contribution to the work of the board or brings the school into disrepute.
 - a. If a board member misses three board or committee meetings consecutively, the chair may, following consultation with the board member concerned, recommend that the board member be dismissed from the board. The decision is subject to a unanimous vote of the board.

XI. Board officers

1. The board shall elect a chair, a vice chair, and a treasurer from among its members.
 - a. The election of officers shall take place at the first board meeting of the school year.
 - b. No board member shall hold more than one office simultaneously.
2. The main duties of the chair are:
 - a. To serve as the leader of the board;
 - b. To set the agenda of board meetings, in consultation with the Director, and to lead board discussion;
 - c. To serve as the board's main liaison with the Director;
 - d. To appoint committee chairs and committee members;
 - e. To settle minor policy matters arising between meetings;
 - f. To act on behalf of the board in matters involving the school association, local government officials, and the international community.
3. The main duties of the vice chair are:
 - a. To act in place of the chair in case of the chair's absence;
4. The main duties of the treasurer are:
 - a. To coordinate board oversight of the financial operations of the school;
 - b. To report to and advise the board on matters related to the school's finances;
 - c. To chair the finance committee and lead long-term financial planning.



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XII. Board meetings

1. The board shall meet on a regular basis, with a minimum of five meetings in any school year.
 - a. The dates of regular board meetings shall be set at the beginning of each school year.
2. Special board meetings may be called by the board chair. Such meetings are usually in response to unexpected events requiring a policy decision.
 - a. In the case of special board meetings, normal procedures regarding notification, the agenda, and minutes should be adhered to as closely as possible.
 - b. All board members must be informed of special meetings and be invited to attend.
3. Board members may suggest items for the agenda of any board meeting. Such requests shall be made no less than seven days in advance of the meeting and are subject to approval by the chair.
4. The agenda, along with the meeting information package, shall be distributed to board members at least two days in advance of the meeting.
5. A majority of voting board members are required to be in attendance at a board meeting to form a quorum.
6. All decisions of the board shall be approved by majority vote.
 - a. In the case of a tie, the board chair shall cast the deciding vote
 - b. Absent board members may not transfer their vote through proxy.
7. When necessary, the board shall refer to *Robert's Rules of Order* as a guide to good practice and the orderly conduct of meetings.
8. Board meetings are not open to the public. The board may invite guests to board meetings to inform discussion. Such guests may not witness or take part in voting on any decision.
9. Minutes of board meetings shall be approved by the board and distributed to the community within seven days of board approval.



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XIII. Conflict of interest

1. Conflict of interest is any circumstance in which a board member's decision or perspective may be influenced by an interest other than that of the school. Such an interest may be personal, professional, or commercial; may involve the board member directly or a family member, friend, or acquaintance; and may be deliberate or unintended.
2. Board members are obliged to disclose real or potential conflicts of interest in writing to the board. The board will decide whether a conflict of interest is substantial and warrants any special measures. Measures may include the recusal of the board member from voting or discussion on a particular matter or the board member's resignation from the board.

XIV. Board committees

1. The Board shall establish committees to monitor and prepare board business and activities and make recommendations for decisions by the board.
2. Board committees shall have a minimum of three voting members.
 - a. A majority of committee members shall be voting members of the board.
 - b. Co-opted members from the general public may also be committee members. Co-opted members may not participate in voting on committee recommendations.
 - c. The chair and the Director shall be ex-officio members of all committees.
3. All committee chairs shall be voting members of the board.
4. The board shall establish two standing committees: the finance committee and the governance committee.
 - a. The finance committee shall be responsible for advising the board on all matters related to the sound financial operation of the school. In particular, the finance committee shall review monthly financial reports produced by the school administration; propose an auditor; review the annual report before its submission to the annual meeting; and coordinate long-term financial planning for the school.
 - b. The governance committee shall be responsible for the organisation of board affairs. In particular, the governance committee shall oversee board elections and preparations for the annual meeting; coordinate policy review and development; propose amendments to the Articles of Association; arrange for board member education; make recommendations to the board on ethical issues; ensure an annual self-evaluation by the board and oversee strategic planning.
5. The board may establish additional ad hoc committees at its pleasure.



XV. The school Director

1. The board delegates responsibility to the Director, as chief executive officer, for the day-to-day administration, personnel management, and educational programme of the school. The Director holds ultimate legal and financial responsibility for the school.
2. The main duties of the Director are:
 - a. To recommend personnel policies and practices, including staffing, salary, and benefit levels;
 - b. To supervise the recruitment, retention, and termination of staff and faculty;
 - c. To oversee all phases of the instructional program;
 - d. To direct the preparation and implementation of the annual budget;
 - e. To supervise the business activities of the school, including the system of financial accounts;
 - f. To provide for the supervision and leadership of all student activities;
 - g. To analyse and interpret to the board the long-range needs of the school;
 - h. To serve as the public figurehead of the school and as the main liaison with local government authorities;
 - i. To prepare the school calendar for the approval of the board;
 - j. To advise the board on scholarship candidates.
3. The Director shall ensure that board policies are implemented in the operation of the school and shall advise the board when current policy is no longer appropriate or a new policy is required.
 - a. If, in the absence of a policy, immediate action is necessary, the Director shall consult with the board regarding the course of action to be taken and submit a policy proposal to the board at the earliest opportunity.
 - b. If, in the absence of a policy, immediate action is necessary due to an emergency and the Director is unable to consult with the board, the Director is given authority to use his or her best judgment to act as necessary. Any such action requires a written summary be presented to the board chair.
4. The Director shall receive a written evaluation annually, organised by the board chair and ratified by board decision. The evaluation instrument and process shall be mutually agreed by the board and the Director.

XVI. Dissolution of the school

1. Any decision to dissolve the school shall rest exclusively with the membership of the association.
2. Approval of the school's dissolution shall require the support of a two thirds of association members present at the annual or general meeting at which the vote is taken.



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3. At the same meeting at which a resolution to dissolve the school is approved, association members shall:
 - a. Appoint a steering committee of at least three members, for the purpose of realizing the property of the association and winding up its affairs. The first responsibility of the steering committee shall to ensure that school is resolved pursuant to the relevant laws and regulations of China.
 - b. Pass a resolution with regard to the distribution of any remaining balance after creditors are paid.
 - c. Identify individuals responsible for the administration of any potential legal obligation incurred during the school's legal existence.

XVII. Interpretation of and alterations to the Articles of Association

1. The Board shall be the final arbiter of the interpretation of these Articles of Association and in all instances which are not covered by these rules.
2. Any decision to alter these Articles of Association shall rest exclusively with the membership of the association.
 - a. Approval of proposed alterations shall require the support of a two-thirds majority of association members present at the annual or general meeting at which the vote is taken.

XVIII. Implementing clause

1. Authority to Implement

These Articles of Association become valid upon their passage by a two-thirds vote of the Annual Meeting.

1.1012 Membership of the Association of Nanjing International School

1. Parents and legal guardians of children enrolled in the NIS are members.
2. Membership fees are not levied.
3. Elected members of the Board are members.

1.1013 School Licensing and Operation

The Nanjing International School (NIS) is a non-profit, non-sectarian, educational institution, registered under the "Interim Measures on the Administration for Establishing Schools for Expatriate Children in China" of the State Education Commission of the People's Republic of China, promulgated in April 1995 and amended in December 2010.

The school is licensed by the Jiangsu Provincial Education Bureau, and keeps two original copies of this license on school premises.



1.1014 Legal Entity – the Legal Person for the School

The Director is the legal person for the school, in the eyes of Chinese law. Her or his name appears on the school's operating licence.

1.1021 Powers of the Board

The Board has power to approve school policy, within the parameters of the Articles of Association only.

The Board hires and fires the Director.

1.1021 Procedure: Board General Responsibilities

Introduction

NIS is a non-profit and non-sectarian association of parents governed by a volunteer Board of Directors elected in accordance with the Articles of Association.

Financial and Legal Responsibilities

The Board is the authorising body which approves all major legal and financial business conducted by the school in achieving its educational objectives. The Board is responsible for ensuring the efficient governance of the School in accordance with the Articles of Association, and within the parameters of Chinese laws and regulations pertinent to International Schools. That is, in accordance with the School's registration under the "Interim Measures on the Administration for Establishing Schools for Expatriate Children in China" of State Education Commission of the People's Republic of China, promulgated in April 1995 and amended in December 2010.

Delegation of Responsibility

The Board delegates responsibility to the Director, as chief executive officer of the Board, for day-to-day administration personnel management and educational programme in the school. The Director holds ultimate legal and financial responsibility for the school.

1.1022 Duties of the Board

The Board has the duty to govern the school through setting policy, according to the mission it sets, and according to the Articles of Association. Its functions are to act as steward to the organisation, and its community, and to ensure the continuation of the Nanjing International School. The Board must meet regularly, and work in partnership with the Director to ensure the school fulfils its mission. The Board recommends to the Association changes to the Articles of Association.

1.1023 Policy Formulation

The Board approves policy. In formulating policy, the Board ensures that full and adequate consultation is carried out prior to policy proposals being brought before it for approval. This is in the aim of developing valid, realistic and meaningful policies, which serve the best interests of the school community.



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1.1031 School Ownership

The school and all its assets are the property of the Association of Nanjing International School.

1.1032 Liability for Business Tax

The school views itself to be a not-for-profit social organisation for foreign residents of Nanjing. It is pursuing recognition as such by the Nanjing and National Civil Affairs Bureaux, in the absence of current legislation in China covering such status.

The exact position of the school regarding business tax liability is currently unclear, pending clarification by Chinese legislators.

1.1033 Liability for Corporate Income Tax

The school views itself to be a not-for-profit social organisation for foreign residents of Nanjing. It is pursuing recognition as such by the Nanjing and National Civil Affairs Bureaux, in the absence of current legislation in China covering such status.

The exact position of the school regarding corporate income tax liability is currently unclear, pending clarification by Chinese legislators.

1.1034 Price Bureau Authorisation

Nanjing International School is registered with the price bureau and its fees and charges are approved. The school pays fees to the Price Bureau as required, based upon the criteria presented, which relate to a percentage of profit offset against operating expenses, according to a formula defined by the Price Bureau. This formula may be subject to change without prior consultation with the school.

1.1041 Decision to Dissolve the School

Any decision to dissolve NIS shall rest exclusively with the Annual Meeting, and shall require the support of a majority of two thirds of the number of votes cast. The same Meeting which shall pass a resolution to dissolve the NIS shall appoint a Steering Committee of at least three (3) members, for the purpose of realizing the property of the Association and in order to wind up its affairs.



1.1042 Payment of Creditors

The first responsibility of this committee to dissolve the Association of Nanjing International School is to ensure that NIS is resolved pursuant to the laws and regulations of China. According to the Article 59 of the Law of the People's Republic of China on Promotion¹ of Privately-run Schools, the liquidated assets shall be distributed in the following priority:

1. Tuition fees and other miscellaneous fees of students;
2. Remunerations of the staff and relevant social insurances; and
3. General creditors.

If there are left assets after the liquidation following the dissolution of the school, the said assets are transferred to other non-profit organizations according to the instruction of examination and approval authority of the school.

1.1043 Disposal of Assets

Following payment of creditors, the General Meeting which decides to dissolve the Association shall pass a resolution with regard to the distribution and transfer of any balance that might remain after the liquidation following the dissolution of the NIS according to instructions of the Examination and Approval Authority of the School.

1.2011 Educational Philosophy and Style

Nanjing International School offers a western-style inquiry-based curriculum, through which students are enabled to acquire the knowledge, skills and attributes which equip them for success and happiness in a world of increasing international and inter-cultural interaction. The school is committed to giving students high levels of individual attention. The school welcomes students from all national, cultural and linguistic backgrounds, subject to legal eligibility for enrolment.

1.2012 Adoption of International Baccalaureate Organisation (IBO) Programmes

Nanjing International School offers the International Baccalaureate Organisation's Primary Years Programme, Middle Years Programme, and Diploma Programme, as the backbone of its educational provision.

1.2013 Educational Services Beyond the IBO Programmes

Subject to financial viability, NIS offers support programmes in three areas:

English as a Second Language, Special Educational Needs, and Counselling (including psychological, careers and university placement counselling). The level of provision of each programme is determined by the needs of students as recommended by the Director to the Board, balanced against the school's ability to fund such services.



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1.2014 Mission Statement

Nanjing International School – an Inclusive Learning Community
Inspiring International Mindedness, Personal Excellence, Creative Thinking

1.2015 Objectives

The Objectives of NIS are:

- To operate as a non-profit association of parents
- To challenge students to develop intellectually, physically and emotionally to their fullest potential
- To be authorized and accredited by the IB so the education is internationally transferable
- To provide a supportive learning atmosphere underpinned by personal attention and state-of-the-art facilities
- To serve as a bridge between the international community and the host community of Nanjing, as well as a resource for facilitating a family's transition to China

The NIS Board determines general policy guidance to the operations of NIS to include the academic calendar, the curriculum, the budget, tuition fees and finances of NIS. It appoints a School Director, creates a development plan for present and future NIS facilities. To this end, the Board has established specific "Strategic Policies" that serve as a foundation for school governance. The Director is responsible for translating these policies into specific procedures, rules and/or regulations.

1.2016 Language of Instruction

The language of Instruction at NIS is English. However, the school places no linguistic barrier to enrolment. Therefore, we see as our responsibility the provision of effective English Language Learning programmes at all levels, to ensure students are supported in the task of acquiring the English skills necessary to participate effectively in the mainstream.

NIS applauds and supports multilingualism. To that end, the school employs a Head of Languages A1, with responsibility for assisting language communities in setting up home language schools, to ensure literacy in the home language can continue to develop. This Subject Area Coordinator is also charged with coordinating home language tuition at IB Diploma level by school-employed tutors, so that students in Grades 11 and 12 may study literature in their own language.

Below grades 11 and 12, the school makes available its facility and stationery resources free of charge to home language schools for the NIS community, and reserves budget for the purpose of building home languages collections in the library, and for the purchase of home language textbooks for use in home language schools.



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1.2017 Educational Provision to Students

The school provides an education to students which is transferable to other educational systems; which equips students for life in a world of increasing international and inter-cultural interaction; which provides students with a sound basis for progression to further study at any appropriate level; which allows students to receive adequate amounts of individual attention; which enables students to develop a holistic view of the education process; which affords students access to state-of-the-art learning technology; which encourages students to develop an understanding of and empathy for their host country; which encourages respect on the part of our students for their fellow human beings.

1.2018 Feeder Community

The NIS feeder community is the community resident in Nanjing and its environs which is legally eligible to send its students to the school.

1.2019 International Faculty

NIS seeks to employ a faculty who reflect a variety of national and cultural backgrounds, in the aim of providing our students with a stimulating mix of teaching and learning styles.

1.2021 Relationship to Central and Government of the PRC

NIS exists under current legislation in the People's Republic of China. The school itself does not currently maintain regular relations with national government bodies.

1.2022 Relationship to the Nanjing City Government

NIS maintains communication with the Nanjing City Government through the Nanjing City Foreign Affairs Bureau, which assigns a contact person to the school, to help us pursue liaison with the city government.

1.2023 Relationship to the Jiangsu Provincial Government

NIS deals with bureaux of the Jiangsu Provincial Government, as necessary. Its principal interaction with the Provincial Government relates to the school's relations with the Provincial Education Bureau, which is responsible for all matters related to the school, and issues its operating license.

1.2031 Representative Function of the NIS Board

The Board represents the best interests of the institution in its actions, deliberations and decisions. It is elected to do so by the mainly parent/guardian electorate of the membership of the Association of Nanjing International School. In discharging its duties, it relates to parents/guardians as a representative body which owes to them its judgment rather than its obedience.



1.2032 Consultation with the Electorate

The Board aims to keep in touch with the wishes and feelings of its electorate, which reflects a very diverse range of cultural and national expectations. The Board has the responsibility to consult fully, so as to avoid giving greater consideration to the opinions of one section of our community over another.

In consulting with the electorate in a routine fashion, the Board may carry out systematic surveys or contact representative samples of the electorate, in order to inform the decision-making process, in circumstances which in the Board's opinion warrant such action. Unofficial anecdotal and informal consultation, carried out without the sanction of the Board as a group, do not form an acceptable basis for Board decision making.

In matters of controversy, the Articles of Association allow for special meetings of the Association of Nanjing International School.

1.2033 Strategic Planning

In developing the school's strategic plan, the Board shall ensure adequate opportunity for consultation with parents/guardians before final decisions are made regarding strategic targets.

1.2041 Staff Membership of the Board

The Staff Association of Nanjing International School shall elect from its number a staff Board member. The staff Board member has full non-voting responsibilities as a Board member. The staff Board member represents the interests of the school community as a whole, and does not represent the constituency of the staff. The staff Board member brings to the Board's decisions the expertise and perspective of a staff member.

1.2042 Staff Association

The school aims to involve the staff systematically in decision making, in the basis of effective consultation and communication structures.

To that end, the Staff Association shall elect a representative from its committee, which is comprised of representatives of different constituencies among the staff, according to its constitution.

The Staff Association Representative shall meet regularly with the Director to discuss matters of mutual concern. The Staff Association Representative is an ex officio member of the Personnel Committee of the Board.

1.2043 Strategic Planning

The Director shall ensure appropriate staff involvement in the strategic planning process.



1.2051 Student Council

The Student Council shall be the student body which is consulted over decisions related to the school. The MYP/DP Student Council comprises students from Grades 6 to 12. The PYP student council comprises student from Grades 2 to 5. The MYP/DP Student Council and the PYP student Council together form the Student Council according to the stipulations of its constitution.

1.2052 Strategic Planning

In consulting over strategic planning, the Board shall ensure that in all cases the Student Council is approached, in order to inform the Board's decisions.

1.2061 Equal Opportunities Policy

In every facet of its operation, Nanjing International School is blind to nationality, religion, gender, sexual orientation, age and political persuasion, in so far as this stance is permitted by Chinese law.

1.2071 Open Access to Information

NIS is an open institution responsible to its constituent community
NIS strives to ensure information is accessible by all members of the school community within these criteria:

1. The categories of restricted information are limited:

- a. Based on clear guidelines, information which is 'restricted' falls into these categories:
 - i. Personally confidential information - personal information,
 - ii. Salary information derived from publicly available scales
 - iii. Information that is 'commercial in confidence' – that would disadvantage the organization if publicly known

2. Open access to information is different internally and externally

- a. All general information available internally & externally
- b. Operational and working documents available internally only
- c. External access can be granted if required

3. The integrity of information is protected

- d. Much information/documentation only needs to be 'Read Only'
- e. Information can be password protected at varying levels

NIS understands open access to information has many advantages;

- a. it improves operational efficiency – access to all information reduces time finding relevant information.
- b. Categorizing information and restricting access to areas of information that may seem to not be relevant in a dynamic organization environment is counterproductive
- c. it improves decision-making. A decision can only be made with full knowledge of the facts
- d. it increases confidence in the organization
- e. it reduces the tendency to fill gaps in information with misinformation and rumour
- f. it answers questions that are yet to be asked – saving everyone time



1.3011 School Board and Director Relationship

The Board sets policy. The Director implements policy. Thus, the Director is responsible for the daily operation of the school, and hiring and firing of staff, whereas the Board steers the strategic course of the school.

In practice, the Board and the Director must act in partnership, in recognition of the fact of there being many decisions which need to be taken in partnership, falling between the poles of policy decisions clearly to be taken only by the Board, and operational decisions to be taken only by the Director. Such a relationship is only viable on the basis of a foundation of mutual trust.

To this end, it is important that there is effective and transparent communication on the parts both of the Board and of the Director. All organization charts are updated annually.

1.3021 Whole-School Ethos

Whilst the school is divided into three sections for organisational purposes (Primary Years Programme, Middle Years Programme & Diploma Programme), NIS views itself as a whole-school community.

To this end, appropriate opportunities are created for interaction between students from different year groups and sections of the school, in the aim of enhancing and preserving the family atmosphere of our institution. Students are encouraged through these opportunities to see themselves as brothers and sisters to their NIS classmates.

1.3022 The Elementary School

The PYP is defined as being Grades Pre-K to 5. It is subdivided into Early Years PYP and PYP, for organizational purposes. PYP is coordinated by the Head of Primary Years and the Assistant PYP Coordinator.

1.3023 The Middle Years Programme (MYP) & Diploma Programme (DP)

The Middle Years Programme is defined as Grades 6 to 9. The Head of Middle Years has overall coordination responsibility for the MYP programme. The IB Diploma Programme is defined as Grades 10 & 12. The Head of Upper Years has overall coordination responsibility for the DP programme.

1.3031 Director's Selection and Appointment

The Director is selected and appointed by the Board. In discharging this responsibility, the Board shall employ the assistance of a reputable international educational search agency. In selecting appropriate candidates, the Board shall appoint a search committee comprising Board members, faculty members, and parents/guardians without a seat on the Board, to recommend a shortlist for the Board's consideration. The Board shall involve the community appropriately in interviewing candidates for this position. Short listed candidates will be invited to attend interview at the school, at the school's expense.



1.3032 Director's Contract and Benefits

The contract and benefits of the Director shall be according to the salary scale and benefits package agreed by the Board. This package shall comprise a competitive incentive to lead NIS. This scale shall take into account the experience and qualifications of the Director. The Director's contract shall be of no less than three year's duration, and is renewable by mutual consent.

1.3033 Evaluation of the Director

Consistent with NIS professional appraisal structures for its staff, the foundation stone of the Director's evaluation is that everyone is always capable of professional improvement. Thus the evaluation process is one which is characterised by constructive intent by all parties involved.

The Director shall receive a written evaluation annually, carried out by the Governance Committee, and ratified by Board decision. The evaluation instrument and process shall be mutually agreed by the Board and the Director. It shall involve input by the evaluators and the Director, and shall be informed by an agreed range of survey information. It shall involve collaborative performance review and goal setting. Receipt of pay increments shall be conditional upon successful completion of professional evaluation.

1.3034 Termination of Employment of the Director

Termination of the employment of the Director shall be in accordance with the contractual agreement between the school and the Director. Termination must be with agreement of all members of the full current Board membership.

1.3035 Scope of Director's Responsibilities

In accordance with the *NAIS International Trustee Handbook (David Chojnacki p108)*,

...the head is the professional, institutional and educational leader of the school, and that he or she is authorised to oversee all administration.

- *The head works with the Board and staff to implement Board policies.*
- *The head has complete authority for faculty, staff and student selection, evaluation and dismissal, in line with board policy.*
- *The head keeps the Board informed about decisions in all these areas.*
- *The head is responsible, along with the financial officer/business manager and the treasurer of the Board, for developing and monitoring the school's resources.*

1.3036 Hiring and Firing Powers

The Director has complete authority for faculty, staff and student selection, evaluation and dismissal. The Director is expected to keep the Board fully informed on all such matters.

1.3037 Director's Leadership Responsibility

The Director has responsibility to provide leadership for the institution as a whole, and is the public figurehead of the school.



1.3038 Responsibility for Policy Implementation

The Director is responsible to ensure that Board policies are implemented in the operation of the school, and to advise the Board when current policy is no longer appropriate, or when new policy is required.

1.3039 Formulation of Procedures

The Director is responsible to ensure adequate procedures are implemented and promulgated, so that Board policy may be realised through the operation of the school.

1.3041 Deputy Director - Learning and Appointment

The Director is responsible for the selection, evaluation, and dismissal of the Deputy Director - Learning. The Director keeps the Board fully informed of these processes.

1.3042 The Deputy Director - Learning's Contract and Benefits

The Deputy Director - Learning is paid under the terms and conditions of the Deputy Director - Learning Pay Scale.

1.3043 Evaluation of Deputy Director - Learning

The Deputy Director - Learning is evaluated by the Director. The model used is that for senior management. In the event of dispute between the Deputy Director - Learning and the Director, the Deputy Director - Learning may request to the Board Chair that a different appraiser be nominated, from the Board.

1.3044 The Deputy Director - Learning: Termination of Employment

Termination of Deputy Director - Learning's employment is effected by the Director, in accordance with contract. It is expected that under such circumstances, the Director would keep the Board fully informed.

1.3045 Scope of Responsibilities of the Deputy Director - Learning

The Deputy Director – Learning's responsibilities is described in the Deputy Director - Learning's Contract.

Changes and additions to this scope of responsibilities are made with the mutual agreement of the Director and the Deputy Director - Learning.



1.3046 The Deputy Director - Learning's Leadership Responsibility

The Deputy Director - Learning is the educational leader within the institution, and is expected to be the expert in his or her field. He or she is expected to manage Programme Coordinators, Subject Area Coordinators Assistant Subject Area Coordinators and teachers, through thorough consultation, and to lead colleagues in developing appropriately the educational work of the school. The Deputy Director - Learning recommends and revises procedures for the consideration of the Director.

For students, the Deputy Director - Learning represents the pastoral leadership of their appropriate programme, providing support and discipline as appropriate, within the parameters of school policy.

The Deputy Director - Learning is a member of the Senior Leadership Team, with the Director and Deputy Director - Operations and Finance, and works in partnership with the Director in overseeing the operation of the school, in implementing school policy, and in formulating policy recommendations to the Board.

1.3047 Responsibility for Procedure Implementation

The Deputy Director - Learning works together with the Director to ensure school policy is adequately supported by internal procedure, and statements of practice.

1.3048 Operational Supervision Responsibilities

The Deputy Director - Learning supervises the daily running of the school in collaboration with the Director and Deputy Director - Operations and Finance.

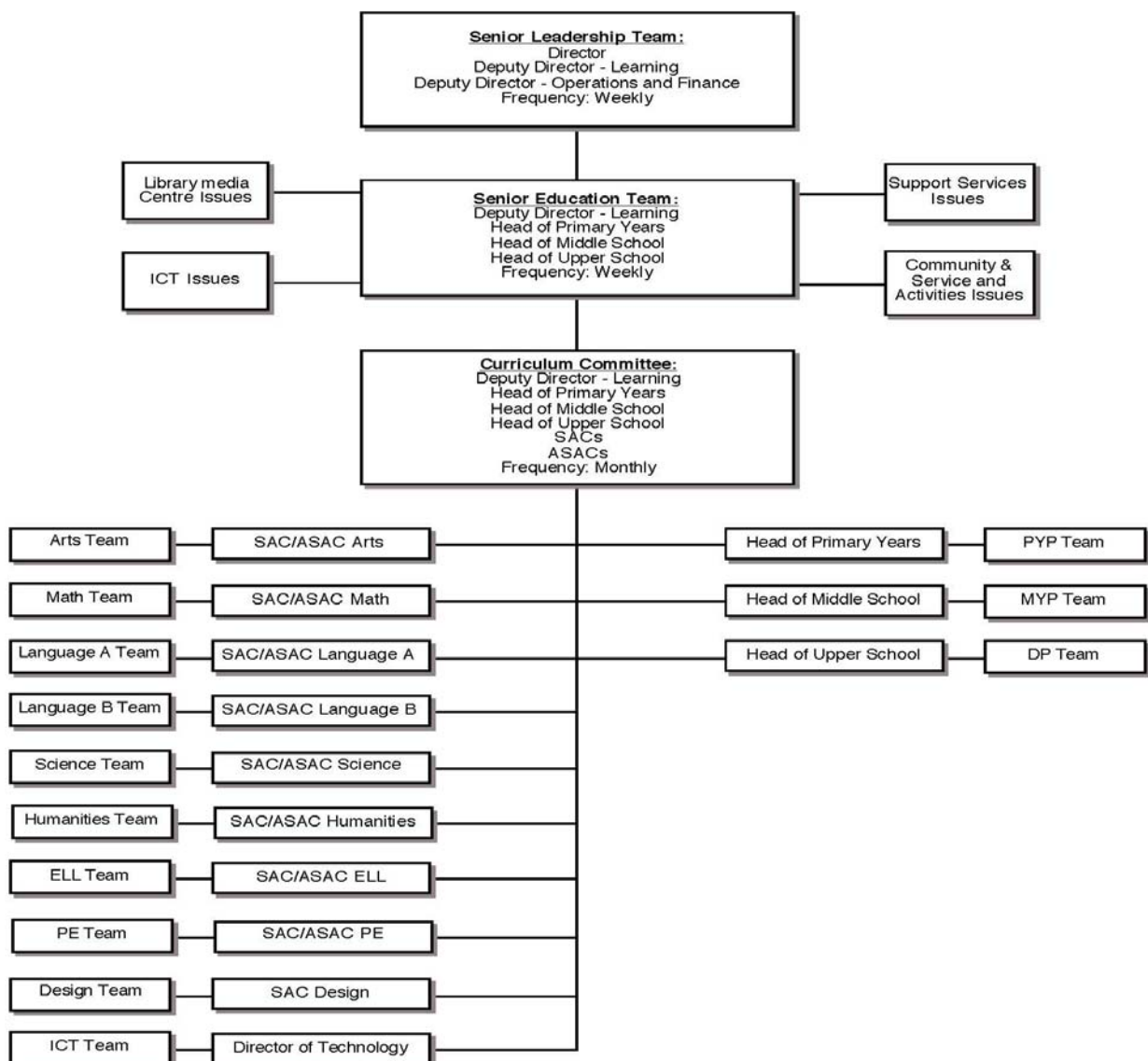


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1.3051 Internal Organisation: Academic

The Director implements an internal academic organisational structure which effectively supports efficient delivery of school policy. This structure is derived in consultation with the Deputy Director - Learning, and is submitted to the Board for approval, before implementation. The chart below depicts the current academic organisational structure.

Organisation Chart: Curriculum Development Groups



Updated: Oct 2015

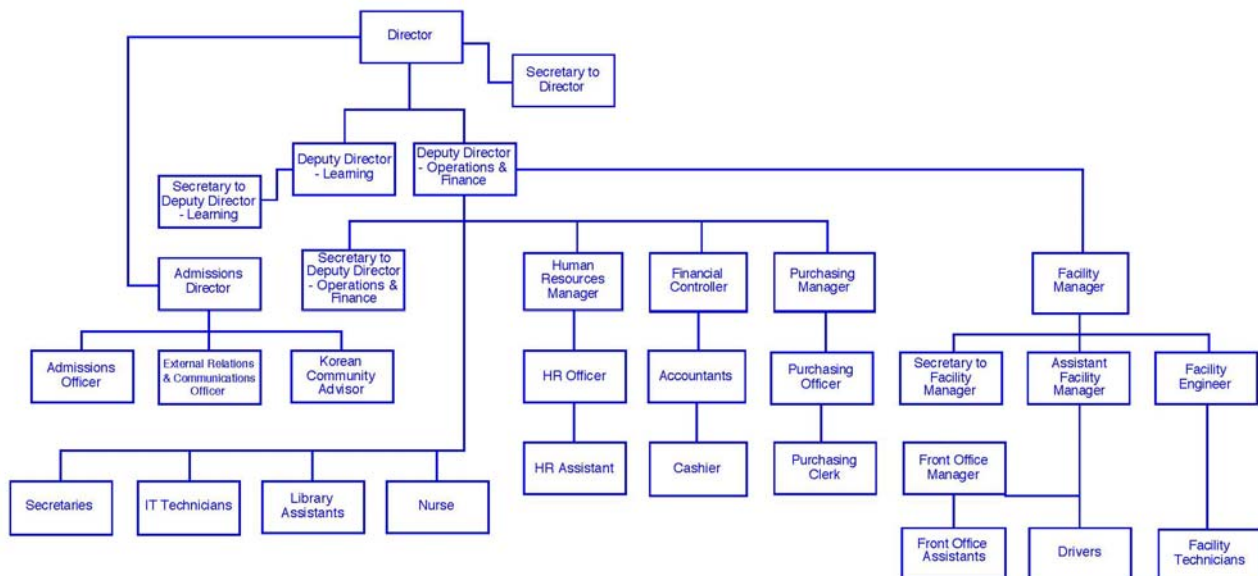


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1.3052 Internal Organisation: Administration

The NIS Director implements an internal administrative organisational structure which effectively supports efficient delivery of Board policy. This structure is approved by the NIS Board. The current structure is depicted in the chart below.

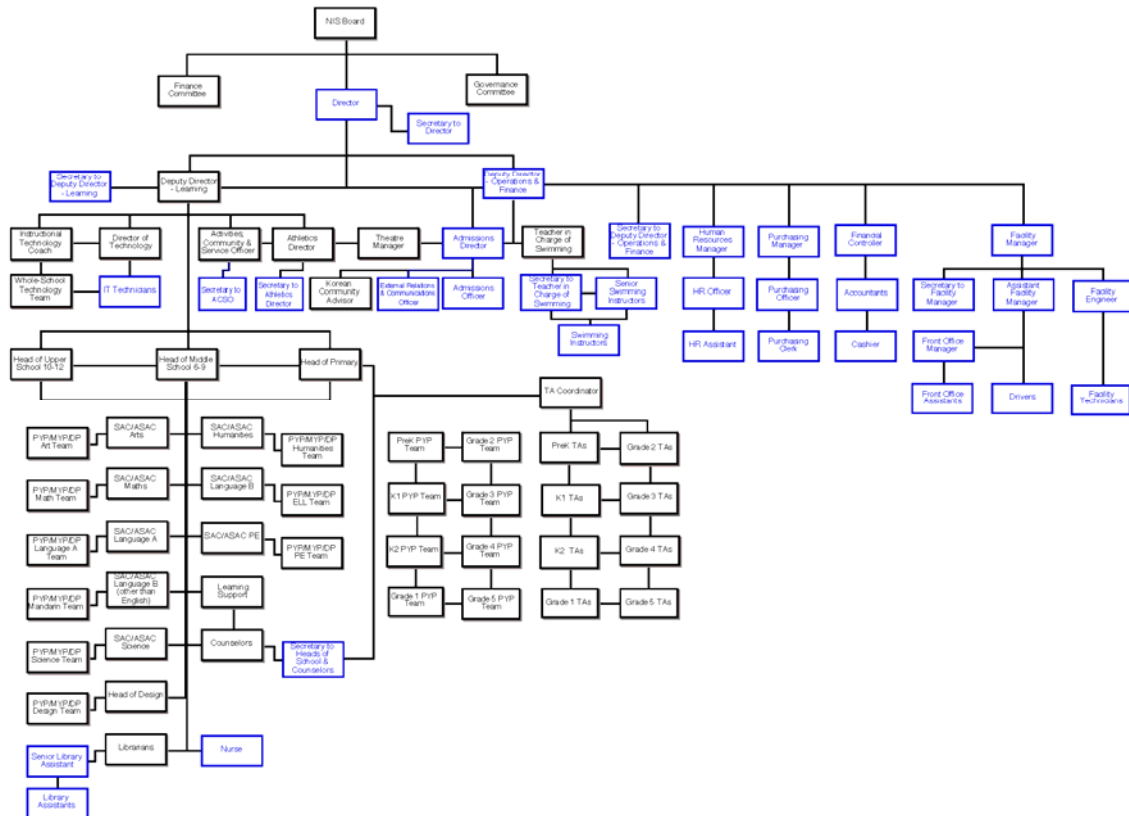
Organisation Chart: Administration Management



Updated: Oct 2015



2015/2016 NIS Organization Chart



Common facilities for staff at the school are accessible to all employees, regardless of position or status within the school.

The Senior Management Team is the body which makes proposals for development of the educational work of the school, to the Board, through the Director. The SMT comprises the Director, the Deputy Director - Learning and Deputy Director - Finance and Operations. Members of the SLT are expected to inform discussions through prior consultation with appropriate stakeholders within the school, in order to be able to formulate valid and realistic plans.

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1.30711 Mandatory Handbooks

The following handbooks are mandatory in Nanjing International School.

1. PYP/MYP Curriculum Overview (no DP)
2. Parent Handbook
3. School Procedural Info
4. Board Governance Handbook
5. Operations and Finance Handbook

With the exception of the Policy and Procedures Handbook, all handbooks are expected to present salient but not comprehensive information, of particular interest to the target group. Handbooks must be reviewed and updated annually.

1.30712 Multilingual Handbook Publication

At the discretion of the Senior Leadership Team, entries to handbooks may be made in languages other than English, if this is viewed to be necessary to convey essential information. It is not envisaged that all handbooks will be partly or entirely multilingual. The need for multilingual provision of information will be periodically reviewed by the SLT.

1.30713 PYP/MYP Curriculum Overview for Students

PYP/MYP Curriculum Overview for students and parents/guardians will be presented in language and format which are accessible to them, in terms of register and technical information. Handbooks are intended as a broad guide, rather than as a comprehensive reference.

NIS commits to offering orientation sessions to students and parents/guardians in addition to providing written information about its activities.

1.30714 School Procedural Info for Employees

School Procedural Info for employees is on the Server following review and updating. These are intended as a procedural guide, and as a selection of materials which are viewed as being of salient importance. They are not comprehensive in coverage of policy and procedure.

1.30715 Handbooks for Board Members

Handbooks for Board Members are compiled by the Governance Committee. The Board Handbook comprises information on operational, ethical and procedural matters which is of particularly salient importance. It does not replace the need for Board Members to be familiar with the Policy and Procedures Manual.



1.30721 Director's Status Report

The Director shall submit a status report before each Board meeting, which gives an account of the activity in the school and its community since the last report was issued. The format of this report is prescribed by the Board. It is submitted to Board meetings for questions only – Board members are expected to have read the report before the Board meeting takes place.

1.30722 Financial Statements

The Manager, Finance and Operations generates full financial reports following reconciliation of accounts with the school's bank statements, at the end of each calendar month. The financial information is condensed into a one-page format for the purpose of presentation to the Board. This format is prescribed by the Board.

All such condensed financial information must be supported by full accounting information using day journals generated by the school's accounting software.

The full monthly financial report is reviewed by the Director and Manager, Finance and Operations, and is presented with verbal commentary to the Treasurer and Finance Committee, prior to submission of the summary sheet to the Board. The finance committee must meet physically at least every two months, to review the financial information. In months when the finance committee does not meet, the information must be reviewed and approved electronically by the Board treasurer.

Internally to the school, budget heads are presented with monthly expenditure reports, showing expenses against budget.

1.30723 Programme (Academic) Reports

The Deputy Director - Learning is expected to provide a comprehensive report on developments within the PYP, MYP, Diploma, ESL and Student Services and Activities programmes, to the Director, for incorporation into the Director's annual report to the Board, by August 31st of each calendar year. Such reports are in a format which is mutually agreed between the Director and the Deputy Director - Learning.

1.307311 Director's Annual Report

The Director's Annual Report to the Board is published no later than September 15 each year. It is submitted to the Board for approval, and is published to the NIS community following approval, at least ten days before the date of the Annual meeting.

The format of the Annual Report is prescribed by the Board. The current prescribed format is:

1. Overview of the Report
2. Strategic plan for the previous year
3. Strategic plan for the coming year
4. Curriculum reports for the previous year by Deputy Director - Learning
5. Personnel report
6. Facility report
7. Other



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1.307312 Annual Audit Report

The Finance Committee shall appoint a qualified auditing company to carry out an independent audit of the school's financial operation, during August of each year.

The findings of this audit shall be presented in the form of an audit report. This report shall be submitted simultaneously to the Treasurer, Director, and Board Chair.

It will be presented to the Board for approval for publication to the community, and will be published to the NIS community at least ten days before the date of the Annual Meeting.

1.307321 Report to Jiangsu Provincial Foreign Affairs Bureau

This annual report regards employment and business operation. It is compiled by the Human Resources Manager, according to the prescribed format, by the deadline required by the Provincial Foreign Affairs Bureau. It is completed in Chinese, and is not normally passed on to the Board.

1.307322 Report to Jiangsu Provincial Education Bureau

This report is prepared in Chinese only by the Human Resources Manager. It gives information regarding enrolment and employment of teachers, and also about curriculum. It is completed according to the required format, and is submitted by the required deadline. It is completed in Chinese, and is not normally submitted to the Board.

1.4011 Attendance Days For Students

Students normally attend school for 185 days per school year.

1.4012 Attendance Days for Employees

Attendance days for employees are stipulated in each employee's employment contract. All teachers are expected to attend school for 195 days per year. Teachers with responsibility positions are expected to attend further days, according to the responsibility held. Administration employees are expected to take vacation entitlement during student vacation periods.

1.4013 Attendance Days: Last Days Before Winter and Summer Vacations

In order to facilitate travel home at these times of year, for NIS families, school closes at 11.30am on these two days each year. Attendance on these days' counts as one full day's attendance, for the purpose of student attendance records, and for the purpose of personnel attendance records, for faculty and teaching assistant personnel.

1.4021 Establishing the Annual Calendar

The Board shall establish the calendar for each school year two full years in advance of the start of the year in question. This calendar shall comprise student contact days, scheduled vacations, required teacher in-service training days, and orientation days for new overseas staff.



1.4022 Publishing the School Calendar

The school calendar for the coming year, including details of planned school events, shall be published by at least 10 working days before the final student contact day of the school year.

1.4023 Changes to the School Calendar

Changes to the school calendar which involve rescheduling contact days must be approved by the Board. Changes to events scheduling are the responsibility of the school administration.

1.4031 Summer Schools For NIS Students (Times Allowed)

NIS may operate summer schools for its own students, charged additionally to regular school fees, on a day-only basis, between 08.00 and 17.00, during the summer vacation and winter vacation only. Summer schools may not take place during other vacations.

1.4032 Schools And Training for Non-NIS Students (Dates and Times Allowed)

The Board may by special decision decide to allow the operation on NIS premises of schools and training initiatives. Scheduling of such initiatives is by prior agreement with the school administration, which shall take care to ensure that no disruption of the regular NIS educational programme, nor of its maintenance programme, shall take place.

Subject to these criteria, such initiatives may take place during evenings and at weekends, and during school vacations. They may not take place during regular operating hours, on regular scheduled school days.

1.4041 Length of School Day (Regular Programme)

The school day takes place between 08.00 and 17.00 each weekday.

1.4042 Length of School Day (Activities Programme)

The school day may be extended to allow for particular extra-curricular activities to take place. Students participate voluntarily in such activities. Staff participate in such activities beyond the regular school day by agreement.

1.4043 Breaks and Recreation Opportunities

The Director shall ensure that the daily schedule allows opportunity for students to enjoy at least 60 minutes of snack, meal and recreation breaks during each scheduled school day. This time shall be apportioned in two daily sessions, as a minimum.



1.4051 Decision to Implement Emergency Closure

The decision to implement emergency closure shall be taken by the Crisis Management team, which comprises the Director, the Deputy Director - Learning, and the Board Chair. Such closure is envisaged under circumstances where the school cannot be safely operated, and will be effected in extraordinary conditions only.

1.4052 Crisis Management

The Director shall ensure current Crisis Management procedures are in place at all times. Crisis management procedures must be reviewed annually.

1.4052 Procedure: Crisis Management

A. Overview of Crisis Management

a) Definition of a Crisis

- Bomb threat, or other threatened attack, jeopardising student, personnel or premises
- Fire on school premises
- Shooting or other armed attack from inside or outside school premises
- Death of a student or staff member
- Social or political unrest, including, war, insurrection, protest and civil disobedience
- Kidnapping and Abduction
- Extreme weather conditions that make travel to or attendance at school unsafe

Exclusions, the following is a list of very serious scenarios, which would not automatically trigger Crisis Management Procedures. The Senior Management Team may recommend to the NIS Chair implementation of Crisis Management procedures, for any of the following exclusions, if a case is considered extreme. Under normal circumstances, these exceptions would be addressed through standard disciplinary policy and procedure.

- Child abuse by parents or staff
- Drug abuse by parents or staff
- Other criminal activity by parents, students or staff
- Physical violence by staff against a student
- Physical violence by a student against another student, or against a member of staff
- Dismissal of a member of staff
- Suspension or expulsion of a student
- Life-threatening injury to staff or student, outside school
- Serious injury to a student during school-sponsored activity



b) Purpose of Crisis Management Procedures

- To protect the students and staff of NIS
- To facilitate return to normal operation
- To support students and staff in returning to normal operation
- To communicate clearly the school's response to any given situation, to community stakeholders and to local authorities, as appropriate

B. Preventive Safety Measures – Avoiding Crises: What the School Does

a) Installs, Reviews and updates preventive safety and security procedures

- The Senior Management Team critically reviews current crisis management and preventive safety measures, including evacuation, once annually
- Commissions an annual safety inspection by a qualified independent agency, and requires a written report, to which the school responds through implementing its recommendations
- School to be equipped with fire extinguishing equipment in accordance with fire safety regulations
- Smoke alarms to be installed in all corridors, classrooms, offices and storage rooms in accordance with local fire safety regulation
- All emergency exits and corridors to be equipped with emergency exit signs in accordance with local fire safety regulations
- Tests fire extinguishing/smoke alarm equipment every three months
- Checks and tests fire alarm systems every three months
- Identifies muster points for registration of evacuated students
- Identifies an alternative location for muster point, in case of bomb threat or fire hazard making the standard muster points unusable
- Designates one Senior Management Team Member to hold responsibility for and oversight of safety and security issues

b) Maintains emergency communication structures

- Maintains a communication chain for parents, to enable efficient retrieval of children from school, in emergencies
- Renews parent contact chains once per semester, and asks parents to update by hand when new families arrive and current families depart.
- Contact details for the school community, issued to the Senior Management Team, are renewed once per semester, and are updated as new families arrive and old families leave.
- Provides parents with emergency contact details for the Senior Management Team, so they may alert the school to an emergency or danger
- Maintains a clear procedure for alerting security services in the event of emergency
- Maintains a procedure for facilitating identification of those who send threats to the school by telephone, email, or fax.



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- c) Keeps its community aware of safety and security issues
 - Evacuation notices are posted in all classrooms
 - Lockdown procedures are posted in all rooms
 - Evacuation drills are carried out once per semester, for staff and students
 - Lockdown drills are carried out annually, for staff and students, on a soft basis
 - Emergency exit signs are placed in all corridors
 - Reception staff are trained in Threat Procedure and Security Alert Procedure, and are drilled twice annually

- d) Monitors visitors to the school to prevent unauthorised intrusion and abduction
 - All NIS staff wear photo ID when on school premises, in order to help identify unauthorised visitors.
 - All visitors to the school must sign in and out of the premises, and wear an identifying badge whilst on the premises.
 - Visitors who are not known parents must additionally leave some form of identification at Reception
 - Requires parents to indicate in writing who may collect their children from school, and how they normally will travel home.
 - Supervises release of children in Grade 5 and below to authorised adults, or to authorised older students
 - Requires photo Identity Cards for employees of parents who collect their children (Grade 5 and below) from school
 - Requires parents and older students collecting children in Grade 5 and below from school, to wear an identifying badge
 - Requires parental permission to release students to any unauthorised person.
 - Supervises students who have been left at school, until an authorised person can collect them

C. Crisis Response Measures: What the School Does

- a) Implements Evacuation Procedures at a point appropriate to the crisis
- b) Mobilises the Crisis Management Team to lead crisis management
- c) Organises appropriate support measures for the community
- d) Establishes a communications centre at an appropriate location
- e) Maintains a communication chain for parents, to enable efficient retrieval of children from school, in emergencies.
- f) Ensures that the Senior Management Team holds contact details for the whole school community at all times.

D. The Crisis Management Team

- a) Composition
 - The team shall comprise the Director, the Deputy Director – Finance & Operations, the Deputy Director – Learning, the Secretary to Director, and the Board Chair. It shall meet at the earliest opportunity following the crisis. Volunteer alternates may be identified by the Director, or designated deputy, as necessary.
 - The Director, or designated deputy in the Director's absence, acts as the spokesperson for the Crisis Management Team.



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b) Emergency Situation Team

- a. To provide assistance to the Crisis Management Team the following will make an Emergency Situation Team: Facilities Manager and Security Manager.

c) First Meeting

- The first meeting of the team will respond to the agenda below
- Review state of crisis for safety of all students and personnel, and security of buildings
- Identify further logistical support needed, including human resources and communications centre
- Assess the status of the crisis, in consultation with appropriate authorities and/or consulate
- Identify support needs for resumption of normal operation
- Estimate date of resumption of normal operation
- Establish plan for implementing support measures
- Formulate plan for return to normal operation, and identify Crisis Management Team meeting schedule
- Communicate the plan to the school community
- Prepare official press statement (see Appendix 12), and identify next meeting.

d) Subsequent Activities

- The team will set a meeting schedule at its second meeting
- The team will continue to monitor the situation, to review support measures in place, and develop and communicate statements as necessary
- The team will dissolve at a point when it agrees that it serves no further purpose in addressing the crisis triggering its formation.

E. Response to the Different Types of Crises

a) Bomb Threat, Other Threatened Attack

- a. Telephone/fax/email threat procedure implemented
- b. Evacuation procedure implemented
- c. Security services alert procedure implemented
- d. Crisis management team mobilised
- e. Search procedure implemented (security services)
- f. Communication chain mobilised (if students to be returned home)
- g. If necessary, response Deputy Director – Finance & Operations) (The Crisis Management Team: Subsequent Activities) implemented
- h. Crisis Management Team dissolved

b) Fire on School Premises

- a. Evacuation Procedure implemented
- b. Security Services alert procedure implemented
- c. Crisis management team mobilised
- d. Damage assessment by Crisis Management Team
- e. Communication chain mobilised (if students to be returned home)
- f. If necessary, response Deputy Director – Finance & Operations (The Crisis Management Team: Subsequent Activities) implemented
- g. Crisis Management team dissolved



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- c) Shooting or Other Armed Attack
 - a. Lockdown procedure implemented
 - b. Security Services alert procedure implemented
 - c. Search procedure implemented (security services)
 - d. Evacuation procedure implemented
 - e. Communication chain mobilised
 - f. Crisis Management Team mobilised
 - g. If necessary, response Deputy Director – Finance & Operations (The Crisis Management Team: Subsequent Activities) implemented
 - h. Crisis Management Team dissolved

- d) Accidental Death or Student or Staff Member
 - a. Crisis Management Team mobilised
 - b. Communication chain mobilised
 - c. One-day mandatory Elementary School closure next day announced
 - d. Optional attendance Secondary School announced
 - e. Staff meeting for all staff at normal time announced
 - f. School counsellor taken off schedule
 - g. Library becomes counsellor's base
 - h. Community appeal for counselling services implemented: other schools, community companies, drop-in centres for students, staff, parents, established
 - i. Crisis Management Team dissolved

- e) Unrest, War, Civil Disobedience
 - a. Crisis Management Team mobilised
 - b. Security Services alert procedure implemented
 - c. Communication chain mobilised in the event of evacuation being necessary
 - d. Student records secured by Senior Management Team
 - e. If necessary, response Deputy Director – Finance & Operations (The Crisis Management Team: Subsequent Activities) implemented
 - f. Crisis Management Team dissolved

- f) Kidnapping and Abduction
 - a. Security Services alert procedure implemented
 - b. Crisis Management Team mobilised
 - c. School counsellor taken off schedule
 - d. Evening drop-in centre for students, staff, parents, established
 - e. Crisis Management Team dissolved

F. Updating and Review

- a) Crisis Management Procedures are reviewed and updated at the annual meeting of the Crisis Management Team, **before September 30 each year.**
- b) A copy of the Crisis Management Procedures will be kept in the offices of the Deputy Director – Finance & Operations, the Deputy Director – Learning, the Secretary to Director, the Facilities Manager and at the NIS Reception and by the NIS Chair.
- c) Crisis Management Procedures will be stored in the staff handbook, issued to all faculty and administration staff.



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- d) An updated copy of the emergency contacts chain shall be stored with each copy of the Crisis Management Procedures, as per 6.12 above.
- e) The Deputy Director – Finance & Operations is responsible for managing the review, implementation and administration of Crisis Management Procedures

G. Appendices

1. Visiting Guests Procedure (Visitors are categorised as Scheduled Visitors, Intruders, Business Visitors, Visiting current and potential parents)
2. Procedure: Collecting Children From School
3. Procedure: Identification (Staff ID tag Parent ID tag Chaperone ID tag Visitor Identification and ID tag)
4. Fire Procedure
5. Evacuation Procedures
6. Alternate Location Procedure
7. Lockdown Procedure
8. Crisis Management Team Contacts
9. bomb threat procedure
 - a. Telephone/fax/email bomb threat procedure
 - b. Telephone Operators Procedure
 - c. Bomb Threat Check List
10. Security Services Alert Procedure
11. Search Procedure (security services)
12. Press Release Guide

1.4053 Make Up Days

In the event of student contact days being lost through special or emergency closure, the Board shall determine whether or not it is desirable to make up those lost days by amending the published calendar.