



BOARD OF DIRECTORS POLICY MANUAL 2023-24

Introduction

The AISL Board of Directors Policy Manual contains all policies that relate to the purpose and function of the AISL Board of Directors. A policy is a guiding and / or overarching principle used to maintain direction within an organization. It defines a rule or set of rules through which the organization agrees to operate in order to reach its long-term goals and objectives. While a set of operational guidelines and procedures often goes hand in hand with a policy, this document aims to articulate broad school policy statements, rather than the steps or procedures through which they will be attained. The latter are contained in accompanying school handbooks and guidelines and procedures. The AISL Board of Directors Policy Manual is designed to influence and inform all major decisions and actions and to ensure that all activities take place within the boundaries set by them.

Important Note: The AISL Board of Directors conducted a comprehensive review and revision of all policies during the 2020-21 school year. All policies contained in this manual are current. *Policy 2.8 Board Policies* outline the rules for any policy changes and updates in the future.

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1.0 Governing Framework

1.1 GUIDING FRAMEWORK

- 1.1.1 This section is the foundation of AISL and the guide for all policies and regulations throughout the school. The school shall operate under the guidance of the Articles and Memorandum of Association, the Vision, the Mission and Belief Statements.
- 1.1.2 The American International School of Lagos (AISL) is an approved, private, nonpolitical, secular, not-for-profit, educational institution that promotes education in the English language in Lagos, Nigeria. The principal activity of the School is the provision of an American style of education for the children of American overseas personnel, Nigerian children, and children of various expatriate groups.
- 1.1.3 AISL has clearly defined Mission, Vision, and Core Value statements that are published on the school admissions/marketing materials and in student and teacher handbooks. The present Mission and Vision as published in this manual are:



1.2 LEGAL PRESENCE, OWNERSHIP, AND TAX STATUS

- 1.2.1 Originally incorporated under the repealed Companies Act of 1968, the American International School of Lagos is now incorporated under the Companies and Allied Matters Act 1990 (CAMA) of the Federal Republic of Nigeria as a non-profit

company limited by guarantee and having no share capital. The Memorandum and Articles of Association provide the governing framework and stipulate that parents or guardians of children attending the school are members of the Association. In addition, other persons having an interest in the objectives of the Association may be considered for membership by the Board of Directors.

- 1.2.2 The American International School of Lagos owns the buildings, plant, and equipment of The American International School of Lagos, which under its Constitution and the Memorandum of Association is an educational nonprofit organization.

1.3 DIRECTORS LEGAL STATUS

1.3.1 Legal Authority Delegated to the Board

- 1.3.101 The business of the Association shall be governed by the School Board who may exercise all such powers as is appropriate and in compliance with the Articles and the Memorandum of Association, the School policy and the laws of the Federal Republic of Nigeria.
- 1.3.102 The Board may formulate policies and make regulations from time to time to guide the management and administration of the School. Such policies, guidelines, and regulations shall bind members, directors, and employees of the School.

1.3.2 Duties of the Board

- 1.3.201 The primary purpose of the School Board is to govern the school by setting, monitoring and funding strategic goals to ensure continuous development of the school in line with its Mission, Vision and Beliefs.
- 1.3.202 The Board does not involve itself in the actual operation of the school, which is the purview of the Superintendent. The specific duties of the Board are as follows:
- To establish policies that guide the operations of the school.
 - To appoint, monitor, and evaluate the Superintendent.
 - To determine with, and on the advice of, the Superintendent, the educational programs of the school.
 - To track school performance as part of the annual evaluation process.
 - To ensure the financial stability and the future financial security of the school.
- 1.3.203 The above duties and responsibilities are in addition to the duties prescribed by law and the Articles of Association.

1.3.3 Legal Status of Superintendent

- 1.3.301 The Superintendent shall develop and conduct the School's programs and services and shall appoint and dismiss staff. Furthermore, the Superintendent shall administer funds in accordance with the approved budget and execute contractual and financial instruments as authorized by the Board. Further, he/she shall prepare budgets for the consideration of the Finance Committee and the Board. Except when his/her employment terms and/or performance are under consideration, the Superintendent shall attend board meetings and participate in deliberations on such matters as may be required of him but he shall not vote on any resolution of the board.
- 1.3.302 The Superintendent is responsible only to the Board and only through official action by the Board in session. The Superintendent is not responsible to any individual Board officer or member or to the Association.

1.3.4 Legal Status of the Parents (Members of the Association)

- 1.3.401 All Subscribers to the Memorandum and Articles of Association and every other person who is the parent or guardian of a child or children who are registered for attendance at the School shall, except when declined in writing by the parent or guardian, be deemed to be or have become a member of the Association.
- 1.3.402 The subscribers of the Memorandum and Articles of Association shall be required to sign a membership consent form upon admission of their children and wards and, upon consent, be registered as members.
- 1.3.403 In addition, every such other person having an interest in the furtherance of the objects of the Association, the membership application Form of the Association and whose application has been favorably considered and approved by the Board of Directors shall be deemed to be or to have become a member of the Association.
- 1.3.404 Members of the Association shall have the right of attending general meetings and of voting on any matters affecting the interests of the Association
- 1.3.405 Membership of the Association may cease in the following cases:
 - a. where a member withdraws or resigns by a one month's notice in writing to the Association
 - b. twelve months after a parent or a guardian withdraws his/her ward from the school

The duty or obligation of such a member shall continue after his/her resignation as provided by the Articles of Association and under any applicable law notwithstanding the resignation.

Revised April 2023

2.0 Board Role and Organization

2.1 BOARD MEMBERSHIP

2.1.1 Composition

- 2.1.101 There shall be nine (9) directors of the Company each of whom shall serve a term(s) of three (3) years. Five (5) members shall be elected by the subscribers to the Memorandum of Association and serve a 3 year term(s). Three (3) members shall be persons nominated in writing by Shell, (SNEPCO), Mobil Producing Nigeria Limited, and Chevron Nigeria Limited. Every such nominee shall be appointed director upon his/her nomination. The ninth director shall be the person nominated in writing by the United States Consul General of Lagos as his/her representative to the Board.

Revised April 2023

2.1.2 Officers of the Board

- 2.1.201 The Officers of the Board shall consist of the President, Vice-President, Secretary and Treasurer. New Board officers shall be appointed by members of the Board at the last meeting of the current school year.

2.1.3 Compensation

- 2.1.301 No Board member shall receive remuneration or compensation for serving on the Board or fulfilling his/her obligations as a member of any Board committees.
- 2.1.302 The School shall not employ any voting Board Member in any capacity for financial compensation, direct or indirect, during the term of his/her service on the Board.
- 2.1.303 Any Association member shall be eligible to be elected as a director of the Association. No employee of the School or a spouse of such employee shall be elected a director of the School

2.2 ELECTION OF BOARD MEMBERS

- 2.2.101 One-third of the members of the Board of Directors, or, if not three or a multiple of three, the number nearest one-third, shall retire from office each school year.
- 2.2.102 If the Appointee of the Consul General Shell (SNEPCO), Mobil Producing Nigeria Unlimited (An ExxonMobil Subsidiary), or Chevron Nigeria Limited is due to retire from office, then that appointee may be reappointed for another three-year term at the discretion of the Ambassador or the company, or replaced with another appointee.
- 2.2.103 The election of members of the Board of Directors shall be held during an annual general meeting of the Association.
- 2.2.104 Newly elected Board members shall be seated during the last regular/special Board meeting of the school year

2.3 POWERS OF THE BOARD

2.3.1 Vested Authority of the Board

- 2.3.101 The School Board is vested with the authority and responsibility for supervising the American International School of Lagos by the Association. In exercising the authority hereby vested, the Board may formulate policies and regulations for the School. Such policies and regulations shall be binding to the association, directors, employees and students of the School.
- 2.3.102 The School Board shall have the right to exercise such powers and perform such acts as may be lawfully exercised or performed by AISL.
- 2.3.103 The Board shall meet from time to time to perform their duties as provided in these articles. Except as provided in article 2.3.104 below, the quorum for the meetings of the directors shall be five.
- 2.3.104 The quorum of directors for their meetings as provided in Article 2.3.103 above, shall include any Board member attending any meeting remotely via audio or video conferencing. Provided that if it shall become necessary to hold an emergency meeting for any reason including a meeting necessary for protection, the safety of lives or property or the integrity of the school, the quorum shall be two directors.

Revised April 2023

2.3.2 Responsibilities of the Board

- 2.3.201 In the governance role, the Board has all the duties and responsibilities assigned in the Memorandum and Articles of Association. In addition, the Board has a collective as well as individual responsibilities by virtue of being a member (*see AISL Board of Directors Operating Procedures 5.1*).]

As a collective body, the Board has the responsibility:

- A. to comply with all applicable laws of Nigeria,
- B. to establish annual Board and Administration goals in collaboration with the Superintendent as well as regularly review and update the School's Strategic Plan,
- C. to contribute to the development and improvement of educational opportunities of all children and youth in the school,
- D. to hire and evaluate the Superintendent who will, in turn, implement the policies of the school,
- E. to develop personnel policies, including policies designed to attract, retain, and develop personnel needed to realize the educational objectives of the school,
- F. to develop financial policies which will provide the necessary resources to fund the school program,
- G. to keep the people of the community intelligently informed about the AISL program,
- H. to be sensitive to the educational hopes and aspirations of the AISL community,
- I. to appraise the activities of the school in light of the goals or objectives established.
- J. To commit to a program of professional development that includes annual new board member orientation, ongoing board member education and evaluation and board leadership.
- K. The Board does not involve itself in the actual operation of the school, which is the purview of the Superintendent.

2.3.3 Board Members' Code of Conduct

- 2.3.301 At the beginning of each school year, every Board Member shall agree to a code of conduct that will address the responsibility, accountability, fairness, and transparency required in serving the AISL community, etc. Any member seen to be in breach of the code of conduct by a majority of Board members may be asked by the Board Chair to resign their seats on the Board. Refer to the AISL BOD code of conduct and governance norms for the Board of Directors, the Board President, School Superintendent and the Board Committees Code of Conduct (*see AISL Board of Directors Operating Procedures 4.1*).

2.3.4 Conflict of Interest of Board Members and Former Board Members

- 2.3.401 Board members shall have no financial or other interests that conflict or create the perception of a conflict of interest with the school.

- 2.3.402 The annual conflict of interest disclosure and agreement form is to be completed, signed by all Board members, new and returning and submitted to the Board President and the Secretary for filing, with a copy to the Superintendent.
- 2.3.403 The Conflict of Interest form shall be reviewed and updated annually by the Governance Committee to ensure that the form has clear definitions and explanations of Conflict of Interest.
- 2.3.404 Individual Board members shall communicate any circumstances that could involve a potential or perceived conflict of interest between themselves and the School to the whole Board.
- 2.3.405 In any given case, the Board shall decide whether any special measures are necessary such as requiring the member to refrain from voting on a particular matter.
- 2.3.406 The School shall not enter into a commercial arrangement or contract with an enterprise owned by or affiliated with a former Board member until a minimum of 18 months after that Board member has left the Board.

Revised October 2022

2.3.5 Attorney/Legal Retainer

- 2.4.501 The Board will employ an attorney or law firm locally as necessary to conduct school affairs. S/he shall advise the Board on strategic matters and the Superintendent on all matters concerning the school's operation and host country law and regulations.

2.4 BOARD ORIENTATION

2.4.1 New Member Orientation

- 2.4.101 Orientation of newly elected Board Members shall take place before the Board Retreat and shall be conducted by the Governance Committee and the Superintendent. New Board Members shall be given an orientation packet of Board materials that include:
 - a. The AISL Board of Directors Policy Manual,
 - b. The AISL Board of Directors Operations Manual.
 - c. A list of Board Member addresses, telephone numbers and email addresses,
 - c. Minutes of the previous year's meetings,
 - d. Materials on good governance, such as the NAIS International Trustee Handbook as well as other relevant materials approved by the board.
 - e. Materials related to the AISL's Strategic Plan and Master Plan, and
 - f. Other relevant documents (*Refer to the Board of Directors Operations Manual*).

2.4.2 Board Member Professional Development

- 2.4.201 The Board shall schedule an annual Board retreat whose aim is to help Board Members develop the skills and attitudes essential for good governance.
- 2.4.201 The Governance Committee shall actively seek to provide training, mentoring, and support of Board Members efforts and opportunities to encourage and recognize their efforts.

2.5 BOARD MEETINGS

2.5.1 Regular Board Meetings

- 2.5.101 The directors shall hold a regular monthly board meeting. In addition to such regular meetings, the directors may meet at any other time between their regular monthly meetings if it is necessary to do so.
- 2.5.102 The directors may invite to their meetings or permit any member of the Association or employee of the school to attend any of their meetings to address the Board or answer questions on any matter under consideration by the Board. Except for the purpose stated herein, no person may be invited or admitted to sit at a meeting of the directors. A member or employee invited for the purpose herein shall not participate in the deliberations or vote at a meeting to which he or she is invited.
- 2.5.103 If necessary, the Board may meet during the summer months, June, July, August, or at any time that events necessitate such a meeting and a quorum is available. Actions taken by the Board during these meetings shall be legal and binding.

2.5.2 Executive Sessions

- 2.5.201 An executive session of the Board or committee thereof may be held independently as the Board may from time to time deem necessary. Executive Sessions shall address matters considered confidential by the Board. Executive Sessions shall include the Superintendent except in matters of the Superintendent's hiring, termination, performance evaluation unless the Board so chooses to include the Superintendent.
- 2.5.202 The Board Secretary and Superintendent shall keep documentation of decisions made during an executive session.

2.5.3 Agenda

- 2.5.301 There shall be an agenda for every Board meeting. Individual Board members shall inform the President or Superintendent not later than seven (7) days in the case of

a monthly board meeting and two (2) days in the case of an emergency board meeting of items they wish to include in the meeting agenda.

- 2.5.302 The Board Secretary together with the Superintendent shall ensure that copies of the agenda and supporting materials will either be distributed at least (5) business days but no less than (3) business days in advance of every regular and open Board meeting, or at least one (1) day in advance of every special Board meeting.
- 2.5.303 All Board meeting materials shall be distributed in electronic copy via the school email address or shared using the board digital platform for large documents. Unless otherwise agreed by the Board, printing is the responsibility of each Board member.
- 2.5.304 Board action shall not be taken on any item/s for which appropriate information/supporting materials was not included in the Board meeting materials.

2.5.4 Minutes of Board Meetings

- 2.5.401 Minutes of all meetings of the School Board shall be kept and carefully preserved as a record of all acts and resolutions in a secure online shared storage/drive (eg. google drive) with access only available to Board Members and permitted access to the Superintendent. The hard copies of minutes shall be kept in a minutes book by the secretary.
- 2.5.402 The Board Secretary and the Board as a whole shall maintain an accurate, thorough file of approved Board Minutes, both general and executive sessions.
- 2.5.403 “The Secretary with the assistance of an administrative representative under the supervision of the Superintendent shall be responsible for the recording and preparation of minutes of board meetings. The draft of the minutes of Board meetings shall be available for review by the members of the Board present during the meeting five (5) business days after the conduct of said meeting.
- 2.5.404 At every meeting of the Board, the minutes of the previous meeting shall be reviewed and approved as accurate by the directors present at that meeting. Upon approval, the minutes shall be adopted by the Board and signed by the director who presided at that meeting and the Secretary.

2.5.6 Voting by Electronic Mail by the School Board

- 2.5.501 The Board President may call a vote by email when he or she determines that the best interests of the school are served by seeking a decision of the Board before the next Board meeting.
- 2.5.502 The Board President together with the assistance of the Secretary shall send the resolution to be considered and, except in emergency circumstances, Board

members shall have 2 working days to raise points of discussion followed by one working day to vote.

- 2.5.503 The resolution shall be deemed to have been passed when all the board members have assented to the same in their response by email.
- 2.5.504 At the next Board meeting, the Board may review the resolution passed as provided in policy 2.5.503 and, if not already recorded in the minutes, the resolutions as decided by email voting shall be recorded in the Board minutes.
- 2.5.505 These procedures may also be applied to resolutions that would be considered in an executive session by the Board.

2.5.6 Community Attendance at General Meetings

- 2.5.601 Association members are encouraged to attend General Board meetings and express their concerns or questions to the Board at the appropriate time stated in the agenda.
- 2.5.602 Participation shall be orderly, and no person or group has the right to obstruct the deliberations of the Board. Issues raised by community members may become an item on the agenda of the following meeting and will normally not be added to the Agenda of the current meeting.

2.5.7 Annual General Meetings

- 2.5.701 As required, the members of the association, in consultation with the Superintendent, shall hold one (1) Annual General Meeting (AGM) in the month of May.

2.6 BOARD COMMITTEES

2.6.1 Committee Structure

- 2.6.101 The Board members shall maintain a Standing and Ad hoc Committees.
- 2.6.102 All committees serve in an advisory capacity to the Board. Each Committee shall have an outlined term of reference that guides its work. Committee chairs report monthly to the whole Board and request votes on committee business when needed.
- 2.6.103 Board Committees (Standing or ad hoc) shall be chaired by a Board member with the Board President and Superintendent and/or a designated administrator serving on the committee.

- 2.6.104 The Board of Directors may appoint non-board members to serve on Standing or Ad hoc committees. Non-board members are not permitted to chair any Standing or Ad hoc committees

2.6.2 Standing Committees

- 2.6.201 The Standing also known as the operating committees shall be formed by the Board of Directors. The Board President is responsible for populating standing committees, taking into consideration the specific talents and interests of the directors and making sure that all directors are involved in Board work. The standing committee shall include the following:
- Governance Committee: - The governance committee is responsible for the recruitment of potential board members, board orientation, conducting an annual evaluation of board effectiveness, yearly board retreat, and board operations.
 - Finance Committee: - This committee focuses on the current and long-term financial health of the school.
 - Master Plan Building Committee: - This committee oversees the development and the implementation of the Facilities Master Plan, which includes construction projects.

2.6.3 Board Ad Hoc Committees

- 2.6.301 In any given year the Board may create ad hoc committees or a task force to perform specific tasks or to fulfill goals. The Board shall appoint and dissolve such committees as necessary.
- 2.6.302 Such committees shall normally exist for a predetermined period of time, but will follow the same guidelines as standing committees.

2.7 BOARD GOALS AND EVALUATION

2.7.1 Board Goals

- 2.7.101 At the beginning of the school year the Board shall set its short-term goals and objectives for the academic year and review the strategic plan.
- 2.7.102 These goals and status of the Strategic Plan shall be reported at the first Board Meeting in second semester.

2.7.2 Board Self-Evaluation

- 2.7.201 The Board shall conduct an annual self-evaluation before the end of the school year, using an evaluation tool that has been recommended by the Governance Committee.

2.8 BOARD POLICIES

2.8.1 Development of Board Policies

- 2.8.101 The policies of the School Board shall be prepared in such a way as to clearly outline the limits within which the operational organization, headed by the Superintendent, may operate without Board approval.
- 2.8.102 Policy directives shall be broad enough so as not to restrict the functioning of the operational organization in general and routine matters but should not unduly relinquish the Board's authority.
- 2.8.103 Policy proposals, whether new policies or amendments to existing policy, shall be submitted to the Governance Committee for review.
- 2.8.104 The Governance Committee shall determine whether to refer the proposal to the Board committee for review.
- 2.8.105 The Governance Committee shall determine when it is appropriate for the new or revised policy to be brought forward for discussion at a Board meeting.

2.8.2 Adoption of Board Policies

- 2.8.201 Policies introduced and recommended to the Board shall be adopted after the first reading, once the board has voted (majority vote) in favor of the change. Interested parties shall be informed of the changes. Temporary policy approval may be granted by the Board to meet emergency conditions or special events.
- 2.8.203 Approval of each policy shall be noted in the minutes of the meeting.

2.8.3 Dissemination of the Policy Manual

- 2.8.301 Each member of the School Board shall receive a copy of the Board Policy Manual, its corresponding appendices, and any additions, revisions or amendments thereto.

- 2.8.302 The Board Members shall return any non-public and/or non-electronic Board materials, including documents relating to the Board Policy Manual, to the School at the end of their respective terms.
- 2.8.303 The Superintendent shall be responsible for compiling, updating and distributing Board Policy Manuals and any additions, revisions, amendments thereto to Board members, the Superintendent and other members of the Administration as necessary.
- 2.8.304 The Superintendent, Internal Controls Manager and other administrators/supervisors, in turn, shall be responsible for informing the faculty, staff, and students of existing policies, guidelines and procedures.
- 2.8.305 An updated copy of the Board Policy Manual shall be available in the school library and on the school website.

2.8.4 Policy Implementation

- 2.8.401 The Superintendent has the responsibility for carrying out policies that are established by the School Board.
- 2.8.402 As necessary and/or provided in this Policy Manual, the Superintendent shall establish administrative guidelines and procedures to implement the Board policy in a School Operating Regulations manual.
- 2.8.403 The Superintendent will provide copies to members of the Board for approval prior to the effective date of said guidelines/procedures.
- 2.8.404 Policies developed by the School Board, and administrative guidelines and procedures developed by the Superintendent to implement the policy(ies) must be designed to achieve an effective and efficient school system.
- 2.8.405 Administrators and supervisors, faculty and staff, as well as students, and parents, shall abide by all such policies and implement guidelines/procedures.

2.8.5 Policy Voids and Authorization to Act

- 2.8.501 In cases where emergency action must be taken and where the Board has provided no guidelines for administrative action, the Superintendent shall have the power to act, but his/her decision shall be subject to review by action of the Board at its regular meeting. The Superintendent shall inform the Board promptly of such action and of the needs for policy.

2.9 BOARD OVERSIGHT OF GENERAL SCHOOL MANAGEMENT

2.9.1 School Year Calendar

- 2.9.101 The Superintendent shall prepare a calendar including teaching days, legal holidays and holidays approved by the School Board and any other special designated periods.
- 2.9.102 The Board shall adopt the school calendar for the ensuing year no later than January of each year.
- 2.9.103 The school calendar shall fall within the minimum and maximum number of teacher workdays as stipulated in contracts with the understanding that sufficient time is available to ensure delivery of the full curricular program.
- 2.9.104 For faculty, the total number of workdays shall be inclusive of teacher preschool and in-service days, parent conference days, and student examinations and marking.
- 2.9.105 The calendar shall include an October break, December/January recess, and a March or April recess and consider Nigerian and American holidays. The School year calendar shall provide a sufficient number of instructional days to support the delivery of the curriculum and as per the school's accreditation bodies.

2.9.2 Emergency Plans and School Closing

- 2.9.201 The Board President and the Superintendent shall ensure effective communication in all emergency situations.
- 2.9.202 The Board President together with the Superintendent is responsible for keeping other Board Members fully informed in a timely fashion.
- 2.9.203 The Superintendent shall prepare appropriate emergency plans and thoroughly instruct students, teachers and other employees in expected behavior and responsibilities during drills or actual emergencies.
- 2.9.204 Emergency plans and drill plans shall be properly disseminated to all students, teachers, volunteers, and other employees.
- 2.9.205 The Superintendent is empowered to close the School for one (1) or more days, delay the opening time of School, dismiss School early, hold students in School past dismissal time, or declare a no-school day if adverse weather conditions or emergency safety considerations make it necessary.
- 2.9.206 In an extreme emergency or a force majeure situation, the School Board, in consultation with the Superintendent, may close the School for whatever period is

deemed necessary if the safety and security of students, faculty or staff are in jeopardy.

- 2.9.207 Any event that impedes the performance of normal school operations due to causes that are outside the control of the School, such as natural disasters or political unrest, that could not be evaded through the exercise of due care shall be considered a force majeure.
- 2.9.208 Board action in such circumstances shall first take into consideration the recommendation of the Superintendent. Said recommendation shall be guided through due diligence in consulting with a combination of the following:
 - a. Any advisory from the United States Embassy that has – ordered (not permitting or encouraging) the departure of all USG dependents and nonessential personnel.
 - b. Any advisory from the U.S. Embassy that amounts to the existence of such an emergency or situation.
 - c. Information from other embassy and international organizations or agency sources.
 - d. Information from security and military organizations.
 - e. Information from government officials.
- 2.9.209 During an extended force majeure situation, the School Board retains the option to continue the School's operation on a limited basis with qualified staff members who volunteer to remain in the local community.
- 2.9.210 The School Board shall make every attempt to declare whether the force majeure closing is temporary or permanent.

2.9.3 Board Continuity in the Event of a Force Majeure or Evacuation from the Country

- 2.9.301 A board member as part of the organization they work for is required to depart permanently from the country due to an emergency situation. However, the school remains open and other board members remain in the country. In both situations, a new board member shall be appointed in accordance with the provisions of these Articles.

2.9.4 Security of Students, Faculty and Staff, and Protection of School Property

- 2.9.401 The School shall take the necessary measures to ensure the personal safety and security of its students, faculty and staff and shall advise the School Board on all security details.

- 2.9.402 The Superintendent shall always maintain appropriate regulations regarding the maintenance and security of school property.
- 2.9.403 The Superintendent shall recommend appropriate levels of insurance coverage to the Finance Committee for approval.

2.10 BOARD – SUPERINTENDENT RELATIONSHIP

2.10.1 Superintendent’s Recruitment and Selection

- 2.10.101 The School Board is responsible for the recruitment and selection of the Superintendent.
- 2.10.102 The School Board shall create and maintain the Position Description for the Superintendent. *(Refer to AISL Board of Directors Operating Manual, Appendix D).*
- 2.10.103 All employment decisions related to the Superintendent, including qualifications, term of office, compensation and other benefits, monetary and non-monetary, contract renewal/extension and termination, shall be at the sole discretion of the School Board as guided by the best practice standards for international schools.

2.10.2 Monitoring Superintendent Performance

- 2.10.201 The Board shall conduct an annual evaluation of the Superintendent before the end of the school year, using an approved evaluation tool that reflects current best practice. *(Refer to AISL Board of Directors Operating Manual 10.6)*

2.10.3 Superintendent’s Continuing Professional Development

- 2.10.301 The School Board encourages the continuing professional education of the Superintendent.
- 2.10.302 The Superintendent may attend appropriate professional conferences, workshops or professional development opportunities.

2.11 DISPUTES

2.11.1 Appeals to and Appearance Before the Board/Conflict Resolution

- 2.11.101 The School Board delegates to the Superintendent's responsibility for resolving conflicts that may occur within the School.
- 2.11.102 Only when all remedies within the hierarchy of the School have been exhausted should the Superintendent bring such a conflict to the Board President for resolution.
- 2.11.103 Conflicts involving the behaviour and/or performance of the Superintendent may be brought to the Board President who may, in turn, refer the conflict for resolution by the whole Board.

2.12 VACATION OF OFFICE /ROTATION OF DIRECTORS

2.12.1 Resignation of a Board Member

- 2.12.101 A director shall be disqualified and shall vacate office if s/he:
 - A. Becomes bankrupt or makes any arrangement or composition with his creditors.
 - B. Becomes prohibited from being a director by reason of any of the matters stated in Sections 283 and 284 of CAMA, 2020.
 - C. Is removed pursuant to the provisions for removal of a director in these articles.
 - D. Resigns his/her office by notice in writing to the company.
 - E. Is in serious breach or infraction of board policy, conflict of interest, non-participation or continual absence from board meetings.
- 2.12.102 In the case of a Board vacancy or resignation prior to the expiration of the term as stipulated above, such Board seats shall be filled by appointment from among the members of the Association. Any such vacancy shall be advertised to the Association and interviews conducted of interested candidates. A vote shall be taken by the remaining Board members and the most suitable candidate appointed to the Board. The newly appointed member shall serve through the remainder of the term of the Director who resigned or vacated his/her seat.
- 2.12.103 One-third of the members of the Board of Directors, or, if not three or a multiple of three, the number nearest one-third, shall retire from office each school year. If the appointee of the U.S. Consulate General is due to retire from office, then that appointee may be reappointed for another three-year term at the discretion of the Ambassador

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2.12.2 Removal of a Board Member by the Board

2.12.201 The option to remove a Board Member by the Board shall only be used in cases of serious infractions of board policy, conflict of interest, non- participation, malfeasance, extremely disruptive behavior, breach of confidentiality, or other issue that can damage the reputation of the school or undermine the authority of the Board.

2.12.202 In the event of an issue mentioned in 2.12.201, the Board of Directors will apply the procedures prescribed by section 262 of CAMA, to remove the Board Member.

Note that where a Board Member is not removed in accordance with the procedure laid out in section 262 of CAMA, the removal will be invalid, void and liable to be set aside by the court.

3.0 Instructional Programs

3.1 GUIDING STATEMENTS

- 3.1.1 The School shall maintain Guiding Statements that reflect what the school aspires to be, the school's purpose, and values and beliefs. Guiding Statements include the Vision, Mission, and Values.
- 3.1.2 The Board of Directors and the school administration shall review the relevance of Guiding Statements every 5-7 years.
- 3.1.3 The Board of Directors shall approve the Guiding Statements.

3.2 ORGANIZATION OF INSTRUCTION

- 3.2.1 Instruction is organized in the following school divisions:
 - Elementary School: Early Childhood - Grade 5
 - Middle/ High School: Grades 6-12

3.3 CURRICULUM AND INSTRUCTION

3.3.1 The Curriculum

- 3.3.101 Curriculum throughout the school is aligned with the School's Guiding Statements- Vision, Mission, and Values.
- 3.3.102 The School shall offer a clearly articulated (EC-Gr. 12) curriculum drawn from American curricular standards and benchmarks.
- 3.3.103 The School shall also offer the International Baccalaureate Program to Grade 11-12 students.

3.3.2 Curriculum Review

- 3.3.201 The School shall conduct periodic reviews of all curricular areas to ensure that the curriculum is current and relevant and reflects research-based practice.
- 3.3.202 The School Administration shall establish and publish a curriculum review cycle and procedures for the reviews.
- 3.3.203 Members of the school administration and faculty throughout the school shall conduct an ongoing review of the curriculum.

3.3.3 Instructional Practice

- 3.3.301 AISL faculty shall use research-based pedagogy and strategies to differentiate instruction in order to meet the diverse learning needs of students.
- 3.3.302 English is the language of instruction.
- 3.3.303 The School shall develop, communicate, and uphold clear principles, practices, and procedures that guide language learning and multilingualism throughout the school curriculum.

3.3.4 Selection of Instructional Materials

- 3.3.401 The School shall provide age and developmentally appropriate educational resources (print and non-print) that support and enrich the curriculum.
- 3.3.402 The School Administration ensures resources are current, relevant, and reflect the diversity of appeal and values, including norms and values reflected in local law, while allowing for the presentation of different points of view.

- 3.3.403 The School Administration shall establish procedures for the selection of instructional materials.

3.3.5 Teaching of Controversial Issues

- 3.3.501 The study of age-appropriate controversial issues shall be considered a normal part of the learning process in the school program.
- 3.3.502 Discussion and presentation of controversial issues in schools should allow students to explore a range of perspectives and viewpoints and not indoctrinate or advance the interest of any individual or a particular group.
- 3.3.503 Discussions and material presented to students as part of school programs and school activities, including guest speakers, shall be: age-appropriate, sensitive to student needs, aligned with curricular goals and objectives, and relevant to AISL's vision, mission, and core values.
- 3.3.504 The Superintendent shall provide teachers with guidelines to teach and address controversial issues in a school environment.

3.3.6 Library Services

- 3.3.601 The School shall provide print and electronic resources and library services to support and enrich the curriculum.

3.4 ASSESSMENT AND REPORTING

3.4.1 Assessment and Reporting System

- 3.4.101 The School shall provide a transparent, effective assessment and reporting system to inform teaching and learning and to provide parents with information about their child(ren)'s performance and progress at regular and appropriate intervals.

3.4.2 External Assessment

- 3.4.201 The School shall maintain an effective system of external assessments throughout the school to:
- To measure student and performance and progress in relation to other students attending similar accredited schools.
 - To inform instruction and evaluate the effectiveness of programs.

3.4.3 Student-Parent Conferences

- 3.4.301 The School shall provide parents with opportunities to formally meet with teachers a minimum of two times per year to discuss student performance and progress.

3.4.4 High School Graduation Requirements

- 3.4.401 The School shall establish and publish graduation requirements to earn an American high school diploma.
- 3.4.402 The School shall publish requirements established by the IB to earn an International Baccalaureate Diploma.
- 3.4.403 The High School Principal and the Superintendent are responsible for oversight and enforcement of graduation requirements.

3.4.5 Student Records

- 3.4.501 The School shall employ an official registrar charged with creating and accurately maintaining all student records in line with Nigerian Data Protection Regulation (NDPR) and General Data Protection Regulations (GDPR). The Registrar will be supervised directly by the Superintendent.
- 3.4.602 The Superintendent and the Data Protection Officer are responsible for the format and methods of storage for student records.
- 3.4.603 The School shall maintain and store complete student records for a maximum of 7 years. Student high school transcripts will be stored permanently.
- 3.4.604 The Registrar shall provide all students in good standing departing the School permanently with an official school leaving packet.

3.5 STUDENT SERVICES

3.5.1 Inclusive Education

- 3.5.101 The School recognizes the value of diversity in a community and shall provide all students with the opportunity to access and fully participate in learning within a safe and inclusive environment.

3.5.2 Student Support Services

- 3.5.201 The School shall provide a comprehensive school guidance program that includes counseling, personal and social education, and career/university advising.
- 3.5.202 The School shall provide a Learning Support Program which includes services to support students with mild diagnosed learning disability(s). Students are not eligible to receive learning support from the School unless the student has a learning disability diagnosed by a qualified School Psychologist or Medical Doctor.
- 3.5.203 The School shall provide an English as an Additional Language Program that includes instruction and support to help students develop their basic interpersonal communication skills and academic English language skills (reading, writing, speaking, listening).
- 3.5.204 The Superintendent shall articulate goals, guidelines, and critical processes and procedures for all student service programs.

3.6 EDUCATIONAL TECHNOLOGY

- 3.6.1 The School shall provide technology and personnel resources and establish standards and guidelines to support the integration of technology into the curriculum.
- 3.6.2 The School shall integrate Digital Citizenship into the curriculum.
- 3.6.3 The School Administration shall develop and administer an Acceptable Use Agreement for all technology users that stipulates a set of practices and constraints related to email/messaging use, social media, printer use, BYOD, and related services.

3.7 AFTERSCHOOL ACTIVITIES/CO-CURRICULAR PROGRAM

- 3.7.1 The School shall provide quality afterschool activities / co-curricular programs in the arts, athletics, enrichment, and service.
- 3.7.2 The Superintendent shall appoint an Afterschool Athletics/Activities Director to develop, implement, and monitor the program.
- 3.7.3 The School may establish a fee-charging system in order to cover the costs of personnel costs and student participation.

3.8 REMOTE/DISTANCE LEARNING

- 3.8.1 The School shall provide students with scheduled remote learning at home in the event of a school campus closure due to extreme weather, power loss, pandemic, etc.
- 3.8.2 Remote learning experiences shall be aligned with the AISL curriculum standards.
- 3.8.3 Appropriate learning platforms and technology systems shall be in place to support remote learning.
- 3.8.4 Students shall have access to relevant asynchronous experiences and resources that allows for independent, self-paced learning.
- 3.8.5 Students shall have access to relevant synchronous, real-time learning experiences with their teachers.
- 3.8.6 The School shall put appropriate guidelines and procedures in place to safeguard children during remote learning.

4.0 Students

4.1 STUDENT ENROLLMENT

4.1.1 School Size

- 4.1.101 The Board of Directors, in consultation with the Superintendent, shall decide on the size of the school defined as the total number of students enrolled at the school.

4.1.2 Class Size

- 4.1.201 The Board of Directors shall limit class sizes to support personalized learning and ensure that teachers are able to know their students. The maximum class sizes are as follows:
 - Early Childhood (Preschool and Pre-Kindergarten) - 18 students
 - Elementary School (Kindergarten - Grade 5) - 20 students
 - Middle/High School (Grades 6-12) - 20 students
- 4.1.202 The Superintendent has the authority to increase class size by a maximum of two students if there are two or more students that fall under Admissions Category I.

- 4.1.203 The Superintendent shall inform the Board if the number of students in any class exceeds the maximum class size and the additional two per grade level, or if s/he wishes to adjust the overall preferred maximum.

4.2 ADMISSIONS

4.2.1 General Policy

- 4.2.101 AISL supports the philosophy of inclusion and serves the educational needs of a diverse community of learners from a range of cultural and educational backgrounds.
- 4.1.103 AISL does not discriminate on the basis of religion, ethnic or national origin, sexual orientation, gender, or gender expression.
- 4.2.104 Admission is open to students who demonstrate the ability to access and benefit from a challenging international education.

4.2.2 Admissions Application Process and Assessment

- 4.2.201 The School Administration shall establish and publish a clear admissions and application process which includes an application checklist and the administration of appropriate screening tools and instruments.
- 4.2.202 The Superintendent shall establish an Admissions Panel consisting of the Admissions and Marketing Officer, the Principals, the Counselors and the Student Support Services Coordinator to review all applications.
- 4.2.203 The Admissions Committee shall not review an application until all available items on the checklist have been submitted/completed.
- 4.2.204 Students shall not be accepted without receipt of official records from previous schools. Acceptance of these records as official documents will be at the discretion of the Superintendent.

4.2.3 Admissions Priority

- 4.2.301 AISL admissions priorities are guided by our founding mission to serve the educational needs of children of Americans and other nationalities on temporary assignments in Lagos. Applicants are classified by the following Categories with priority for admission given in that order.
1. Dependents of US State Department employees, AISL overseas hire faculty and staff, and Special Assessment companies.
 2. Dependents of Guaranteed Enrollment Plan.

3. Dependents of US citizens who are on expatriate assignment in Nigeria.
 4. Dependents of non-US citizens who are on expatriate assignment in Nigeria.
 5. Siblings and previously enrolled students.
 6. Dependents of US citizens who are permanent residents of Nigeria.
 7. Dependents of non-US citizens who are permanent residents of Nigeria.
- 4.2.302 The admission of students is contingent upon available space.
- 4.2.303 Dependents of AISL alumni (being defined as someone who attended AISL for at least two full years) shall be considered for admission at one category higher than their current level to a maximum of Category 3.
- 4.2.304 All students applying to AISL must meet entrance requirements irrespective of priority category or guaranteed enrollment status.

4.2.4 English Language Learners

- 4.2.401 The School shall admit students who require English language support and who are able to benefit from the educational program in a mainstream environment.
- 4.2.402 The School administers English language screening tools to all English language learners to determine language level.
- 4.2.403 The number of students admitted requiring English language support at any grade level is limited by program and staffing capacity as determined by the Superintendent.
- 4.2.403 English language proficiency is not required for admissions into Early Childhood through to Grade 8.
- 4.2.404 Students must demonstrate English language proficiency at the intermediate level or above to be admitted into Grades 9-10.
- 4.2.405 Students must demonstrate English language fluency to be admitted into Grades 11-12.

4.2.5 Learning Support

- 4.2.501 The School shall admit students with mild to moderate learning disabilities if they are able to benefit from the educational program in a mainstream environment.
- 4.2.502 The Admissions Committee reserves the right to request additional assessments (e.g. Educational Psychological Assessment) at a cost of which will be the family's responsibility.

- 4.2.503 AISL shall admit a managed numbers of students who require learning support to support optimal student-teacher ratios to ensure that students receive the targeted and personalized support necessary to be successful.
- 4.2.504 Students entering Grades 10, 11, 12 are expected to be able to meet high school graduation requirements.

4.2.6 Probationary Admission

- 4.2.601 Students may be admitted on a probationary basis when some of the admissions criteria have been partially met.
- 4.2.602 Probation shall be defined individually for students who have not met some of the admissions criteria.

4.2.7 Grade Level Placement

- 4.2.701 The AISL Admissions Committee determines the applicants grade level placement, which is based on the applicant's last completed grade level in the previous school and a published age chart with an August 31st threshold.
- 4.2.702 The Admissions Committee assesses each applicant individually by reviewing his/her complete academic profile and social/emotional development. The Principal will place the applicant in the age-appropriate grade level unless evidence contained in the application indicates that an applicant's educational needs may be better served when placed in a grade level above or below grade placement at the previous school and/or at what the age chart designates.
- 4.2.703 The Superintendent shall make the final decision regarding the grade level placement of an applicant.

4.2.8 Promotion and Retention of Students

- 4.2.801 Students shall normally progress annually from grade to grade.
- 4.2.802 Exceptions may be made when, in the judgment of the professional staff, the best educational interests of the students involved. Exceptions are always made after prior notification and explanation to each student's parents, but the final decision rests with the Superintendent.
- 4.2.803 The School works with students at risk to provide appropriate support that keeps them on track for graduation.

4.2.9 Guardianship

- 4.2.901 Students are required to reside with at least one parent or legal guardian in the Lagos area to be admitted and maintain enrollment status.

4.2.10 Student Withdrawal

- 4.2.1001 Parents/guardians are responsible for notifying the school in writing that they intend to withdraw their child(ren) from school.
- 4.2.1002 The School will prepare Official School Transcripts within 5 school days after receiving the written notification.
- 4.2.1003 The School shall release transcripts after all school fees are paid.

4.3 STUDENT EXPECTATIONS AND CONDUCT

4.3.1 Student Attendance

- 4.3.101 Students are expected to attend school on campus, or virtually when the School is offering Remote Learning or Blended Learning, prepared and ready to learn.
- 4.3.102 Attendance protocols and consequences are outlined in the Student-Parent handbook.
- 4.3.103 Only parents or guardians may verify a student's absence from school.

4.3.2 Student Conduct and Discipline

- 4.3.201 Student behavior is guided by a student code of conduct that establishes age-appropriate behavioral expectations, rights and responsibilities, accountability and consequences.
- 4.3.202 Students are expected to take responsibility for their own behavior and follow the code of conduct on campus or virtually, during AISL sponsored functions and activities, and while participating in school-sponsored trips.
- 4.3.203 The School Administration shall publish age appropriate student behavioral expectations and outline a range of possible consequences when expectations are not met in order to help students learn from their mistakes.

4.3.3 Student Dress

- 4.3.301 Students are expected to wear clothing and footwear that promotes a respectful, safe, and comfortable learning environment on campus for themselves and others.
- 4.3.302 The School Administration shall publish clear, objective, and age appropriate student dress code guidelines and outline possible consequences for not complying with guidelines.

4.3.4 Student Transportation

- 4.3.401 The transportation of students to and from school is the responsibility of the parents or guardians.
- 4.3.402 AISL is not responsible for student safety when students are riding in private vehicles, including car pools arranged by parents.
- 4.3.403 No student is permitted to drive to the school grounds without a valid driver's license.

4.3.5 Student Removal From School

- 4.3.501 The Superintendent, in consultation with principals, reserves the right to remove or refuse entry or re-enrolment to a student if their medical condition, learning progress and/or behaviour is deemed to be detrimental to the well-being of themselves or others.
- 4.3.502 The Superintendent, in consultation with principals, may suspend any student in accordance with the guidelines outlined in the Parent and Student Handbook at his/her discretion.
- 4.3.503 The Superintendent has the authority to expel a student for repeated suspensions or for a single act of gross misconduct.
- 4.3.504 Parent/guardians have the right to appeal to the Superintendent in writing within one (1) week after notification of suspension or expulsion. The Superintendent shall notify the Board in the case of an expulsion, and the Board shall serve as the final arbiter in the case of an appeal.
- 4.3.505 The School reserves the right to legal action when the student's actions violate local laws.

4.4 STUDENT HEALTH AND WELLBEING

4.4.1 Health Office

- 4.4.101 The School shall establish and equip a health office to provide basic medical treatment, including first aid, and routine and emergency medication administration (with doctor's prescription and/or parent permission).
- 4.4.102 AISL shall have appropriate procedures in place for responding to accidents and injuries, including responsibilities for follow-up and communication.
- 4.4.103 The health office shall also serve as a health education resource, including providing public health information and health prevention promotion.
- 4.4.104 The health office shall ensure that appropriate staff are trained in First Aid, CPR, and other emergency response procedures.

4.4.2 Student Health Information

- 4.4.201 The Superintendent shall ensure that the health office collects and files important health information for each student.
- 4.4.202 Student health information shall be strictly protected per NDPR guidelines and access to such information will only be available to authorized school personnel who require the information to meet student needs.

4.4.3 Infectious and Communicable Diseases

- 4.4.301 AISL shall provide and maintain a safe and healthy environment for all students and employees.
- 4.4.301 Parents are required not to send their child(ren) to school if she/he is not feeling well and/or if they suspect that the child has an infectious or communicable disease.
- 4.4.302 AISL shall implement procedures regarding infectious and communicable diseases based on guidelines and regulations issued by the Lagos State Government, the NCDC, and the CDC.

4.4.4 Alcohol, Tobacco, Substance Abuse

- 4.4.401 AISL recognizes the health risks associated with the consumption of alcohol, tobacco, and other drugs.
- 4.4.402 AISL shall offer age-appropriate programming to students about the health risks associated with the consumption of alcohol, tobacco, and other drugs.
- 4.4.403 AISL shall provide support for students who voluntarily and proactively communicate that they are abusing alcohol, tobacco, or other drugs.

- 4.4.404 The Superintendent shall ensure that clear guidelines, expectations, and disciplinary consequences are published about student consumption of tobacco, alcohol, or drugs at any school related event or activity.
- 4.4.405 No alcohol shall be served at school activities with student participants.

4.4.5 Child Protection

- 4.4.501 AISL recognizes the impact of abuse and neglect on student health, wellbeing, and learning.
- 4.4.502 AISL and its stakeholders commit to providing all children in the care of AISL with a safe and secure environment in which to grow and develop on campus and off campus.
- 4.4.503 The Superintendent shall establish guidelines and procedures for protecting and ensuring the safety of children are clearly documented and communicated to all stakeholders.
- 4.4.504 The Superintendent shall appoint a Child Protection Officer to oversee the implementation of child protection policy, guidelines, and procedures.
- 4.4.505 AISL faculty/staff members are required to report suspected incidences of child abuse, neglect or bullying to the counselor or child protection officer whenever the staff member has a reasonable cause to believe a child has suffered, or is at risk of suffering abuse, neglect or bullying.
- 4.4.506 In response to suspected abuse, neglect or bullying, the School shall take all reasonable, responsible and steps (e.g. counseling intervention, disciplinary, legal) to protect the child and act as his/her advocate.
- 4.4.507 The School shall fully respect confidentiality requirements when addressing child protection matters.
- 4.4.508 AISL shall have a proactive plan for training all stakeholders and making the AISL community aware of various aspects of child protection including abuse, neglect, and bullying.

4.4.6 Student Health and Wellbeing Programming

- 4.4.601 The School shall integrate comprehensive and developmentally appropriate student health and wellness programming into the curriculum.
- 4.4.602 The School shall periodically evaluate the effectiveness of student health and wellness programming.

4.5 STUDENT RECORDS

4.5.1 Definition

- 4.5.101 Student records are defined as official records, files and data directly related to children, including all material that is incorporated into each student's cumulative record folder, and intended for school use or to be available to parties outside the school.

4.5.2 Collection, Maintenance and Release of Student Records

- 4.5.201 The School shall collect, maintain, and release student records in accordance with the Nigerian Data Protection Regulation (NDPR) as outlined in AISL's Data Protection Guidelines and Procedures.
- 4.5.202 At the time of withdrawal, academic records will be made available at the request of the parent or guardian.
- 4.5.203 Student records are released to parents/guardians or students only when all school fees have been paid in full.
- 4.5.204 Student records shall be maintained for 10 (ten) years after students leave AISL

4.5.3 Data Privacy

- 4.5.301 The School considers the information contained in student files confidential.
- 4.5.302 Confidential student data and records are only available to authorized school personnel requiring the information for their role and to the legal owner of the information or his/her legal representatives.

5.0 Personnel

5.1 EQUAL OPPORTUNITY AND EMPLOYMENT

- 5.1.101 The American International School of Lagos is an equal opportunity employer and provides opportunities to all employees and job applicants without discrimination on the basis of gender, religion, race, or individual identity. This nondiscrimination policy shall apply to recruitment, hiring, assignment, promotion, demotion, and determination of salaries and benefits.
- 5.1.102 AISL values diversity in its recruitment and selection of personnel and believes that a diverse faculty/staff enriches curricular activities, the student body, and the international school community.

5.2 ORGANIZATIONAL CHART & JOB DESCRIPTIONS

- 5.2.101 The School Administration shall develop a formal organizational chart depicting all staff positions and line and staff relationships in the School. The chart shall be published in the appropriate employment handbooks.
- 5.2.102 The Human Resources Officer shall maintain a formal job description for every approved position in the organizational chart.

5.3 EMPLOYEE CODE OF ETHICS

- 5.3.101 The primary responsibility of AISL employees is to effectively fulfill the obligations to which position they have been assigned.
- 5.3.102 All employees are expected to uphold AISL's Code of Ethics within and outside the AISL community.
- 5.3.103 Employees should not engage in any behavior, activity, or practice that would adversely affect their employment status or professional standing, or would conflict with or violate professional ethics.
- 5.3.104 The Superintendent shall publish an AISL Employee Code of Ethics and incorporate it into all employment contracts as a condition of employment.

5.4 CONFIDENTIALITY OF INFORMATION (See Policy 8.2.2 Data Protection)

- 5.4.101 Faculty/staff are expected to secure personal data, including but not limited to individual parent correspondence, personnel evaluations, student images, records and reports, private conferences, financial reports, and the School's plans and program.
- 5.4.102 All AISL faculty/ staff members are expected to comply with guidelines and procedures contained in AISL's Data Protection Guidelines and Procedures and to observe norms for maintaining the integrity of confidential information.

5.5 PERSONNEL RECORDS

- 5.5.101 The Human Resource Officer shall maintain a file of all records on the employment of each employee.
- 5.5.102 Employees are required to submit any updated information for inclusion in the personnel file.
- 5.5.103 AISL shall secure records contained in personnel files in accordance with AISL Data Protection Guidelines and Procedures.

5.6 EMPLOYMENT CRITERIA

5.6.1 Selection of Staff

- 5.6.101 The Superintendent is responsible for selecting appropriately qualified individuals to fill all faculty and staff positions.
- 5.6.102 The Board shall approve any additions or reductions of faculty and staff positions.
- 5.6.103 The Superintendent shall establish recruitment and selection procedures to appoint, retain, and develop an exemplary faculty/staff to carry out AISL's Vision, Mission, and Core Values.

Revised April 2023

5.6.2 Terms and Conditions of Employment

- 5.6.201 The terms and conditions of employment for all AISL employees shall be stipulated in written employment contracts.
- 5.6.202 The Superintendent and the Human Resources Officer shall conduct periodic reviews (every 5 years) of terms and conditions of all contracts as needs arise.
- 5.6.203 The Board shall approve any changes in the terms and conditions of employment contracts.

Revised April 2023

5.6.3 Physical and Medical Examinations and Immunizations

- 5.6.301 All applicants selected for employment will be required to pass a medical examination administered by a qualified medical doctor before commencing employment. All employees are subject to subsequent medical examinations when requested by the school.
- 5.6.302 Contract renewal may be contingent upon the satisfactory passing of a medical evaluation. Failure to observe this provision may result in terminating the contract.
- 5.6.303 All applicants are expected to provide evidence of immunizations requested by the school before commencing employment or during employment if the school authorizes new immunization requirements.

5.6.4 Background Checks

- 5.6.401 Prior to hiring and as otherwise recommended by international best practice, the School shall perform reference checks and criminal clearances aligned with child protection guidelines for all employees.

5.6.6 Employee Job Families

5.6.601 AISL Faculty/Staff is broken down into five (5) job families:

- **Senior Leadership/Administration:** Consists of those occupying the position of Superintendent, Principals, Director, Business and Administration Manager, and any other senior leadership position placed in this category by the Superintendent.
- **Certificated Overseas and Local Hire Faculty:** Consists of academic classroom teachers, teaching specialists, Librarian, Counselor, and any other position as may be placed in this category by the Superintendent.
- **Administrative Staff:** Consists of administrative positions, including Accountant, Executive and Administrative Secretaries, and Assistants, Registrar, and any other position as may be placed in this category by the Superintendent.
- **Instructional Support Staff:** Consists of degree and non-degree local hire staff (e.g. instructional assistants and associate teachers) that assist faculty, specialist teachers, librarian, and any other certificated faculty designated by the Superintendent.
- **Support Staff:** Consists of personnel hired to assist in facilities operations, including custodians, electricians, drivers, and carpenters, and any other position placed in this category by the Superintendent.

5.6.602 The term **Faculty/ Staff** is used to designate all of the above-stated job families.

5.6.603 The School designs salary/benefit packages, as required by Board Policy, to reflect the market from which faculty/ staff members are hired. As such, Faculty/Staff members are hired into one of two classifications.

- **Overseas Hire Faculty/Staff** are certified faculty/staff members generally recruited and hired outside of Nigeria for the sole purpose of employment at AISL.
- **Local Hire Faculty/Staff** are certified faculty/staff members who are Nigerian citizens or fully resident expatriates who are hired in Nigeria.

5.6.7 Contractual Periods and Renewals

5.6.701 Initial contract periods for Overseas Hire faculty is two years and leadership/ administration is three (3) years. Contract renewals thereafter are 1-2 years and are at the Superintendent's discretion.

- 5.6.702 Contract periods for local hire faculty/staff are one (1) year.
- 5.6.703 The Superintendent shall publish timelines and procedures for contract renewals in employee handbooks.

5.6.8 Length of Service

- 5.6.801 Recommended length of active service for Overseas Faculty is either eight years (8) or 65 years of age. The age of retirement for staff is 65 years.
- 5.6.802 Overseas hired faculty/staff members who wish to remain after eight years (8) of continuous active service will become a Local Hire Faculty/Staff member and lose their overseas hired benefits (e.g. overseas premium, housing, transportation, international health insurance, and relocation allowance).

5.7 EMPLOYMENT CONDITIONS

5.7.1 Faculty/Staff Orientation

- 5.7.101 The Superintendent shall delegate an orientation team to assist the Human Resource Manager to develop an orientation program for new overseas faculty/staff as defined in the New Faculty/Staff Welcome Guide. All new overseas faculty/staff are required to participate in the orientation program.

5.7.2 Staff Time Schedules

- 5.7.201 The Superintendent and HR Officer shall establish the time schedules, workloads, and school calendar for all school employees based on local educational and labor law, benchmarking with "other like international schools" in the region, and standards prescribed by the international agencies that accredit the school.

5.7.3 Probation

- 5.7.301 New employees are placed on a 90-day probation period, subject to satisfactory performance by each supervisor.
- 5.7.302 The school reserves the right not to extend employment beyond the probationary period of 90 days. Notice in such cases will be in writing to the employee.

5.7.4 Assignments and Transfers

- 5.7.401 The Superintendent is responsible for all staff assignments and transfers. Decisions shall involve consultations with the faculty/staff member and the direct supervisor.

5.7.5 Arrangement for Substitute Teachers

- 5.7.501 The Human Resource Manager, under the supervision of the Superintendent, shall employ qualified substitute teachers, associate teachers, and instructional assistants to provide coverage when regular faculty/staff members are absent from work.
- 5.7.502 The Superintendent may delegate this responsibility to the Principal(s); however, the Superintendent is ultimately responsible for all staffing decisions.
- 5.7.503 The daily rate paid to substitute teachers shall be determined and reviewed annually by the Superintendent.

5.7.6 Faculty/Staff Dress Code

- 5.7.601 AISL employees are expected to dress in a professional and appropriate manner in order to project a professional image to students, parents, and the community and to honor the diversity in our community by showing consideration and sensitivity for cultural and/or religious beliefs and values.
- 5.7.602 The Superintendent shall publish a professional dress code in faculty and staff handbooks.

5.7.7 Dependent Enrollment at AISL

- 5.7.701 All full-time Overseas Faculty may enroll one eligible dependent (e.g. child) per contract at AISL with application fees, registration, tuition, and assessment fees paid by the school if the dependent meets AISL admissions standards.
- 5.7.702 All full time Certificated Local Hire Faculty may enroll one eligible dependent per contract with application fees, registration, tuition, and assessment fees paid by the School under the following conditions: AISL admission standards are met and the spouse's employer does not cover the cost of school fees.
- 5.7.703 AISL may grant a total of three (3) administrative and support staff the opportunity to enroll one dependent in the school on a first come first serve basis every school year (cap of 15 total students) under the following conditions: 1) AISL's admissions standards are met; 2) place is available; 3) the spouse's employer does not cover the cost of school fees.
- 5.7.704 AISL does not pay the tuition of dependents that attend any other school.

5.7.8 Faculty/Staff Housing for Oversea Hires and Visitors

- 5.7.801 AISL provides housing as a benefit to all overseas faculty/staff.
- 5.7.802 The Superintendent shall publish clear faculty/staff housing guidelines and procedures.
- 5.7.803 All Resident Faculty/Staff and registered guests shall abide by the AISL housing guidelines and procedures.

5.8 EMPLOYEE SALARY & BENEFITS

- 5.8.101 All faculty/staff members shall be issued an employment contract that clearly outlines salary, benefits, and terms of payment upon appointment. Compensation shall be in accordance with an employee's placement on a designated salary schedule.
- 5.8.102 The staff salary schedule is categorized into the following:
 - Leadership/Administrator Salary Schedule
 - Certificated Faculty Salary Schedule
 - Administrative Staff Salary Schedule
 - Support Staff Salary Schedule
 - Instructional Assistant and Associate Teacher Salary Schedule
- 5.8.104 Salary Schedules and benefits for different staff employment categories are determined by a range of criteria including degrees, qualifications/certifications, years of experience, performance, market conditions, etc.
- 5.8.105 The Superintendent and Human Resources Officer shall determine the individual's placement on the appropriate salary schedule.
- 5.8.106 The Business and Administration Manager shall develop and administer a payroll process and procedure.
- 5.8.106 The Board of Directors must approve any changes to salary schedules and benefits packages.

5.9 LEAVE

5.9.1 Holidays and Vacation

- 5.9.101 The school recognizes all statutory public holidays of the Local and Federal Nigerian Government and such other holidays that the school will announce at the issuance of

its annual school calendar. In case the Nigerian government proclaims a special holiday during the year and this holiday has not been included in the school's calendar, a decision regarding AISL observation is left to the Superintendent in consultation with the Board of Directors.

- 5.9.102 The granting of holidays other than those announced is at the discretion of the school and may change from year to year. Holidays scheduled on the School calendar are subject to change
- 5.9.103 Vacation leaves are specified by the superintendent and are outlined in employee contracts. Vacation leaves are typically aligned with the School calendar.

5.9.2 Compassionate/Bereavement Leave

- 5.9.201 Overseas hired faculty are entitled to up to ten (10) consecutive days of paid bereavement leave in the event of the death of an immediate family member- child, parent, spouse/partner, or a sibling.
- 5.9.202 Local hired faculty and staff are entitled up to five (5) consecutive days of paid bereavement leave in the event of the death of an immediate family member- child, parent, spouse/partner, or a sibling
- 5.9.202 The school shall pay the cost of economy round-trip air transportation for the overseas faculty member and spouse/partner and approved dependents from Lagos to the place of the funeral or memorial service.
- 5.9.203 A fixed transportation cost of \$300 shall be granted to locally hired faculty and staff to support transportation.

5.9.3 International Recruitment Leave

- 5.9.301 Overseas faculty may be granted up to five (5) days of paid recruitment leave as a one-time benefit to attend overseas onsite interviews or recruitment fairs. The Superintendent must approve such leaves in advance.
- 5.9.302 Overseas faculty must document attendance at international recruiting fairs and onsite interviews. Recruitment leave may not be used in June.
- 5.9.303 Other leave days, such as personal or medical leave, may not be added to recruitment leave in order to extend the leave under normal circumstances.

5.9.4 Personal Leave

- 5.9.401 Employees may be granted up to three (3) paid personal days per school year for pressing matters that cannot be accomplished during the school day. In the case of

exceptional circumstances (e.g., serious family illness, etc.), additional paid or unpaid personal leave days may be granted at the Superintendent's discretion.

- 5.9.402 A personal leave form must be submitted at least one week in advance (except in the case of an emergency) of the requested personal leave date and must be taken in at least one half-day increment.
- 5.9.403 Personal leave will not be granted to extend a school holiday or the last two weeks of the school year, except in extraordinary circumstances as determined by the Superintendent.

5.9.5 Maternity Leave

- 5.9.501 A pregnant employee is entitled to and granted up to twelve (12) consecutive working calendar weeks (84 consecutive calendar days) of paid maternity leave regardless of when the leave begins.

5.9.6 Paternity Leave

- 5.9.601 Male employees are entitled up to ten (10) consecutive days of paid paternity leave. Paternity leave must be approved by the Superintendent.

5.9.7 Adoption Leave

- 5.9.701 An AISL employee who is the primary legal caregiver (mother or father) of an adopted child is entitled to eight (8) consecutive weeks (56 consecutive calendar days) of paid adoption leave. Couples may choose to divide the eight (8) weeks of adoption leave between the two parents, but the total of leave days may not exceed eight (8) weeks total.
- 5.9.702 The beginning of adoption leave shall be defined as the date of departure to obtain physical custody of the child. Other leave days, such as personal or medical leave, may not be added to the adoption leave in order to extend the leave under normal circumstances.

5.9.8 Medical Leave

- 5.9.801 An AISL employee will be allowed up to ten (10) work days of paid medical leave.
- 5.9.802 In all cases, when sick leave is granted, the employee must submit satisfactory evidence, including a medical certificate, to the Superintendent within two (2) working days from a registered medical practitioner recognized by the school.

- 5.9.803 Two days absence without permission or medical certificate from a doctor recognized by the school shall be deemed as a breach of contract and treated accordingly.
- 5.9.804 In the case of exceptional circumstances, additional unpaid medical leave days may be granted at the Superintendent's discretion.

5.9.9 Extraordinary/Extended Leave of Absence

- 5.9.901 An Extraordinary/Extended Leave- paid or unpaid- will only be granted at the discretion of the Superintendent.
- 5.9.902 Unpaid Extraordinary/Extended Leave will result in the deduction of 1/180 of annual net salary per day.

5.9.10 Professional Leave

- 5.9.1001 The employee may be granted paid professional leave to attend conferences, training, and workshops- onsite or offsite. Professional leave must be approved by the Superintendent.

5.9.11 Sabbatical Leave

- 5.9.1101 Sabbatical Leave will only be based on the current needs of the school and the discretion of the Superintendent and the Board of Directors.

5.10 EMPLOYEE PERFORMANCE EVALUATION

- 5.10.1 The Board of Directors delegates to the Superintendent, responsibility for designing and implementing a standards-based performance evaluation process for all faculty/staff.
- 5.10.2 Performance evaluation guidelines and procedures for each employee category are documented in the respective employee handbooks.

5.11 PROFESSIONAL DEVELOPMENT

- 5.11.1 AISL provides ongoing professional development for faculty/staff with the goal of improving student learning and school efficacy.
- 5.11.2 AISL shall offer a range of professional development opportunities annually based on the student learning needs, the school's annual goals, and strategic priorities.

- 5.11.3 The Superintendent shall publish a process to apply for professional development funding based on clearly communicated criteria.
- 5.11.4 All professional development activities and costs shall be reviewed and approved by the Superintendent.

5.12 COMPLAINTS AND GRIEVANCES

- 5.12.1 The School Board delegates responsibility for addressing complaints and grievances that may occur within the School to the Superintendent.
- 5.12.2 The Superintendent shall bring a complaint and/or grievance to the Board only when all remedies within the organization of the school have been exhausted.
- 5.12.3 The Superintendent shall publish a complaint and grievance procedures in the faculty/staff handbook
- 5.12.4 All complaints, grievances, or disclosures shall be treated with sensitivity and in confidence when possible. Appropriate safeguards shall be put in place to protect the individual(s) who make a disclosure.
- 5.12.5 Faculty/staff may bring complaints and grievances involving the behavior and/or actions of the Superintendent to the Board President who may, in turn, refer the complaint or grievance to the Board for resolution.

5.13 WHISTLE BLOWING

- 5.13.1 The School Board shall delegate responsibility for addressing reports of suspected wrongful misconduct that may occur within the School to the Superintendent.
- 5.13.2 The School strongly encourages all faculty and staff and students to report suspected or actual wrongful conduct through channels that the School establishes for such reporting.
- 5.13.3 The Superintendent shall publish a whistle blowing procedure in the faculty/staff handbook, including a provision for anonymous reporting.
- 5.13.4 The Superintendent shall bring a report of suspected wrongful misconduct to the Board only when all remedies within the organization of the school have been exhausted or if the report has legal implications for the school.
- 5.13.5 No school staff or student shall interfere with the good faith reporting of suspected or actual wrongful conduct; no individual who makes such a good faith report shall be subject to retaliation, including harassment or any adverse employment, academic or educational consequence, as a result of making a report. The Superintendent shall take whatever action is necessary and appropriate to address a violation of this policy.

- 5.13.6 Faculty/staff may report suspected wrongful misconduct involving the Superintendent to the Board President who may, in turn, refer the report to the Board for resolution.

Revised May 2023

5.14 EMPLOYMENT- DISCIPLING, RESIGNATION, TERMINATION

5.14.1 Authority of the Superintendent

- 5.14.101 The Superintendent has the authority to take actions regarding the employment of all employees which is not precluded by Nigerian law. The authority includes, but is not limited to:
- Accepting the resignation of an employee
 - Requesting the resignation of an employee
 - Disciplining an employee (e.g. written warning)
 - Placing an employee on probation or an improvement plan
 - Suspending an employee prior to taking final action
 - Reducing the number of employees
 - Not renewing a contract of an employee
 - Terminating the contract of an employee
 - Deciding not to renew the contract of an employee
 - Removing an employee from the campus and/or from the faculty/staff housing
- 5.14.102 Any action taken by the Superintendent may be reviewed by the Board on an appeal by an employee against whom the Superintendent has taken any of the above actions. The appeal shall be in writing and shall be made not later than seven days (including weekends and holidays) from the date of the action.
- 5.14.103 The Superintendent shall notify employees of the intent to terminate employment according to the terms of the contract, school policy, and applicable law.

Revised April 2023

5.14.2 Resignation

- 5.14.201 Any local hired faculty/staff member may terminate his/her employment contract at any time by giving thirty (30) days' notice to the Superintendent in writing of his/her intent to resign.
- 5.14.202 Overseas hired faculty/staff are required to notify the Superintendent in writing by November 1st if they intend not to seek renewal of their contract for the following academic year.
- 5.14.203 Any faculty/staff member who breaks the contract will forfeit all salary and benefits to which they are entitled to according to the contract.

5.14.3 Termination for the General Benefit of the School

5.14.301 The Superintendent has the authority to terminate the employment contract of any faculty/ staff member at any time with thirty (30) days advance notice for the following reasons:

- Sickness or injury is of such a nature as to prevent the employee from completing his/her duties. In such cases, the contract shall be deemed terminated without fault;
- Professional reasons including, but are not limited to lack of professional qualification, ability, or performance;
- Reduction in Force.

5.14.4 Termination for Cause

5.14.401 The Superintendent may terminate an employee's contract immediately when good and sufficient cause for termination exists.

5.14.402 Good and sufficient cause includes the following: individual's personal dishonesty, willful misconduct, non-compliance with the AISL Faculty/Staff Code of Ethics, any breach of fiduciary duty involving personal profit, intentional failure to perform stated duties, or the willful violation of any law, rule, or regulation.

5.14.403 In the event of Termination for Cause, the Superintendent shall inform the employee in writing and provide the employee with an opportunity to comment or respond.

5.14.404 All contractual obligations including payment of compensation and benefits agreed upon under the terms of the employment contract shall cease as of the termination date determined.

5.14.5 Due Process and Appeal

5.14.501 In all cases of termination, the Superintendent shall inform the President of the board in writing within 2 days of the termination. The employee's right to due process shall be protected, including the right of the employee to:

- Know the reasons for his/her termination;
- Discuss these reasons with the Superintendent;
- Request an appeals hearing before the Board of Directors.

5.14.502 The Employee has a right to appeal the Superintendent's decision to terminate the contract in writing to the President of the Board of Directors.

- 5.14.503 The Board of Directors shall review the written appeal and respond within ten working days of receiving written notice of the appeals request from the employee. (See Policy 2.11 Disputes).
- 5.14.504 The decision by the Board following the review of the appeal is considered final.

5.13.6 Force Majeure

- 5.14.601 The Board of Directors has sole responsibility for declaring Force Majeure due to events outside the control of the School (natural disaster, civil disturbance, etc.) that require the temporary or permanent closure of the School.
- 5.14.602 All employees are entitled to receive 100% of base salary and insurance coverage as defined in the employment contract for the first ninety (90) days following the date of declaration, or until the end of the contract period whichever is sooner. The Board may extend the payment of base salary and insurance beyond 90 days.
- 5.14.603 The School shall honor relocation benefits (e.g. transportation) for any overseas hire employee and/or registered dependents who choose to leave after the Board of Directors declares a Force Majeure.
- 5.14.604 With the approval of the Board of Directors, the Superintendent has the authority to ask selected essential members of staff to remain in residence (Overseas Hire) and/or maintain a regular work schedule (Local Hire and essential Overseas Hire) during the closure. These staff members will be eligible to receive a Board approved “hardship premium” for this period.
- 5.14.606 The Board of Directors shall determine the date to reopen the school and resume operations following a school closure.
- 5.14.607 All school employees are expected to return to campus and resume their contractual duties on the resumption date. If an employee does not resume his/her duties on this date, the Superintendent may terminate the contract.

5.13.7 Reduction In Force

- 5.14.701 Reduction of Force for employees is defined as reducing the number of faculty/staff positions as the result of a decrease in enrollment and/or due to financial difficulties.
- 5.14.702 The Superintendent, in consultation with the Board, may request any volunteers to reduce staffing via resignations, leave of absence, job sharing, etc.
- 5.14.703 If the number of voluntary reductions is less than the number of positions that need to be reduced, then the Superintendent will reduce additional positions based on the following:

- Need for the position(s)
- Qualifications
- Job performance and contributions
- Flexibility / versatility

5.13.8 Professional Recommendations

- 5.14.801 AISL administration may issue confidential letters of recommendation, upon request, to approved recruiting agencies, to college/graduate level admissions, and to potential employers.
- 5.14.802 The Human Resources Officer shall issue a verification letter of employment, upon request and subject to the Superintendent's approval, stating the employee's position of responsibility and dates of employment at AISL. .

5.14.9 Employee Exit Procedures

- 5.14.901 Employees exiting the organization will follow due published procedures communicated by the supervisor and the Superintendent.

6.0 Financial Policy

6.1 FINANCIAL OVERSIGHT

6.1.1 Delegation of Authority:

- 6.1.101 The purpose of this Delegation of Authority ("DoA") is to ensure the efficient operation of AISL by establishing levels of authority and/or designate officers who may sign written instructions or take other actions in the name of and on behalf of AISL
- 6.1.102 The Superintendent, Business Manager, and Internal Control Manager are responsible for the overall financial day-to-day operations of the school. Each responsibility and line of authority has its approval delegation below. See link to the Financial Authority Matrix [Delegation of Authority Guideline](#)

6.1.2 Board of Directors:

- 6.1.201 The Board is responsible for the approval of the annual budget, tuition and other fees, and contracts and expenses above \$200,000.
- 6.1.202 The Board provides general oversight keeping in mind the long-term financial plan as well as short-term needs. The Board is responsible for updating the long-term financial plan yearly and may delegate aspects of financial oversight to the Finance Committee.
- 6.1.203 The Board ensures that the School maintains a strong financial position and long term financial health, including the ability to manage and mitigate financial risks and liabilities.

6.1.3 The Finance Committee:

- 6.1.301 The Finance Committee consists of at least three Board members, the Superintendent, and the Business Manager. The committee shall meet monthly to review the school's monthly financial reports, financial policies, and the annual budget. The committee shall recommend the adoption of reports, policies, and the annual budget to the Board.
- 6.1.302 The Finance Committee is also responsible for the review and initial approval of the annual budget, including approval of contracts and expenses above \$50,000 and below \$200,000.

6.1.4 Superintendent:

- 6.1.401 The Superintendent is delegated the powers of the Board to carry out all school operations including personnel and financial matters. S/he is also responsible for the annual budget and performance and the day-to-day operations of the school.
- 6.1.402 The Superintendent is responsible for the review of the annual budget, including approval of contracts and expenses above \$1,000 and below \$50,000.

6.1.5 Business Manager:

- 6.1.501 The Business Manager shall report directly to the Superintendent with a dotted line reporting to the Board Treasurer and ensures that the financial services of the school are organized in a manner to ensure the following:
 - the keeping of clear and full accounting records of all financial operations of the School,

- the exercise of all budgetary control activities and in particular, commitment to expenditures,
- compliance with statutory requirements,
- that the operating results are in line with the targets set by the Board.
- oversight over bank accounts and funds investments and liquidity, including (but not limited) to monthly review of bank account reconciliations, review of accounts payables and bank payment requests to ensure validity and approvals according to policy.

6.1.502 The Business Manager is responsible for the preparation and execution of the annual budget, including approval of contracts and expenses below \$1,000.

6.1.503 The Business Manager shall ensure that school resources are used efficiently and effectively.

6.1.6 Internal Control Manager:

6.1.601 The Internal Controls Manager is responsible for establishing internal controls and procedures to safeguard the assets and resources of the school, ensuring the school policies are updated to align with the goals of the school and compliance with school policies and statutory laws and regulation.

6.1.602 The Internal Control Manager shall perform periodic reviews and internal audits to ensure internal control processes are performing as expected and report any findings to the Business Manager and Superintendent.

6.2 FINANCIAL PLANNING

6.2.1 Long Term Financial Planning:

6.2.101 The Business Manager and Superintendent are responsible for developing and maintaining an adaptable 10-year Long-Term Financial Plan. The Superintendent, Business Manager, and the Finance Committee shall conduct an annual review of the Long-Term Financial Plan and will present any changes to the Board for approval.

6.2.2 Annual Budget

6.2.201 The annual budget is prepared by the Business Manager, reviewed by the Superintendent and the Finance Committee, and approved by the Board of Directors. The Board shall approve a revised budget only when necessary.

- 6.2.202 The annual budget shall include an operating budget (revenue and expenditure) and a capital budget (revenue and expenditure) as established by the Board.
- 6.2.203 The Finance Committee (Treasurer, Superintendent and Business Manager) shall present the annual budget (operating and capital) to the Board of Directors for approval.

6.2.2.1 Operating Budget

- 6.2.2.101 The Business Manager is responsible for preparing an operating budget that supports the delivery of a quality educational program.
- 6.2.2.102 The operating budget includes all estimated operating income: tuition, application fees, and special assessment fees paid by certain companies, grants and donations, and miscellaneous income, and current year operating expenses, including but not limited to: salaries and benefits, plant operation and maintenance, and instructional materials and supplies.
- 6.2.2.103 The Superintendent, in conjunction with the Business Manager, shall present a preliminary Operating Budget for the next school year to the Finance Committee and the Board no later than March.
- 6.2.2.104 Enrollment projections must be detailed as part of the budget package. Justification analysis for spending increases and analysis of cost-savings opportunities must be detailed as part of the budget presentation.

6.2.2.2 Capital Budget

- 6.2.2.201 The Business Manager is responsible for preparing a capital and building budget that best meets the needs of the school's facility and programs for the coming year.
- 6.2.2.202 The budget includes income from the capital improvement fees and other capital donations or loans and current year capital expenditures, including but not limited to: furniture and equipment, information technology, vehicles, and new construction or improvement projects which will be capitalized.
- 6.2.2.203 The Superintendent in conjunction with the Business Manager shall present a preliminary capital and building budget to the Finance Committee and the Board no later than March.
- 6.2.2.204 Capital projects shall be prioritized. Justification for projects recommended in the current budget must be included as part of the budget package.

6.2.2.3 Budget Preparation and Approval

- 6.2.2.301 Budget preparation shall be done annually. The budget shall reflect the strategic goals of the School and shall be based on the action plans and activities intended to be undertaken for the school year.
- 6.2.2.302 The annual budget shall be prepared in USD.
- 6.2.2.303 Final Review of the budget is conducted by the Finance Committee and approved by the Board in April. *(Refer to the finance manual for the process and procedure on budget preparation and approval).*
- 6.2.2.304 Any unexpended budget provisions for the operating budget will lapse on the last day of that financial year and these budget provisions cannot be carried forward to justify expenditure in the following year.

6.2.3 Reserve Fund

- 6.2.301 The reserve fund target shall be determined annually and set during the budget cycle for the following year. The total amount of the reserve fund shall be 3 - 5 months of the school's operational recurrent costs.
- 6.2.302 The purpose of the reserve fund is to cover liabilities from unanticipated events such as a decline of student enrollment (revenue), force majeure, natural disasters, etc. The fund may be used to cover the operational shortfalls.
- 6.2.303 The adequacy of the amount in the reserve fund shall be reviewed during every budget cycle, endorsed by the Finance Committee and minuted for reporting to the Board of Directors.
- 6.2.304 The reserve fund will be in US Dollars and be kept in an interest-bearing account in a US bank.
- 6.2.305 The reserve fund shall be replenished up to its target value with any cash surplus from the yearly financial performance.

6.2.4 Line-Item Transfer Authority

- 6.2.401 The Superintendent is authorized to transfer funds, as required, within the approved budget from a budget category to another provided that the transfer does not exceed \$10,000. Any transfer over this amount requires Finance Committee approval.
- 6.2.402 All transfers must be noted in the Monthly Financial reports.

6.2.5 Monthly Financial Reporting and Budget Reconciliation

- 6.2.501 The purpose of this reporting is to reconcile the budget in actuality throughout the school year.
- 6.2.502 The Business Manager shall prepare a budget status report for each cost center monthly to ensure the budget for each cost center is not exceeded.
- 6.2.503 Monthly management reports prepared by the Financial Reporting Accountant and reviewed by the Business Manager, the Superintendent, the Board Treasurer and the Finance Committee shall be submitted to the Board by the Superintendent before monthly Board meetings for their review. Included in the reports are:
- Financial overview showing a summary of budget to actual of income and expenses and explanations for variance above the threshold of 10% and \$10,000
 - A summary showing an analysis of all investment income
 - Bank balances report
 - Quarterly cash flow forecast
 - Board report which shows a summarized financial overview of each month's financial operations.
- 6.2.504 In the event of a budget surplus, the surplus amount shall be transferred to the Reserve fund. For a budget deficit, the Superintendent shall make a recommendation for corrective action.
- 6.2.505 In no case is the Superintendent permitted to authorize expenditures that exceed the total approved budget amount, including use of surplus funds, without prior Board approval.

6.3 ACCOUNTING, INTERNAL CONTROLS, AND COMPLIANCE

6.3.1 Accounting Principles/Standards

- 6.3.101 The School Board recognizes that sound accounting practices and systems are essential to ensuring the financial health of the School. At all times, it is an expectation of the Board that the Business Office, under the supervision of the Business Manager and Superintendent, follows the Generally Accepted Accounting Principles (GAAP) in use by Nigeria, which is the provisions of the Companies and Allied Matters Act (CAMA) and International Financial Reporting Standards (IFRS) for a nonprofit educational institution operating in Nigeria.

6.3.2 Denomination

- 6.3.201 Accounting transactions are recorded in the ledgers in both US dollar and Nigerian Naira amounts. Audited financial reports are prepared in US dollar and Nigerian Naira while Budgets and Management reports are prepared in US dollars.

6.3.3 Procurement/Tendering

- 6.3.301 Once the annual budget has been approved by the Board of Directors, the Superintendent and the Business Manager are authorized to approve the purchase of all goods, materials, equipment, and supplies included in the approved budget in line with the financial authority matrix.
- 6.3.302 Purchasing shall be conducted on a competitive basis among vendors, to obtain the best quality that meets the needs of the school at a fair market price.
- 6.3.304 Depending on the kind of purchase, all purchase requests within the approval limit of the Superintendent shall go through the procurement department, while all major capital budget requests will be approved in line with the financial authority matrix. *(Refer to the finance manual procedure 12 - Procurement)*
- 6.3.305 The Procurement process shall require at least three (3) bids for purchases of goods or services (if quality vendors are available) when the value of such item or service exceeds \$500.
- 6.3.306 When reviewing bids, consideration will be given but is not limited to factors such as price, value, service, availability of services, and quality of service; availability of spare parts, low operating costs, and standardization. Contracts/orders are awarded, based on defined selection criteria, to provide the best value to the school. When the low bid is not taken, a written explanation of the rationale should be provided, which should be signed off by the internal control manager, and approved in line with the financial authority matrix. All contracts to be approved by the Board must be reviewed by the School's legal counsel.
- 6.3.307 The bid/quotation process can only be waived with prior approval of the Superintendent or the Board (i.e. if there is a sole source provider).
- 6.3.308 The School will keep a list of prequalified preferable contractors. The list is updated as needed.
- 6.3.309 Vendors who have personal or professional relationships with any employee of the School or member of the School Board are eligible for consideration, but this disclosure must be made during the bid solicitation process. When the relationship is with a Board member, this member must excuse him/herself from any discussion and/or voting related to the selection decision.

- 6.3.310 The School shall not commit to any service or purchase for which there is no underlying approved contract or purchase order.

6.3.4 Fixed Asset

- 6.3.401 A Fixed Assets Register is maintained by the fixed asset accountant and reviewed monthly by the Business Manager for asset control.
- 6.3.402 All fixed assets should be tagged
- 6.3.403 The acquisition, componentization, capitalization, documentation, reconciliation, depreciation, asset verification, and disposal of AISL's fixed assets shall be reviewed by the Business Manager and an annual audit performed to avoid misappropriation of assets (*Refer to the finance manual procedure 16 – Fixed Assets*).
- 6.3.404 All fixed assets removed from the School whether through a sale as scrap or otherwise have to be approved by the Superintendent.

6.3.5 Payroll/Remuneration

- 6.3.501 All employee contracts reflecting employee's remuneration for the new school year must be signed by the employee, Human Resource Manager, and the Superintendent at the end of the previous school year.
- 6.3.502 Only approved payroll benefits shall be paid.
- 6.3.503 Salaries for overseas and local hires should be paid no later than the last day of the month while salaries for support staff are paid on the third Friday of the month.
- 6.3.504 Employee deductions for payroll taxes for local hires and support staff (PAYE, Pension, and NHF) and employer contributions for all staff (Pension, NSITF, ITF) shall be deducted and remitted timely. (*Refer to the finance manual procedure 18.6 – Tax Compliance*)

6.3.6 Taxes

- 6.3.601 The School shall take necessary actions to ensure compliance with relevant tax laws and regulations including the retention of competent and experienced tax consultants.

6.3.7 Revenue and Receivables

- 6.3.701 AISL shall recognize revenue in line with the relevant accounting standard. Revenue from tuition is billed for the entire year but is recognized per semester. Recognition is when a student attends one day of school in a semester.
- 6.3.702 Receivables shall be recognized when students have been billed and when the school year has commenced (*Refer to the finance manual 4.2 on the procedure for receivables*).

6.3.8 Account Ledger and Business Process Reconciliation

- 6.3.801 A quarterly reconciliation shall be performed on all general ledger accounts and business processes for accuracy, validity, and completeness of financial records. These should be reviewed by the business manager (*Refer to the finance manual 14.0 for the procedure on reconciliation*). Bank account reconciliations should be performed monthly.

6.4 TREASURY AND CASH MANAGEMENT

6.4.1 Depository of Funds

- 6.4.101 Designated banks shall serve as official depositories for school funds. The Business Manager and Superintendent are responsible for recommending banks in Nigeria and the US which serve the best needs of the School. All designated banks must be FDIC insured or the federal equivalent in Nigeria.
- 6.4.102 Any change in depository designation requires prior Board approval, including establishing a depository account in a new institution, the opening of a new depository account with a previously designated institution, and the closing of any account.
- 6.4.103 Operating funds and capital funds shall be maintained in separate bank accounts. The bank accounts to be maintained are Naira-denominated and US dollar-denominated.
- 6.4.104 The School shall also maintain an investment account(s) to invest Reserve Funds and/or any revenue not immediately needed for the operation of the School. All monies belonging to the School shall be deposited in the name of and to the credit of the School in such depositories.

6.4.2 Transfer of Funds

- 6.4.201 Transfers, subject to the approval of the Finance Committee, may be made from either of the School's bank accounts. Similarly, transfers may be made from the School's US dollar-denominated account(s) to the US Dollar Domiciliary account(s)

held in Nigeria to facilitate the exchange of dollars into Naira to cover our local Naira Operating and Capital Expenditures (see Policy 6.4.7, Foreign Currency Conversion). Authorization for transfer of funds follows the same conditions as defined in Policy 6.4.3 Resolution Regarding Authorized Signatories

6.4.3 Resolution Regarding Authorized Signatories

- 6.4.301 Any change in the signatory responsibilities and/or authorization limits requires Board approval.
- 6.4.302 The Business Manager shall be responsible to ensure that the appropriate and approved signatories are updated as of when required. Also, refer to policy 6.1.1 on the delegation of authorities.

6.4.4 Expense Advance/ Reimbursement

- 6.4.401 School Personnel and Board members who incur expenses while carrying out their authorized duties shall be reimbursed for those expenses which are part of the approved Budget. Expenses that are not part of the approved budget or exceed the budgeted amount require the prior approval of the Superintendent or the School Board, depending on the type of expense.
- 6.4.402 Personnel expenditure made which does not meet these requirements may not be reimbursed. Supporting receipts, along with the completion of the required paperwork, must be submitted for all expense reimbursements. No individual may approve any expenditure of which they are the beneficiary, including expense reimbursements. Reimbursable expenses incurred by the Superintendent and/or Board member as part of approved travel shall be approved by the School Board Treasurer or School Board President.
- 6.4.403 All expense advances shall be retired 14 working days after the event has occurred. Advances unretired after 14 working days after the event has occurred shall automatically be recovered from the personnel's salary. *(Refer to the finance manual index 10 for procedures on cash advance and retirements).*

6.4.5 Bank Reconciliation

- 6.4.501 The Business Manager is responsible for reviewing the reconciliation of all bank accounts each month prepared by the Financial Reporting Accountant, no later than 2 weeks after the end of each month. Any discrepancy must be immediately reported to the Superintendent and School Board Treasurer.

6.4.6 Borrowing Authority

- 6.4.601 The School Board has sole authority to authorize any loans taken out on behalf of the School.

6.4.7 Foreign Exchange Trading/Foreign Currency Translation

- 6.4.701 The Business Manager is responsible for maintaining adequate Naira Bank Balances to cover the local expenditures of the school. One source of Naira would be student fees paid in local currency as defined in Policy 6.5.1 Tuition.
- 6.4.702 Any transaction in foreign exchange shall be reviewed and approved by the Finance Committee and shall be with a reputable and lawful authorized dealer firm or company and within a tolerable limit of not more than 2% of the selling rate from an approved reference source.
- 6.4.703 Foreign currency translation for transaction purposes shall be obtained from the Central Bank of Nigeria (CBN) website monthly which is the official rate and the foreign exchange rate for tuition payment shall be obtained from the selling rate of an approved reference source. *(Refer to finance manual index 18.4 on procedures on foreign currency translation rates).*
- 6.4.704 Any other foreign exchange methodology and rate shall be approved by the Board and properly documented.

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6.4.8 Investment and Interest Income

- 6.4.801 The School realizes interest income from short-term investments, fixed deposits, bank interest, and installment tuition payments. Investments represent the School's funds available for placement in short-term financial instruments.
- 6.4.802 Acceptable investments are treasury bills and fixed deposits.
- 6.4.803 The investment objective of the school shall be based on security, liquidity, and risk; hence it is the duty of the business manager to advise the finance committee and obtain approvals on any investment decision. *(Refer to finance manual index 6.6 – 6.8 on the procedures of Investment Management).*

6.5 STUDENT FEES AND OTHER INCOME

6.5.1 Tuition and other fees

- 6.5.101 The Board reserves the right to raise the tuition and/or fee levels on an annual basis as program considerations and financial conditions require. In addition to tuition, the school assesses the following fees:
- Application Fee (non-refundable, applicable to all students)
 - Registration Fee (non-refundable, one time fee and is applicable to students from Kindergarten and above)
 - Special Assessment Fee (applicable only to Companies who have agreed to pay this fee for their sponsored students)
 - Annual Capital Improvement Fee
- 6.5.102 Tuition and other fees are set by the Board while approving the annual budget. The tuition and fees for the coming school year is communicated to the community during the Annual General Meeting (AGM) which is held no later than the middle of May of the previous school year.
- 6.5.103 AISL shall prorate tuition quarterly (45 student contact days) based on date of enrollment. All other fees (e.g. annual capital fee, one time registration fee, etc.) shall not be prorated.
- 6.5.104 A late penalty, agreed on by the Finance Committee, of the outstanding amount is levied on billed tuition not paid by the due date. This fee shall be assessed retroactively for any returned checks. Failure to pay fees before the beginning of any term will result in the student being denied a place in the school until fees are paid. When 2nd-semester tuition is not paid, the previous semester report card for the student(s) shall not be released until payment is made. The School reserves the right to offer this place to another prospective student one week before the start of the term.
- 6.5.105 AISL may offer the option of installment payments/special agreement for private paying parents which is at the discretion of the board, however, companies are exempted from this.
- 6.5.106 Application fee is non-refundable and non-recurring. However, if a former student re-enrolls in the School, a new application is required, and the fee shall be charged again unless the re-enrollment occurs within the same school year.
- 6.5.107 Registration fee is a non-refundable and non-recurring fee that is charged in the first year that the student is enrolled in the School. Full payment is due with the first tuition payment. This fee is charged per student, not per family.
- 6.5.108 Tuition fees shall be established in USD. Any payment in other currency should be made using the exchange rate in effect from the School's approved reference source at the time of the payment.

- 6.5.109 No tuition fee shall be received in cash. The only approved methods of payment are bank transfers, credit or debit card payments or bank deposits.

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6.5.2 Tuition Refunds

- 6.5.201 Tuition may be refunded if the student does not attend school during the time (e.g. semester, year, etc.) for which tuition has been prepaid. If the student does attend school and withdraws, then the prepaid tuition refund shall be prorated by quarter (45 school days) within a school year.
- 6.5.202 Student tuition payments are non-transferable except to students within the same Organization or Company. Sponsoring employers/companies may assign the unused tuition (available for refund) to other students being sponsored by that company within the same school year.
- 6.5.203 Tuition Refund (Force Majeure) Reference Policy 5.13.3 In the case of a Force Majeure, which causes short or long-term school closure, tuition already paid in full will not be refunded as per policy. Tuition payments by term will still be due despite the school's closure. When possible during Force Majeure, instruction shall be provided by AISL through the Virtual School model.

6.5.3 Other Income

- 6.5.301 Special fees may be charged for certain programs and activities. These fees may include but are not limited to:
- Band equipment rental
 - Library fines
 - Specialized after-school activities
 - Field trips
 - International trips
- 6.5.302 Fees will be set by the appropriate faculty and/or administrator and approved by the Superintendent. Fees collected may be used to directly offset the cost of the activity (i.e., payments to after-school activity instructors, field trips), may be directed to the Annual Operating Budget, as appropriate.

6.6 FUNDRAISING/DONATIONS AND GIFTS/GRANTS

6.6.1 Fundraising by the School

- 6.6.101 Student and/or staff-based fundraising activities shall be ethical and aligned with the values of the school and have a clearly stated goal to benefit a specific school

activity, department, or external group or organization. All such fund-raising activities must have the prior approval of the Superintendent.

- 6.6.102 The Parent-Teacher Organization may seek to raise funds through its activities. All internal fundraising done by the PTO must be approved in advance by the Superintendent. Collection, accounting, and disbursement of these funds will be handled by the PTO. Funds may be deposited in the School's bank accounts.
- 6.6.103 The School Administration and/or the Board of Directors may seek funding for special capital projects and expenditures from appropriate governmental agencies, foundations, business, and private sources. In all cases, the School Board must approve in advance any external fund-raising program or the individual solicitation of funds for these projects.
- 6.6.104 The Board may authorize the Superintendent, selected administration/faculty, and/or members of the School community to represent the School with a given fundraising effort.

6.6.2 Donations and Gifts

- 6.6.201 The Superintendent may accept, on behalf of the School, a donation for a purpose deemed suitable by the Board.
- 6.6.202 All donations to the School shall be given freely and unconditionally without any commercial or material agreement that could be construed as a conflict of interest, or as giving rise to a commitment from the School, or as conferring rights to the donor.
- 6.6.203 A donation to the School from an individual, organization, or commercial entity shall not give the donor any form of ownership of the School, or any other claim against the School or members of the Company.
- 6.6.204 Acceptance of a donation shall not imply endorsement of any kind by the School of a product, service, individual, or group.
- 6.6.205 The receipt of all donations shall be acknowledged by the Superintendent in writing. Once accepted, these gifts shall become the property of the School and shall be recorded as the School's assets and be included in the scope of the annual financial audit.
- 6.6.206 The Board reserves the power to accept or reject any gifts or donations to the School.

6.6.3 Grants

- 6.6.301 Except for regular US State Department grants, the School Board shall approve the conditions and requirements connected with the grant or donation before acceptance of the funds.

6.7 AUDIT/RISK MANAGEMENT

6.7.1 Internal and External Audits

- 6.7.101 The Internal control manager shall carry out periodic audits of the internal controls process and the business process of the school to ensure that the school's risk management, governance, and internal control processes are operating effectively and shall report any control deficiency to the Superintendent.
- 6.7.102 The audit of the School accounts shall be conducted in conformity with the International Financial Reporting Standards.
- 6.7.103 The annual audit by an independent external audit firm shall commence no later than the end of September.
- 6.7.104 The audit findings shall be presented to the Business Manager, Superintendent, Board President, and Board Treasurer no later than the middle of November.
- 6.7.105 The audited financial statements, auditor's report, and audit recommendations (along with Business Manager comments/responses) shall be presented to the Board by the Superintendent and Business Manager no later than the November Board meeting for approval and to the Annual General Meeting for adoption.
- 6.7.106 The Board has the authority to engage an independent auditor to conduct a special audit at any time during the school year.

6.7.2 Risk Management/Insurance

- 6.7.201 The School shall maintain adequate insurance coverage (locally and internationally) to manage risks and liabilities. The school administration must provide for the following:
- Health and liability insurance for all employees in compliance with local regulations.
 - International health and liability international insurance for overseas staff
 - Liability insurance for the Board and Administration officials (Superintendent, Business Manager, and Principals)
 - Liability Insurance for students while they are on the school campus, attending school-sponsored activities, and traveling to attend a school-sponsored activity.
 - Fire, accident, theft insurance, and other risks as the Board deems appropriate to recover the replacement value of the property.

- 6.7.202 The Superintendent/Business Manager shall review the School's insurance coverage annually to ensure that all risks associated with the School are adequately covered.

6.7.3 Fidelity Guaranty

- 6.7.301 The School shall carry a blanket fidelity bond which covers the School “...on the loss of money or securities or property which the School might sustain through any fraudulent or dishonest acts in collusion with others by any of the school staff.”

7.0 Facilities Management

7.1 FACILITIES MASTER PLAN

7.1.1 Adoption of a Facilities Master Plan

- 7.1.101 Campus improvement projects shall be guided by an adaptable Facilities Master Plan that is approved by the Board of Directors.

7.1.2 Capital Improvement Projects

- 7.201 Larger capital improvement projects, defined as in excess of \$200,000, shall be planned in conjunction with the Long-Term Financial Plan and approved by the Board of Directors.
- 7.1.202 Capital Improvements costing more than \$50,000 and less than \$200,000 are typically incorporated into the annual Capital Budget as needs emerge and approved by the Board Finance Committee.
- 7.1.203 The School, wherever possible, shall consider reducing the negative impact of new projects on the environment in order to promote a culture of environmental responsibility and sustainability.

7.2 BUILDINGS AND GROUNDS

7.2.1 Campus Maintenance

- 7.2.101 The Superintendent is responsible for ensuring that a maintenance program is in place to provide a safe, clean and healthy campus/learning environment for students and staff.

7.2.2 Faculty/Staff Housing

- 7.2.201 The Superintendent is responsible for ensuring that AISL housing is clean, safe, and well maintained.
- 7.2.202 The Superintendent shall establish guidelines and procedures for all matters related to faculty/staff housing. Refer to AISL Housing Guidelines and Procedures.

7.2.3 Physical Security

- 7.2.301 The School shall provide reliable security services to protect students, faculty/staff, and the school campus.
- 7.2.302 Admission to campus shall only be permitted through supervised entrances. Each entrance shall be covered by a school security surveillance camera(s).
- 7.2.303 Campus facilities shall include security systems and organizational structures appropriate to current levels of risk.

7.2.4 Fire Prevention

- 7.3.401 The Superintendent, the Facilities Manager, and the Health and Security Officer shall ensure that the campus is periodically inspected for possible fire hazards and that suitable fire control devices are available and in working order where they are needed.

7.2.5 Insurance

- 7.2.501 The Superintendent and the Business Manager shall ensure that school buildings and contents whose titles are vested in the school are insured for their insurable value.
- 7.2.502 The Superintendent and the Business Manager shall ensure that all motorized vehicles whose titles are vested in the school are adequately insured for their insurable value.

7.2.6 Loss or Damage to School Property (Campus and Housing)

- 7.2.601 Faculty and staff members are responsible for taking reasonable measures to secure their own property and school property.
- 7.2.602 Faculty/staff members are required to inform the division principal and/or the facilities manager as soon as a theft or property damage incident is discovered.
- 7.2.603 The facilities manager and/or the division principal shall conduct an investigation and report findings to the Superintendent.
- 7.2.604 Individuals found to be responsible for theft or damage may be required to cover the cost of the issue and/or be subject to disciplinary procedures or legal action.

7.2.7 Emergency Response

- 7.2.701 The Superintendent and the Health and Safety Officer shall ensure that emergency response procedures and protocols are in place (e.g. Intruder Alert, Civil Unrest, Evacuation, Physical Injury, etc.) and clearly communicated to stakeholders as appropriate.
- 7.2.702 The Superintendent and the Safety and Security Officer shall plan and conduct a minimum of (3) special drills each school year to ensure orderly movement and placement of students and faculty/ staff in the safest available area during any emergency.

7.3 USE OF FACILITIES

7.3.1 Purpose of Facilities

- 7.3.101 The primary purpose of the school facilities and assets is educational. The instructional program and the athletic/activities programs shall have priority of use of facilities.

7.3.2 Primary Facility Use

- 7.3.201 The primary users are AISL students and faculty/staff as they engage in day-to-day learning activities that support the full curriculum.
- 7.3.202 Use of School facilities by other school-related or external groups may be curtailed or denied at the discretion of the Superintendent if such use encroaches on the School's programs.

7.3.3 Community Use of Facilities

- 7.3.301 Whenever possible, and without in any way affecting the instructional program, activities, and athletic programs of the school, facilities may be used for authorized community activities according to guidelines developed by the Superintendent.
- 7.3.302 The Board of Directors shall approve renting or leasing agreements for any school facilities, including faculty/staff housing, to outside individuals or organizations.
- 7.3.302 The Superintendent and the Business Manager shall report any income generated from renting or leasing the facilities, including school housing.

7.3.4 Use of School Vehicles

- 7.3.401 School vehicles may be used for school-sponsored activities only. No employee is permitted to use a school vehicle for personal use unless otherwise stipulated in the employee's contract.
- 7.3.402 All school-owned vehicles shall be maintained and inspected for safety on a regular basis.

7.3.5 Environmental Considerations

- 7.3.501 The School, wherever possible, shall reduce the negative impact of its facilities and activities on the environment and actively promote the culture of environmental responsibility and sustainability.

7.4 SCHOOL HEALTH SERVICES

7.4.1 Facility

- 7.4.101 The School shall provide students and staff with a well-equipped health office that includes space and current equipment and resources to support medical assessment and basic medical care and treatment.

7.4.2 Services

- 7.4.201 The School shall appoint a qualified Medical Doctor and a qualified Nurse to manage the health office and to deliver services during the school day.
- 7.4.202 The Medical Doctor shall manage the Health Office and conduct medical assessments, administer medication, and provide minor medical treatments, including first aid.
- 7.4.203 Parent/Guardian permission must be obtained in order to administer minor treatment and medication.
- 7.4.204 The Medical Doctor, in consultation with the Superintendent, shall develop and implement guidelines and procedures related to the administration of medical services, treatment, and care.

7.5 EMERGENCY RESPONSE PLANS

7.5.1 Planning and Communication

- 7.5.101 The Superintendent, in consultation with the Security and Safety Officer, shall prepare appropriate emergency plans and thoroughly instruct students, faculty, and other employees in expected behavior and responsibilities during drills or actual emergencies.
- 7.5.102 Emergency plans and drill plans shall be properly disseminated to all students, faculty, and other employees and presented to the Board of Directors annually.

7.6 EMERGENCY SCHOOL CAMPUS CLOSING

7.6.1 School Campus Closing

- 7.6.101 In the event of an emergency, the Superintendent is empowered to close the school campus for up to two (2) school days, delay the opening time of school, dismiss school early, or hold students in school past dismissal time.
- 7.6.102 The Board of Directors, in consultation with the Superintendent, must approve the closing of the school campus beyond two (2) consecutive school days.
- 7.6.103 The School shall provide students with scheduled distance/remote learning at home in the event of a school campus closure of more than one day. (See Policy 3.8 Distance/Remote Learning)

7.6.2 Force Majeure

- 7.6.201 Any event that impedes the performance of normal school operations due to causes that are outside the control of the School, such as natural disasters or political

unrest, that could not be evaded through the exercise of due care shall be considered a force majeure.

- 7.6.202 In a force majeure situation, the Board of Directors, in consultation with the Superintendent may close the school campus for whatever period is deemed necessary if the safety and security of students, faculty, or staff are in jeopardy.
- 7.6.203 The decision to close the school campus shall be guided through due diligence in consulting with a combination of the following:
 - Information from local security and military organizations.
 - Information from embassy and international organizations or agency sources.
 - Information from government officials.
- 7.6.204 The School shall deliver the AISL curriculum by providing students with scheduled distance/remote learning in the event of a school campus closure.
- 7.6.205 During an extended force majeure situation, the Superintendent, in consultation with the Board of Directors, retains the option to open the campus to students on a limited basis with qualified faculty/staff members.
- 7.6.206 The Board of Directors has the authority to adjust school fees and employee salaries in the event of a Force Majeure.

7.7 ALCOHOL, TOBACCO, AND ILLICIT DRUGS

7.7.1 Tobacco and Illicit Drugs

- 7.7.101 The Board of Directors mandates that the school campus and grounds shall be free of tobacco and illicit drugs, This mandate applies to all activities including those sponsored by the community and/or organizations that may use school campus facilities and grounds.

7.7.2 Use of Alcohol

- 7.7.201 The Superintendent may authorize the serving of alcohol at special school events and celebrations.
- 7.7.202 No alcohol shall be served at school events involving students.

7.8 FOOD SERVICE

7.8.1 Food Service Provision

- 7.8.101 The School Administration shall offer a food service program that provides nutritious food and beverages for students and staff commensurate with the facilities available on campus.
- 7.8.102 The School Administration shall ensure that food service facilities and equipment along with food preparation and handling meet local and international standards as agreed to and defined in the contract.

8.0 External Relations

8.1 INTER-ORGANIZATIONAL RELATIONS

8.1.1 Host Government Relations

- 8.1.101 AISL shall maintain positive relations with the Nigerian government and its institutions.
- 8.1.102 No school personnel shall conduct official school business with local government officials unless specifically authorized to do so by the Superintendent.
- 8.1.103 Representational duties and other cordialities are conducted by the superintendent or a designee identified by the Superintendent as the official head of AISL. 8.1.104
The Government of Nigeria exercises no direct control over the educational policy and curriculum of AISL.

8.1.2 Accreditation

- 8.1.201 AISL views formal accreditation by external agencies as a means of assuring that the school meets the US and international quality assurance standards.
- 8.1.202 AISL shall seek on-going accreditation by the Middle States Association of Schools and Colleges (MSA) in the U.S.; the Council of International Schools (CIS) for international recognition; and the International Baccalaureate Organization (IBO) for authorization to offer a specific international curriculum for Grades 11-12.
- 8.1.203 The Board of Directors, in consultation with the Superintendent, shall review and assess the appropriateness of the agencies by which the school is accredited after each accreditation cycle.

8.1.3 US Office of Overseas Schools

- 8.1.301 AISL shall maintain positive relations with the Office of Overseas Schools (A/OS) of the US State Department.
- 8.1.302 The Superintendent is authorized by the AISL Board of Directors to apply for assistance directly from the A/OS in the form of grant consultants or other services.

8.1.4 Other Organizations and Associations

- 8.1.401 AISL shall remain a member in good standing of the Association of International Schools in Africa (AISA) and strive to provide a leadership role in the organization.
- 8.1.402 AISL may become a formal member of other educational associations and organizations as deemed appropriate and beneficial by the Superintendent

8.1.5 Mutually Beneficial Partnerships

- 8.1.501 The Superintendent or designee is authorized to establish and maintain mutually beneficial partnerships with Nigerian institutions including schools, social service organizations, and corporates in order to advance AISL's Vision and Mission.
- 8.1.502 The Superintendent is authorized to establish and maintain a school-to-school partnership with international and/or local schools for the purpose of mutual advantage.

8.2 SCHOOL-COMMUNITY RELATIONS

8.2.1 School Community Relations Goals

- 8.2.101 The Board of Directors shall conduct itself in a manner that is transparent and straightforward and shall seek to develop positive relations with the parents and the general community.
- 8.2.102 Active parent and community participation in AISL affairs is encouraged to sustain the high level of excellence that students of the School deserve.
- 8.2.103 The Board of Directors shall promote and practice honest, respectful, and open communication between the School and the wider community.
- 8.2.104 AISL is one of the cohesive factors in the lives of families in an international community and the School considers it an important priority to keep the AISL community informed about its services, accomplishments, needs, and goals.
- 8.2.105 In pursuing this informational goal, the Board of Directors endorses active, open communication from the School to parents and the AISL community at large and will seek to contribute to the community as well, making use of community talent and resources in the School's governance and programs.
- 8.2.106 The school and its students should contribute as much as is feasible to the community through special programs such as service learning and athletics.

8.2.2 Data Protection

- 8.2.201 AISL shall comply with the relevant national NITDA data protection regulations and international data protection standards (NDPR).
- 8.2.202 The School Administration shall establish guidelines and procedures for collecting, securely storing, publicizing, and disposing of information and images (digital and analog) from students, parents, employees, and third parties.
- 8.2.203 The Superintendent shall appoint a Data Protection Officer to oversee implementation of guidelines and procedures and to address any matters related to data protection.
- 8.2.204 The School Administration shall ensure that faculty and staff receive relevant training and/or a briefing about data protection annually.

8.2.3 School-Community Media

- 8.2.301 AISL maintains a web site and social media channels and publishes a variety of digital content that offers information about the school to community members and the general public.
- 8.2.302 The Board President, and the Superintendent, and/or the Superintendent's designated appointee are the only persons authorized to speak or to release information on behalf of the School to the public and the media.
- 8.2.303 The Board Directors mandates that neither faculty nor staff shall grant any interview or provide any material to the news media regarding the School, its students, or programs without the written consent of the Superintendent
- 8.2.304 The Board of Directors mandates that parents and students consult with the Superintendent before responding to inquiries from the media concerning the school.

8.2.4 Release of Information

- 8.2.401 Information distributed by any AISL group to the general public should be accurate and properly reflective of the School.
- 8.2.402 Prior to release, the information should be vetted and approved by the Superintendent or an appropriate representative of the AISL administration, as designated, in writing.
- 8.2.403 All formal and official communications issued by the School administration shall be branded.

8.2.5 Branding/Use of School Logo

- 8.2.501 The use of all school trademarks, colors, images, logos, and other branding elements for any purpose related to AISL (individuals, clubs, teams, etc.) shall be in strict accordance with AISL's branding guidelines.
- 8.2.502 The use of the AISL logo, by itself or in conjunction with logos of other organizations should be:
 - In accordance with specifications established by the school,
 - Consistent with the mission and beliefs of AISL,
 - Authorized by the Superintendent or designee.
- 8.2.503 The school Advancement Office shall be consulted on all questionable matters related to the use of the school brand.

8.2.6 Spokesperson for the School

- 8.2.601 The School Board President, the Superintendent and/or the Superintendent's designated appointee are the only persons authorized to speak or to release information on behalf of AISL to the public and the media.

8.2.7 Parental Involvement and Input

- 8.2.701 The Board of Directors encourages and promotes parental involvement in the Parent-Teacher Association (PTO) or advisory committees and similar groups.
- 8.2.702 The Board of Directors encourages parents with special interests, training, experience, or skills to contribute these talents to the School. The Board may ask these parents to serve as intellectual resources or advisors.
- 8.2.703 The Board of Directors shall carefully weigh all parental inputs, which are evaluated with respect to AISL's Mission, sound educational policy, and concern for the entire AISL community.

8.2.8 Community Involvement and Input

- 8.2.801 Community members, who are especially qualified because of specialized training, experience, or skill sets, shall be encouraged to take an active part in school affairs.
- 8.2.802 Such persons, when not connected to the school as Board Members or employees, may be invited to advise and assist, individually or in groups.
- 8.2.803 Community members may serve on Board committees. The Board, in consultation with the Superintendent, may invite community assistance in specific areas.
- 8.2.804 The Board of Directors shall carefully weigh all inputs received from individuals and community groups interested in the School, especially those individuals and groups invited to advise and provide input in specific areas.
- 8.2.805 The Board of Directors shall consider all inputs and use their own best judgment in arriving at decisions.

8.2.9 Community Resources

- 8.2.901 The School encourages interaction with the international community in Lagos.
- 8.2.902 AISL seeks to establish well-defined partnerships with Nigerian institutions, social service organizations, and the corporate community.

- 8.2.903 Faculty and administrators are encouraged to make use of community resources to enhance learning opportunities that are consistent with the mission and beliefs of the School.
- 8.2.904 Within the same parameters, the School encourages faculty and staff to support community activities.
- 8.2.905 At the discretion of the Superintendent school facilities and other resources may be made available to support such community activities.

8.2.10 Community Activities Involving Staff

- 8.2.1001 School personnel are encouraged to participate in community activities so long as those responsibilities do not interfere with their regular school duties.
- 8.2.1002 School employees have the right to participate in political activities so long as they ensure the School is not associated with any personal political activity or that the political activity does not compromise the mission of the School.

8.2.11 Endorsement of Outside Businesses and Products

- 8.2.1101 AISL does not promote businesses, products, or services in its official written or verbal communications.
- 8.2.1102 With the approval of the Superintendent and Marketing, Communications, Development Director, the School may
- Announce events held by local businesses or organizations that are of interest to or may benefit the AISL community.
 - Display the logo or signage of a business or organization that makes a donation to the school or sponsors a school event. Sponsorships shall be appropriate and consistent with the School's mission and vision.
 - Include paid advertisements in School publications so long as the products or services offered are consistent with AISL's mission, vision, and core values.

8.3 FUNDRAISING

8.3.1 General Fundraising

- 8.3.101 AISL shall generate additional revenue through sponsorship and fundraising programs (if feasible) in order to advance the School's Mission and Vision.
- 8.3.102 The Board directs that all advertising, solicitation, fundraising & donation efforts must be in compliance with the School's Vision, Mission and Core Values.

- 8.3.103 All fundraising efforts that will be conducted for the School or for school related purposes require the approval of the Director or the Board prior to the activity.
- 8.3.102 The Board of Directors reserves the right to decline or return a donation and to revoke “naming rights” from a donor.
- 8.3.103 All sponsorships/fundraising activities must be truthful, non-deceptive, and in compliance with the law. No donation or sponsorship implies a favor to the donor and/or to any AISL student nor affect the admissions process or the payment of school fees.
- 8.3.104 The AISL Community and Alumni Relations Office is responsible for accepting donations and overseeing sponsorship and fundraising programs to ensure that no other fundraising efforts compete with or compromise the development priorities established by AISL.
- 8.3.106 With respect to fundraising, approval from the Board of Directors is required for:
 - Sponsorships or donations above thresholds specified in the Board Policy.
 - Sponsorships or donations likely to impact on the image or reputation of the school.
 - Naming rights associated with donations or sponsorships.

8.3.2 Fundraising: Parent Groups

- 8.3.201 Parent groups, such as the Parent Teacher Organization, may organize sponsorships and fundraisers for AISL through social, cultural, and sporting events.
- 8.3.202 All parent organized sponsorship programs and fundraisers must be approved by the Superintendent and coordinated with the Marketing and Communications Office.
- 8.3.203 All monies raised by parents on behalf of AISL must be deposited in an account established by the School.

8.3.3 Fundraising: Student Organizations

- 8.3.301 Sponsorship and fundraising events or activities, sales, or promotions beyond classroom activities must be approved by the appropriate school Principal and communicated to the Superintendent.
- 8.3.302 All student fundraising activities that are of a school-wide scope and reach beyond class projects or that involve the solicitation of sponsorships or corporate donations

must be approved by the appropriate school Principal and Superintendent and coordinated with the Community and Alumni Relations Office.

- 8.3.303 All monies raised by students on behalf of AISL shall be deposited in an account established by the School.

8.3.4 Fundraising: Board of Directors

- 8.3.401 Specifically with respect to sponsorship and fundraising, the Board of Director's approval is required for:

- Any sponsorships or donation above US\$50,000 or the Naira equivalent.
- Sponsorship or donations likely to impact the image and reputation of the School,
- Naming rights associated with donations or sponsorships.