



# POLICY MANUAL



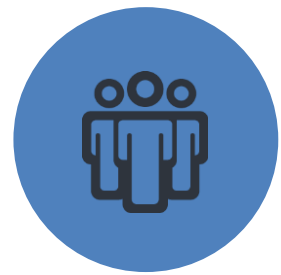
**UPDATED**  
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# MISSION

Compassion, Courage and Curiosity

# VISION

At OSC we live our mission by creating space and time for learners to engage in mutually respectful and enriching connections; teaching intercultural understanding, development and competencies; fostering a culture of learning that sparks joy, thinking and inquiry; nurturing personal identity so every learner feels a sense of belonging; and inviting all learners to persevere in their learning journey.



# VALUES

We value community and relationships.

We value process and growth.

We value integrity and dignity.

We value empowerment and taking action.

We value sustainability.

We value creativity and expression.

# OSC MOTTO

Unity in Diversity

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## SECTION 1: THE SCHOOL

### 1.1 Legal Status

1.11 The Overseas School of Colombo (OSC) is a non-profit, independent day school serving the needs of the children of the community who would benefit from such an institution with instruction in the English language, international in character, and based on contemporary educational philosophy and methods.

The legal foundation of the school is established in the Articles of Association of The Overseas School of Colombo, adopted June 2021.

### 1.12 Bylaws

The Overseas School of Colombo Association Bylaws last amended March, 2016, stipulate the structure of the Governing Board of Directors and set forth its authority and responsibilities.

### 1.2 Program Parameters

#### 1.21 Mission

Compassion, Courage & Curiosity.

#### 1.22 Vision

At OSC we live our mission by:

Creating space and time for learners to engage in mutually respectful and enriching connections; teaching intercultural understanding, development and competencies; fostering a culture of learning that sparks joy, thinking and inquiry; nurturing personal identity so every learner feels a sense of belonging; and inviting all learners to persevere in their learning journey.

#### 1.23 Values

We value community and relationships

We value process and growth

We value integrity and dignity

We value empowerment and taking action

We value sustainability

We value creativity and expression

### **1.3 Governance**

The governance of the school shall be exercised by the OSC Board of Directors, as set forth in the Articles of Association and Bylaws.

#### **1.31 Role of the Association**

The roles of the Overseas School of Colombo Association and Association members and protocols for conducting Association business are stipulated in the Company's Act, the Articles of Association and Bylaws.

#### **1.4 Accreditation and Authorizations**

The Overseas School of Colombo values recognition as an excellent educational institution grounded in research-proven international educational principles and accordingly will maintain accreditation from the Middle States Association of Colleges and Schools' (MSA) regional accrediting agency and The Council of International Schools (CIS) so long as both agencies continue to be fully recognized by universities in the United States and internationally.

The Overseas School of Colombo will maintain authorisation by the International Baccalaureate for all three programmes: PYP, MYP and DP, whose services or material are incorporated into the school program.

#### **1.5 Non-discrimination Policy**

OSC is committed to maintaining a school that is free from unlawful discrimination of any student or employee based on that person's race, religion, sex (including gender identity and sexual orientation), or national origin. Such discrimination is not tolerated because it jeopardizes the harmonious relationships necessary for the effective operation of the school. Students and employees of the School enjoy the right to study and work in an environment free from discrimination.

Any OSC employee, student or member of the Association who discriminates or harrasses on the basis of race, religion, sex (including gender identity and sexual orientation), or national origin, may be subject to corrective/disciplinary action. Disciplinary proceedings will include an appropriate investigation and an opportunity to respond.

The Head of School shall ensure that this policy is understood, abided by, and enforced and establish a process to investigate complaints promptly and take corrective/disciplinary action as necessary.

#### **1.6 Diversity, Equity and Inclusion**

To ensure diversity, OSC is dedicated to creating systems that value the unique contributions of all students and staff of the school so they may fully engage in achieving our vision.

Accordingly, we commit to explicitly embedding a diversity, equity, and inclusion lens in our organizational culture and in our educational practices, enrollment, staffing and governance.

The Head of School is responsible for ensuring that our school culture embodies practices honoring and demonstrating diversity (the collective mix of differences and similarities amongst individuals within our community), equity (equitable access to success across our school's programs), and inclusion (an environment in which all individuals feel a sense of belonging in our diverse community).

To ensure diversity, the School Board directs the Head of School to draw to its attention any pattern of admissions in which one national group occupies 25% of the available places within the School in order to provide a balance of student nationalities. The course of action to be adopted in such circumstances will be determined by the School Board.

### **1.7 Religious and Political Neutrality**

OSC maintains the posture of neutrality on all matters relating to religion and politics. The School will not proselytize a specific religious belief or political ideology, but will incorporate into the curriculum knowledge and appreciation of the role that religion and politics play in the social, cultural and historical development of civilization.

School facilities may not be used by any individual or group for religious or political purposes unless special permission is given by the Head of School.

## SECTION 2: THE BOARD OF DIRECTORS

### 2.1 Powers and Duties of the Board of Directors

#### 2.11 Director's Authority and Responsibilities

The Board of Directors exercises authority of the School and bears responsibility for governing the School as stipulated in the Articles of the Association and Bylaws.

#### 2.12 Board of Director Code of Conduct

Ethical conduct by the Board and individual Board of Directors is of the utmost importance, both from a legal and fiduciary perspective and in regard to maintaining the confidence of stakeholders. Accordingly, the Board of Directors shall agree to the OSC Board Director's Code of Conduct explicitly committing to ethical conduct, including maintaining confidentiality and disclosing conflict of interests, and indicate such agreement by signing code of conduct forms.

### 2.2 Strategic Governance

The Board of Directors is focused on establishing the strategic direction of the School. Inherent in that process is its responsibility for exercising fiduciary oversight to ensure mission fulfillment, maintaining appropriate policies, and exercising strategic foresight. In fulfilling this role, the Board of Directors will monitor the implementation of its policies and decisions and achievement of its strategic directives.

Guidelines for such monitoring are described in the Board Handbook.

#### 2.21 Board Goals and Plans

In order to promote ongoing effective governance, the Board of Directors will adopt annual Board goals for the operational and strategic work of the Board, develop action plans accordingly, assess the results, and adjust as needed.

To inform its own goal setting, the Board of Directors are responsible for approving the strategic direction of the school. As such, it will approve a Strategic Plan, integrated with the Financial Plan and Master Facilities Plan, to be updated annually.

#### 2.22 Board Policy/Policy Development

The Board of Directors shall adopt policies to further the mission of the School and to ensure the effective management and operation of the school. All policies shall be framed and interpreted in accordance with the Articles of Association and Bylaws. Policies will conform with established criteria of school policies from accredited international (peer) schools.

## **Policy Review**

The Board shall undertake development or review of any policy as warranted. Such review may occur upon recommendation of the Head of School or a Board of Director and stem from a situation wherein the lack of policy, inadequacy of a current policy, or inappropriateness of a current policy is noted.

Draft policies, with rationale for any changes, shall be recommended in writing to the Board for review prior to a scheduled Board meeting at which time such proposed policy changes will be considered by the Board. Policies will be adopted on first reading by a two thirds vote of the Board of Directors present.

## **Suspension of Policy**

The Board of Directors may temporarily suspend the implementation of any policy not mandated by the Articles of Association or Bylaws where it determines that applying the policy does not serve the interests of the School. Should a policy be suspended by the Board of Directors, it should be referred for review, resulting in a recommendation to the Board within a stipulated timeline.

### **2.23 Board Calendar**

In order to ensure a timely and deliberate work plan for its governance responsibilities, the Board of Directors will approve and attempt to abide by an annual Board Calendar delineating major Board tasks, reports to the Board, and strategic endeavors planned for the school year.

## **2.3 Board Development**

### **2.31 Selection of Board of Directors**

Guidelines for the selection (election/appointment) of Board of Directors are established in the Articles Bylaws and the Board's Nominations Procedure found in the Board Handbook.

### **2.32 Orientation, Retreats, & Appraisal**

The ongoing development of the capacity of the Board of Directors is of great importance. In recognition of that need, the Board Chair and Head of School shall ensure planning and execution of an orientation of new Directors, an annual "retreat" of the full Board at least once a year, and a self-appraisal process of the Board, which can help inform subsequent Board goals.



### **2.33 Removal of a Board of Director**

Prior to the expiration of the terms of their office, Directors may be removed from the Board by an affirmative vote of all other Directors. The Director subject to removal must be recused from voting, as a conflict of interest.

The option to remove a Board of Director by the Board should only be used in cases of serious infractions of Board policy, conflict of interest, malfeasance, extremely disruptive behavior, breaching of confidentiality, or other issues that can damage the reputation of the school or undermine the authority and effectiveness of the Board.

In the event of an issue such as mentioned above, the Director should first be counseled by the Board Chair or designee and if deemed warranted, be requested to resign before the formal removal process is initiated by the Board Chair, or if the Director in question is the Chair, by the Governance Chair.

### **2.4 Board Chair/Committee Chairs**

The Board's Chairs bear responsibility for leading the Board in fulfilling its governing role. Guidelines for selection of Chairs and performance of their roles are established in the Articles and Bylaws.

### **2.5 Committees and Task Forces**

Committees serve a vital purpose in the work of the Board and are established in the OSC Bylaws. They are charged with developing recommendations for Board review/approval. Board-approved Terms of Reference establish guidelines for each standing committee and task force.

The OSC Board Chair ensures that the Committees are suitably constituted, and the Committees elect their own Chairs.

### **2.6 Board Meetings**

Frequency and protocol for Board meetings are prescribed in the Bylaws. As prescribed therein, meetings of the Board of Directors are work sessions, where the Board performs its governing role of conducting the business of the School, and therefore, are not public meetings. However, the Board of Directors may, at its discretion, invite members of the community to attend Board meetings as observers or presenters.

### **2.7 Board Policy Manual Protocols (Board Policy Manual)**

The Board Handbook serves to provide operational guidance for the work of the Board. All Directors are expected to be familiar with the protocols so described. Authority to amend that Handbook rests with the Board.

## SECTION 3: ADMINISTRATION

### 3.1 Head of School-Board Relationship

The Board has the responsibility to select, employ, evaluate, and if necessary, terminate employment of the Head of School. The Head of School serves as the “Chief Executive Officer of the School”, responsible to the Board for the implementation of Board policies, the execution of Board decisions, the day-to-day administration of the school, and advising the Board on all policy matters.

In delegating these responsibilities, the Board shall:

- Give the Head of School the full administrative authority for properly discharging his or her professional duties.
- Ensure that the Head of School, as the ex-officio, attends all Board and Committee meetings except those pertaining to the Head of School’s own contract or performance. All such discussions regarding the HOS contract and evaluation will be fully minuted.
- Refer complaints and requests to the Head of School outside of a board member, promptly so that the Administration is aware and the HOS has an opportunity to resolve and/or brief the Board on the matter as needed and as appropriate.
- Make requests for reports and other detailed information as a Board or Board Chair, or a Committee Chair if consistent with the Committee’s Terms of Reference, not as individual Board of Directors.

### 3.2 Head of School’s Responsibilities

Specific Head of School’s duties and responsibilities are stipulated in the Head’s Job Description.

#### 3.21 Administrative Regulations

A set of standard operating procedures, regulations, guidelines, and handbooks for the implementation of Board Policy shall be maintained by the Head of School. The Board reserves the right to review such procedures at its discretion, but it shall revise or veto such procedures only when, in the Board’s judgment, they are inconsistent with policies adopted by the Board.

The HOS will notify the Board of any significant changes to current procedures directly linked to Board policy. The Board of Directors will be provided with links to all the regulations, procedures, guidelines or protocols in the school’s repository.

### **3.22 Administration of a New Policy in Absence of Policy**

The Head of School is responsible for the administration of the School in accordance with Board policies. When circumstances require immediate action but existing policies provide no guidelines and there is no time to consult either the full Board or the Board Chair, the Head of School is empowered to take appropriate action. The Head of School shall report such action to the Board at the earliest opportunity.

### **3.3 Head of School's Contract**

The Board shall execute a decision regarding renewal of the Head of School's Contract and associated terms and conditions in a timely way such as to ensure due process for all parties and allow for effective transition should the contract not be renewed. Guidelines for contract renewal, non-renewal, and termination are stipulated in the Head of School's Contract.

### **3.4 Head of School's Evaluation**

One of the Board's chief responsibilities is supporting and nurturing the Head of School. One fundamental component of that process is the annual review of the Head of School's performance.

The evaluation process is meant to be growth-and improvement-focused. The tools used in that process shall be developed collaboratively by the Board and Head of School, based on clear mutual understanding of expectations as set forth in the Job Description, Board-approved annual Head of School's goals, and other documented responsibilities that might arise during the school year.

### **3.5 Head of School Recruitment and Selection**

In the event it is necessary to select and employ a new Head of School, the Board of Directors shall initiate and supervise the search processes, and shall make the decision of whom to employ and on what terms. In conducting the search, the Board of Directors shall consider the perspectives of all elements of the School community, including administrators, faculty, staff, students and parents.

## SECTION 4: FINANCES

### 4.1 Fiscal Guidelines

#### 4.11 Fiscal Authority

All financial authority is vested in the Board, supported by the Finance Committee as stipulated in the Articles of Association and/or Bylaws. Financial transactions may be executed on behalf of the School only if approved by the Board or by an individual to whom the Board has delegated authority. Specific guidance regarding that delegated authority is established in the OSC Financial Procedures Manual.

#### 4.12 Finance Procedures (OSC Financial Procedures Manual)

The OSC Financial Procedures Manual contains guidelines for implementing finance policies and is reviewed by the Finance Committee annually. The Manual shall be amended as needed and if such an amendment is needed, a full review and approval process will take place by the Board. As a minimum, the Financial Procedure Manual will be reviewed by the Board every three years.

In the event that significant exceptions to or changes in those procedures are warranted during the year, the Head of School and Chair of the Finance Committee will recommend/propose changes to the Board for approval.

### 4.2 Financial Planning

#### 4.21 Financial Plan

Foresight in sustaining the School's financial security relies on careful planning, execution, and oversight. Accordingly, the Board will maintain a three-year Finance Plan integrated with the School's Strategic and Facilities Master Plans, reflecting the Board's priorities.

#### 4.22 Annual Budget

The School's annual budget establishes a framework of anticipated expenses. As an authorization for expenditure of funds, the budget shall be approved and if necessary, adjusted by the Board upon recommendation of the Chair of the Finance Committee. Protocols for development of the budget are prescribed in the OSC Financial Procedures Manual.

#### 4.23 Reserves

An Operating Reserve Fund (ORF) shall be maintained to provide for emergencies that may put the operations of the School in financial distress. This fund shall not be depleted to less than an amount equal to four months of the current year's annual operating expenses.

A Capital Reserve Fund (CRF) shall be maintained to provide for the renewal and replacement of the School's plant and equipment and other capital items. It is intended to supplement the annual capital budget of the School. The amount in the Capital Reserve Fund is determined in concert with the three-year Finance Plan and Master Facilities Plan, and updated annually.

Expenditures from either Reserve Fund require approval by the Board.

All related policies to the Reserve Funds are found in the OSC Financial Procedures Manual.

#### **4.24 Investments**

The primary objective of the investment program is to provide safety and liquidity of capital in order to support the School's programs. The investment program will be recommended by the Finance Chair, approved by the Board, implemented by the Head of School, and overseen by the Finance Committee in accordance with guidelines established in the OSC Financial Procedures Manual.

### **4.3 Revenue Sources**

#### **4.31 Tuition, Fees, and Other Revenue**

As a non-profit entity, the School seeks to take in as revenue, funds sufficient only to 1) fund all anticipated operating expenses needed to fulfill the mission of the School; 2) meet current and short-term capital needs, including appropriate facilities' expansion in support of the mission of the School, and; 3) to provide prudent reserves for future needs. Accordingly, tuition will be set annually by the Board upon recommendation of the Finance Committee. Protocols for developing that recommendation are stipulated in the OSC Financial Procedures Manual.

##### **4.311 Refunds of Tuition and Fees**

Fiscal decisions and programming commitments are made well in advance, based on anticipated revenues, thus refunds of tuition and fees cannot be guaranteed and may be made only under strict conditions:

##### Application Fee, Capital Assessment and Registration Fee

These fees are not refundable

##### Re-enrollment Fee

This fee is not refundable

##### Refundable Deposit

This fee is refundable after recovering any losses incurred by the student

### Tuition fees

The School does not reimburse any payment for a current semester due to a student's absences, closure of campus, sudden departure, suspension or expulsion. In the event of an informed withdrawal, OSC follows the guidelines set in the OSC Financial Procedures Manual.

### Long-Term Closure

In the event that the School's operations are forced to cease and are not re-opened in sufficient time to provide a minimum school year (as defined by the Board), the Board will decide if and how much of the paid tuition the School will refund to members.

## **4.32 Aid and Grants**

Periodically funds may be sought or made available from outside sources as grants or aid. Decisions to accept funds from government foundations or private sources are made by the Board. Such grants must comply with the conditions and requirements stipulated in the OSC Financial Procedures Manual.

## **4.33 Fundraising/Institutional Advancement/Gifts**

Fundraising is designed to supplement tuition and fees and other revenue sources. All major fundraising endeavors shall require approval of the Board. Guidelines for both minor (for instance, a student-led drive for a community service project) and major (for instance, developing a scholarship fund) fundraisers are established in the OSC Financial Procedures Manual.

The Head of School is authorized to accept gifts of value less than \$1,000 as long as such gifts are given freely and unconditionally. Gifts of greater value or those which are linked to a particular condition of acceptance or use require the approval of the Board.

## **4.4 Student Scholarships and Tuition/Fee Waivers**

OSC values and celebrates diversity. The School culture is enriched through academic and social interactions among a diverse student body. Towards that end, the School has established The OSC Scholarship Program.

The OSC Scholarship Program provides qualified students with the Sri Lankan citizenship who are unable to attend OSC due to financial limitations and access to an OSC education.

Guidelines for granting and maintaining scholarships/fee waivers are established by the Head of School and approved by the Board. Administration of these scholarships is undertaken by the Scholarship Committee, as established by the Head of School.

## 4.5 Accounting

### 4.51 Business Office Accounting and Reporting

Protocols for accounting and reporting are stipulated in the OSC Financial Procedures Manual.

### 4.52 Financial Audit

An external auditor approved by the Board shall complete an annual audit. The audit shall commence not later than 60 days following the end of a fiscal year (end of July), with a draft report submitted to the Finance Committee for review and forwarding to the Board for acceptance no later than November 1<sup>st</sup>.

## SECTION 5: OPERATIONS

### 5.1 Facilities

School facilities at OSC shall offer the best possible environment for learning and teaching. Buildings, grounds, and equipment shall be maintained in good physical condition: safe, clean, and optimally functional. The care, custody, and safekeeping of the School's facilities are the responsibility of the Head of School.

#### 5.11 Campus Redevelopment Master Plan

The Board will maintain a Campus Redevelopment Master Plan, updated annually and integrated with the School's Finance Plan and Strategic Plan, and used to guide major decisions.

#### 5.12 Environmental Sustainability

The School recognizes that its operations have a direct and/or indirect effect upon the environment and shall continuously commit to improving its environmental impact, both for practical reasons and as a model for students. Therefore, when making decisions the School shall take into consideration the impact of those decisions on the environment.

The School shall encourage student initiatives that further sustain environmental practices.

### 5.2 Safety and Security

A safe, healthful, secure working environment for OSC employees and students is necessary for both the well-being of all and to ensure optimal conditions for learning. Accordingly, the HOS shall develop safety and security guidelines and ensure systems are in place that promote the safety, security, and wellbeing of all personnel, including training, implementation, and preventative measures, as well as conducting follow-up to all incidents, injuries, and accidents.

Standards and protocols for such measures are prescribed in the OSC Emergency Procedures Manual and published in Handbooks as appropriate.

The Board of Directors will ensure that the OSC Child Protection Policy is developed and implemented and widely understood across the school community. To this end, all Board of Directors will be trained in child protection policies of the school.

### **5.3 Emergency Policies**

#### **5.31 Emergency Procedures Manual**

The Head of School shall maintain an up-to-date emergency procedures manual and ensure implementation of all regulations and practices therein. The Head of School will brief the Board annually and notify the Board of any significant changes to procedures cited in that Manual as they are needed.

#### **5.32 Crisis Response**

##### **5.321 Force Majeure**

In the event of civil disobedience, war, strike, pandemic, terrorist actions, natural calamity, threats, government shut-down thereof, or in case of force majeure due to any other events, the school may be forced to close or limit access to its premises.

In the case of a temporary closure, the School, to the greatest extent possible, will continue to deliver its programs virtually until such time as it can reconvene.

The Head of School shall ensure adequate plans and resources are in place, in accordance with the School's Risk Management Plan.

##### **5.322 School Closure/Dissolution**

In emergency situations it may be advisable to close the school. In such cases, the Head of School shall advise the Board Chair that the school be closed, either through early dismissal or for one day. If closure for more than one day is warranted, the Head of School shall advise the full board and then make a decision.

If closure is anticipated to extend more than three days, the full Board will make the decision.

Over and above this protocol, should a situation arise that poses danger to the safety and wellbeing of students and staff and the Head of School is authorized to close the school for up to one day.

Upon decision to close school, the Head of School bears the responsibility of informing the Board, parents, faculty and staff, students, and other relevant persons/agencies.



## **School Closure: Continuation of Salary and Benefits**

If the School is to be temporarily or permanently closed by order of the Board or as a result of a Force Majeure situation, employees will be entitled to termination benefits in accordance with the terms of their contracts.

In the event of temporary closure, employees will continue to receive their salaries as long as they are on contract/employment with the School.

In the case of permanent closure of the School, the School will fulfill its obligations to the best its ability paying a portion of or fulfilling the remainder of the salary due for that school year for all employees (quantifying the portion will be subject to a Board decision); For expatriate employees this will also involve the repatriation of employees and dependents in line with the contingency fund provisions and the insurance policy designed specifically for this purpose.

As per above, local laws take priority and decisions with regard to school closure/liquidation are subject to the Company Act.

## **5.4 Support Services**

### **5.41 Transportation Program**

The OSC bus program operates under the direction of the Head of School to serve the needs of students in a safe and efficient manner. Bus service is provided for an additional fee, routes contingent upon sufficient ridership and ability to provide the service.

OSC busing arrangements and trips are to be handled as determined/delegated by the Head of School. The Head of School shall determine how best to offer a bussing program, through "in-house" service or contracted vendor(s).

Transportation for students engaged in approved School activities shall be provided by the School as determined by the Head of School.

### **5.42 Food Services**

The School will maintain a quality school lunch program that provides opportunities to purchase food items on campus in keeping with healthy food choices. The Head of School shall determine how best to offer that service and if warranted, other food services, through "in-house" service or contracted vendor(s) and establish a system to ensure quality control and safety.

### **5.43 Health and Wellbeing**

The social, emotional and physical health and wellbeing of all employees and students is of the utmost importance. The Medical Office will maintain a Health Services Manual, approved by the Head of School, providing standards and guidelines for ensuring the health and wellbeing of all employees and students.

The standards and guidelines will be updated annually and communicated, as appropriate, to the school community in the Parent and Student Handbook and the Faculty and Staff Handbook.

## 5.5 Risk management

Recognizing that OSC, like all schools, is subject to risks that could negatively impact its long-term operation and in order to enable the Board to fulfill its responsibility to ensure the long-term viability of the school, the HOS will employ a systematic approach to risk management as follows:

- a) The HOS will produce an annual Risk Management Plan Report for approval by the Board.
- b) The Risk Management Plan Report will include assessment of impact and likelihood of occurrence for all significant risks and the framework of mitigation strategies for each.

### 5.51 Insurance

The School shall maintain adequate levels of insurance for losses through disaster, theft, accidents, liability, and other risks as the Board sees fit.

The HOS in consultation with the Finance Committee shall recommend the appropriate coverage, which shall be submitted to the Board for approval as a component of the upcoming school year budget.

Insurances for Directors and Officers of the company are required by the Company Act.

## 5.6 Tobacco, Nicotine, Alcohol, and Substance Use and Abuse

### Use of Tobacco, Nicotine, and Alcohol

OSC is a smoke-free, nicotine-free campus. In the interest of the health of the School community, use of nicotine products is forbidden on the campus. In addition, the School prohibits the consumption of alcohol on campus by students. Consumption of alcohol is permitted for adults with the written consent of the Head of School, however, alcohol consumption is not permitted while school is in session and/or in the presence of students.

### Substance Abuse

Possession, sale, sharing, or use of any not-prescribed substance for mood-altering or other inappropriate purposes by students and employees of OSC is inconsistent with a healthy lifestyle and the goals of the School and therefore is prohibited.

The Head of School shall communicate the School's Tobacco, Nicotine, Alcohol, and Substance Use and Abuse policies, expectations, and protocols in the relevant Handbooks.

## 5.7 Data Storage and Security

The collection, analysis, and utilization of data is a vital aspect of school operations and planning, however, given the fast-changing nature of digital technology and increasing vulnerabilities, that data must be handled with care. Accordingly, the Head of School shall ensure that the School maintains appropriate storage, access, use, and protection of data in accordance with best practice, throughout the school.

## 5.8 Acceptable Use of Technology

The appropriate use of technology is vital to fulfilling the School's Mission. The School is committed to ensuring that technology is employed ethically and constructively. The Head of School will maintain, communicate, and ensure compliance by faculty, staff, and students, with "Acceptable Use of Technology Guidelines." Failure to follow these guidelines can result in loss of privileges, disciplinary action, or legal action depending on the offense.

# SECTION 6: PERSONNEL

## 6.1 Staffing Philosophy

OSC is committed to employing highly-qualified staff to execute the school program in accordance with the School's Mission, Vision, and Values. The Head of School is responsible for recruiting and sustaining faculty who are committed to the School's learning beliefs and dedicated to guiding their students to reach the School's learning objectives.

## 6.12 Equal Opportunity

OSC provides equal employment opportunity and treatment for all applicants and employees in recruiting, hiring, retention, assignment, transfer, promotion, and training. Such equal employment opportunity shall be provided without unlawful discrimination on the basis of a person's race, religion, gender identity, sexual orientation, age, or national origin except insofar as such factors are relevant to job performance, needs of the school, and applicable laws.

The hiring of spouses, partners, or other relatives of staff members shall not be precluded, however, accommodations shall be made to avoid direct supervision by a staff member of his/her spouse, partner, or relative.

## 6.2 Job Classifications

The categories of personnel at OSC include:

- a) Administration: Administrators who occupy senior management positions;
- b) Teachers: Teachers and counselors employed in the Primary and Secondary Schools;
- c) Teaching Assistants;
- d) Administrative and Academic Support Staff;
- e) Service Staff.

### 6.21 Qualifications and Job Descriptions

OSC faculty and staff rights and responsibilities are prescribed in this School Policy Manual, their Contract, their Job Description, the Personnel Compensation and Benefits Manuals, and Faculty and Staff Handbooks.

### 6.3 Faculty and Staff Recruitment and Assignment

It is the responsibility of the HOS to recruit and hire qualified employees within the financial limits of the recruitment budget and make assignments consistent with their contract.

### 6.4 Contracts/Terms and Conditions of Employment

Contract protocols and terms and conditions of employment are in accordance with: Board Policy, the OSC Compensation and Benefits Manuals and stipulated in the individual employee contract, the job description, and the Teacher Handbook.

The Head of School shall inform the Board of anticipated changes in upcoming contract terms and conditions regarding job requirements, employee rights, and contract language and shall obtain Board approval for contract changes involving compensation and benefits.

### 6.41 Compensation and Benefits

Compensation and benefit guidelines including the published salary scales are set and budgeted for by the Board upon recommendation by the Head of School and Finance Committee. Any variances from approved guidelines must be approved by the Board.

### **6.42 Professional Development**

Professional development for all employees both enhances their performance and models the belief that learning is valued throughout the School.

The Head of School shall develop and implement professional development experiences for all employees. On an annual basis the Board allocates 2% of the operating budget to professional development.

### **6.43 Supervision and Evaluation of Personnel**

Appraisal at OSC is designed to accomplish two essential goals. The first is to encourage excellence in job and professional performance. The second is to inform staffing decisions regarding contract renewal and assignment.

Each employee of OSC will have his or her performance reviewed annually by his or her supervisor. Protocols for such evaluation are stipulated in the Personnel Compensation and Benefits Manual and growth and improvement frameworks.

### **6.44 Personnel Records**

Employee personnel records shall be maintained as directed by the Head of School and described in the OSC Personnel Compensation and Benefits Manual.

An individual's personnel file is open to review by that faculty or staff member by appointment or by permission. The employee retains the option of appending a statement to any supplemental documents maintained in this file. The employee may request that an item be added or discarded from his file. The decision rests with the Head of School.

Confidential letters of reference and other confidential materials may not be released to the employee.

### **6.45 Suspension/Termination**

The contracts of faculty and staff members may or may not be renewed, and faculty and staff members may be suspended or dismissed from their positions in accordance with the applicable contractual clauses and policies of the Board and aligned with legal requirements.

### **6.46 Staff Complaints and Grievances**

The School will maintain a productive workplace by defining a process for resolving grievances. That process is described in the OSC Personnel Compensation and Benefits Manual and Faculty Handbook.

The protocol for submitting a grievance to the Board involves the concerned staff member writing to the Board through the Head of School.

This may only happen when 1) The internal grievance procedures have been exhausted and (2) the employee alleges either that (a) Board policy or contract terms has been violated to his or her detriment or (b) Board policy does not adequately protect his or her rights.

#### **6.47 Reduction in Workforce**

In the event of unforeseen circumstances such as an insufficient enrollment of students to support any given program, a re-evaluation of program and staffing needs etc. faculty and staff may be released from duty, in conformance with their Contract of Employment with the OSC and the relevant Labour Laws of Sri Lanka. This policy does not supersede or supplement any other policies or clauses regarding contract termination or school closure. Guidelines for implementing this policy are stipulated in the OSC Personnel Compensation and Benefits Manual. Recommendations of any reduction in force must be submitted to the Board of OSC for final approval and executed as per the relevant Labour Laws of Sri Lanka.

#### **6.5 Harassment, Threats & Bullying Policy**

OSC will not tolerate harassment, threats or bullying by any member of the community, student, teacher, administrator, parent, school or contractual staff, or visitor on the premises or at events sponsored by the school.

The School shall take the following steps to enact this policy:

1. Publish and disseminate a clear definition of harassment, threats and bullying
2. Ensure that the educational program includes providing information about harassment, threats and bullying to students as appropriate,
3. promulgate and enact an effective reporting and investigation/follow-up protocol in the event of suspected or alleged harassment, threats or bullying,
4. establish, communicate, and enforce appropriate consequences for proven cases of harassment, threats or bullying, including addressing knowingly false accusations.

#### **6.6 Whistleblower Policy**

OSC encourages employees to report unethical or illegal conduct of any type, and ensures that there will be no retaliation for reporting pursuant to the established protocol. The protocol for reporting and addressing alleged unethical or illegal conduct is described in the Staff Handbooks.

## **6.7 Human Resource Protocols (The OSC Personnel Compensation and Benefits Manual and Teacher Handbook)**

OSC is committed to ensuring that employees are fully aware of standards and protocols regarding their employment. The Head of School shall maintain and develop appropriate handbooks and manuals describing expectations and rights and responsibilities of employees, aligned with School policy. Employees are required to review their relevant handbook and abide by the guidelines therein.

The Head of School shall notify the Board of any significant variation from procedures, regulations, and protocols stipulated in the Manual.

## **SECTION 7: CURRICULUM AND INSTRUCTION**

### **7.1 OSC Educational Philosophy**

Education is the means by which home and society help every individual to achieve academic excellence and gain a personal understanding of the world around them, acquire the knowledge and skills that are prerequisites to lifelong learning, and develop the values and skills that contribute to happiness and to becoming a responsible citizen in a global community. The reaffirmation of this belief is emphasized in the OSC Mission, Vision, Values and Learning Model.

#### **7.11 OSC Values**

We value community and relationships

We value process and growth

We value integrity and dignity

We value empowerment and taking action

We value sustainability

We value creativity and expression

#### **7.12 OSC Learning Model**

At the Overseas School of Colombo we are committed to high quality learning which WE HAVE defined as learning that goes beyond the academic life of students. The learning encompasses academic, social, physical and community interests that result in shaping an individual who embraces learning throughout their life. It is engaging, with opportunities for self direction, reflection, student voice, choice, and ownership. The learning is process-based and grounded in the real world, providing a platform for exploring diverse global perspectives. Students are challenged to connect, extend and transfer relevant knowledge and skills.

### 7.14 Instructional Standards

The School's curriculum and instruction is based on international curriculum standards that include the essential skills, knowledge and understandings that reflect the basic characteristics of curricula found in the best international accredited schools, culminating in an internationally recognized and equivalent American high school diploma.

Instruction at OSC shall be designed to fulfill the OSC Mission and Vision; align with the School's Values and Learning Model and conform with the School's Strategic Plan.

In providing a quality education comparable to the best independent American and international schools, OSC shall offer the following levels and grades:

- Early Years (EY1, EY2)
- Primary School (Grades KG to 5);
- Middle School (Grades 6 to 8); and
- High School (Grades 9 to 12).

Instruction at each level or grade shall be appropriate for the students' developmental stage, intellectually, emotionally, socially, and physically.

Instruction will accommodate all students within the limitations of resources made available as communicated in the Admissions Policy.

### 7.2 School Calendar

The annual calendar of OSC shall be set by the Head of School in accordance with the curricular needs and the administrative requirements of the School, and include between 175 and 180 instructional days.

The Head of School shall determine the number of early release days, and professional development days in the school calendar.

Parent conference days are considered instructional days.

The School adopts the host country's national and public holidays and other potential holidays, as appropriate.



### **7.3 Curriculum and Instruction**

Developing and implementing the OSC curriculum and ensuring effective instruction is the responsibility of the Head of School.

Major changes to the program will be discussed with the Board.

Major changes that have a budgetary and philosophical impact will need to be approved by the Board.

#### **7.31 Curriculum Development**

OSC Curriculum shall be designed, documented, reviewed regularly, and updated to ensure that it provides students with research-proven effective learning experiences consistent with the school's Mission, Vision, Core Values, learning beliefs.

The curriculum will be articulated within grade level and between grades and across the four schools (early years, primary, middle, and high).

Curriculum development is the responsibility of the Head of School.

#### **7.32 Instructional Methods and Techniques**

The School recognizes the efficacy of a wide range of instructional methods, including in-class and experiential learning experiences and that different approaches to teaching can be highly effective. The Head of School shall ensure that faculty utilize the most effective instructional methods as evidenced in sound assessments of student learning.

#### **7.33 Material Selection/Controversial Issues**

Access to quality instructional materials is a key component of the OSC learning experience and in ensuring such access shall be the responsibility of the Head of School.

Guidelines for the selection of instructional materials shall be provided to all teachers by the HOS and be available to parents and students.

Should particular subject matter or materials be perceived as inappropriate, such concern should be raised with the HOS who shall be responsible for resolving the matter with due consideration of the relevant learning objectives, principles of academic freedom, and cultural sensitivity.

#### **7.34 Academic Freedom**

OSC believes that academic freedom benefits both teacher and student and is a necessary condition for the fulfillment of the OSC mission. Teachers are granted academic freedom to exercise their right and responsibility to encourage freedom of discussion in the classroom and to develop students' critical thinking skills and a discerning intellect.

Application of the principle of academic freedom should take into account both relevant cultural mores and local laws as well as the relative maturity of students and the need for guidance and help in studying issues and respecting balanced

viewpoints. Controversial issues will be presented in a fair and unbiased manner.

Accordingly, censorship or undue restraint that impedes instruction consistent, as determined by the Head of School, with the School's Educational Philosophy shall not be practiced.

The Head of School shall ensure that academic freedom is understood and honored throughout the School.

### **7.35 Technology Use**

The appropriate use of technologies to enhance students' educational experience is vital.

The HOS shall ensure that the effective use of technology is implemented, evaluated, and coordinated across all sectors of the school. Standards for technology use and protocols for the selection and employment of software and hardware, training and instruction of staff, and tech security at OSC shall be developed in regulations to be approved by the Head of School annually.

### **7.36 Virtual School**

In the event of temporary or long-term closure of the School or withdrawal of a substantial number of students due to force majeure, OSC will provide continuing education through its Distance Learning Program (DLP) utilizing faculty and staff supported by technology as appropriate.

Guidelines for the OSC DLP will be reviewed by the HOS annually, including:

- student eligibility, differentiated by grade level for participation;
- conditions under which the OSC DLP will be inaugurated;
- guidelines for its operation;
- clarification of standards and performance requirements;
- protocols for internal accountability and recording/reporting student achievement; and
- duration parameters.

The Head of School will ensure that preparations are made and the required resources are identified for the success of the OSC DLP should it be needed.

## **7.4 Student Support Services**

### **7.41 EAL Program**

The EAL (English as an Additional Language) Program at OSC is designed to assist students to reach a level of English proficiency necessary for all academic work.

Should an applicant's competence in English or a currently enrolled student's classroom performance indicate that EAL instruction may be required, an appropriate assessment will be administered and if deemed necessary, the student will receive EAL Support.

The proportion of EAL students in a given class may not exceed a level at which all students can effectively work in English.

This number is determined for each class by the HOS.

No additional fee is charged for students who participate in the EAL Program.

#### **7.42 Learning Support Program**

Within the limitations of its resources and programs, OSC shall make every effort to meet the differing educational needs of its students. However, in some instances, the School may not be adequately staffed or equipped to meet certain special needs.

In such instances, it is the responsibility of the Head of School to review the candidate's application for admission or a current student's performance as a condition of continued enrollment and to then decide whether to grant admission or continued enrollment.

Additional fees are implemented for students who are utilising the Learning Support Department and staff.

#### **7.5 Class Size**

OSC is committed to providing the conditions necessary for success in the classroom and OSC recognizes that the number of students in a classroom has a strong impact on that learning environment.

The Board shall establish general guidelines for maximum class sizes which will include operational flexibility for the Head of School to increase the class size as communicated in the Admissions Policy. The Head of School shall inform the Board of such exceptions to such guidelines.

#### **7.6 Activities Program**

A well-rounded education includes the opportunity for students to grow in intellectual, social, physical, and emotional ways through a variety of activities. Therefore, the HOS shall develop and promote grade-level appropriate co-curricular activities for OSC students in a variety of areas, including but not limited to academics, sports, arts, and service.

## 7.7 Graduation Requirements

Upon completion of the graduation requirements that are set by the HOS and approved by the Board and full payment of financial obligations, a student shall receive an OSC High School Diploma.

Requirements for the International Baccalaureate Diploma are established external to OSC.

# SECTION 8: STUDENTS

## 8.1 Admissions

Admission is granted to qualified students on a space-available basis. OSC shall not discriminate on the basis of race, religion, sex (including gender identity and sexual orientation), or national origin in the selection of its students.

However, the Board may as needed, establish guidelines for enrollment in certain grade levels in order to maintain cultural diversity and the international character of the School, and may provide priority admissions for sponsoring institutions.

Admission requirements, established by the Head of School and specified in the Admissions Regulations, ensure that children admitted to OSC are able to benefit from the OSC educational program, as evident through record review, interview, recommendations, and testing, as determined by the Head of School. While OSC is unable to provide for students with severe learning difficulties, students with mild learning difficulties may be admitted if the Head of School determines that the School can meet their needs within resource limitations and within a mainstream environment.

### 8.11 Placement of Students

Students come to OSC from a variety of educational experiences, including grade level placement that may or may not conform to the OSC grade level structure. Accordingly, the Head of School, taking into account all the related factors including the School's Admissions Regulations, shall determine the most appropriate grade level placement for new students. Initial grade placement may be reviewed and changed subsequently, based on the student's performance.

## 8.2 Student Rights and Responsibilities

Each OSC student has the right:

- To be secure and safe in his/her person and property.
- To be treated with respect, courtesy, and consideration by all staff and students.
- To be informed as to the rules of behavior.
- To benefit and be recognized for his/her own efforts.
- To have the opportunity to appeal decisions of teachers and administrators in a structured format.

Each OSC student also has the responsibility to conduct himself or herself in accordance with the School's Values. All parents and students shall be informed of their rights and responsibilities through the Student Handbook, stipulating the school's expectations and protocols.

More specifically, the behavioral expectations of OSC center on the following broad set of expectations for student conduct:

- Show respect for people and property
- Participate actively in learning
- Be responsible and honest
- Use appropriate language
- Promote school spirit and unity

### **8.21 Student & Staff Conduct; Discipline, Suspension, and Expulsion**

The Head of School is responsible for establishing appropriate guidelines for student and staff behavior based on the School's mission, vision, values and motto. These guidelines will be clear about general expectations and behavioral norms in conduct.

Furthermore, the Head of School is responsible for ensuring that the application of discipline is based on the School's guidelines, including the determination of appropriate sanctions, which may include 1) required counseling as a condition of enrollment, 2) restorative approaches, or 3) disciplinary measures such as suspension or expulsion.

### **8.22 Tobacco, Nicotine, Alcohol and Substance Use and Abuse Among Students**

The School's expectations and protocols in regards to use and abuse of Tobacco, Nicotine, Alcohol and Substances are described in the Student Handbook. In support of the wellbeing of students related to use and abuse of such substances, the Head of School shall ensure that age-appropriate instruction in regard to substance abuse is provided.

### **8.3 Student Welfare and Safety**

The safety of students shall be ensured through maintenance of safe facilities and supervision of students in school buildings, on school grounds, and during school sponsored activities.

The Head of School shall implement protocols that ensure a safe, secure, properly supervised learning environment for OSC students.

#### **8.31 Child Protection**

Child abuse and neglect are violations of a child's human rights and are obstacles to the child's education as well as to their physical, emotional, and spiritual development. OSC endorses the UN Convention on the Rights of the Child.

Educators, having the opportunity to observe and interact with children over time, are in a unique position to identify children who are in need of help and protection. As such, educators have a

professional and ethical obligation to identify children who are in need of help and protection and to take steps to ensure that the child and family avail themselves of the services needed to remedy any situation that constitutes child abuse or neglect.

All staff employed at OSC must report suspected incidences of child abuse or neglect whenever the staff member has reasonable cause to believe that a child has suffered or is at significant risk of suffering abuse or neglect. Reporting and follow up of all suspected incidences of child abuse or neglect will proceed in accordance with administrative regulations respective to this policy.

Furthermore, cases of suspected child abuse or neglect may be reported to the appropriate employer and the appropriate child protection agency in the home country, and/or to local authorities.

OSC seeks to be a safe haven for students who may be experiencing abuse or neglect in any aspect of their lives. As such, OSC will distribute this policy annually to all parents and applicants, will communicate this policy annually to students, will provide training for all staff, and will make every effort to implement hiring practices to insure the safety of children. In the case of a staff member reported as an alleged offender, OSC will conduct a full investigation following a carefully designed course of due process, keeping the safety of the child at the highest priority.

#### **8.4 Student Life**

OSC values the holistic development of each child. To ensure this, the Head of School shall ensure that the School offers a variety of within-the-school day, and extra-curricular opportunities for students, to engage physically and socially, to practice leadership, to experience teamwork, and to develop their creativity.

#### **8.5 Student Records**

The Head of School shall maintain a permanent record for each student. These records shall be kept in the Administrative offices and shall contain information regarding the student's attendance, academic record, and any other data that the Head of School deems pertinent to the student's achievement in school.

The Head of School will establish, implement, and communicate procedures for providing access to students, parents, and, as needed, faculty, and for handling of records and transcripts for students as needed.

Confidential letters of reference prepared for the student by school faculty, administration or other staff members are not to be released to the student or family member.

## SECTION 9: COMMUNITY/EXTERNAL RELATIONS

### 9.1 Communications

OSC recognizes the need for effective communication within the school community. Accordingly, the Board has established the following communication guidelines:

- a) The Head of School is responsible for establishing and implementing communication protocols within the school, including proactive communications from school to home and a procedure for handling questions and comments from students and parents.
- b) In all cases, operational matters should be discussed and problems solved by those immediately concerned and be taken to higher authority only when satisfaction cannot be obtained.
- c) Should the issue still not be addressed to the community member's satisfaction, the matter may be directed to the Head of School. If still unresolved, the community member may then register his/her concern in writing with the Board. Any Board review of operational concerns will be focused on ensuring that policy and regulations were adhered to.
- d) Questions and comments about school policy and all those regulations that support it, should be directed to the Head of School who will consult with the Board as necessary. Decisions will be referred back to the Head of School for reply or action.

### 9.22 Community Use of Facilities

The campus and its facilities are available for rental after normal School hours and on weekends, holidays, and vacation periods. Facilities may be made available during School hours if the use is deemed by the Head of School as practical, positive, safe, and for the good of the School (bake sales, sales of books, etc.)

The School will normally assess a fee for the use of its facilities. The use of OSC facilities shall be administered by the Head of School.

### 9.3 Parent Involvement

#### 9.31 School Community Network

OSC values the contributions of its parents and authorizes the establishment of a School Community Network (SCN) whose purposes are to:

- A. promote internationalism, community, and fun within our school;
- B. plan and organize schoolwide events; and
- C. engage in programs which facilitate parent involvement

The SCN is authorized to establish Bylaws and procedures based on the OSC SCN Constitution, which is approved by the Board. SCN activities shall be organized in partnership and consultation with the Head of School.

### **9.32 Parent Information**

Informing parents of the many aspects of OSC occurs in many ways, prime among them, the compilation of guidelines, protocols, and procedures into a handbook distributed to all parents upon enrolment and updated annually. The Head of School is responsible for developing the Handbook (in the form of a Parent Handbook or a Student-Parent Handbook) and parents are expected to be familiar with its contents.