



BOARD OF GOVERNORS

POLICY MANUAL



LINCOLN

Asociación Escuelas Lincoln

Board of Governors

POLICY MANUAL

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SECTION 1

ASOCIACIÓN ESCUELAS LINCOLN



LINCOLN

1.1 Legal foundation

Asociación Escuelas Lincoln (hereinafter referred to as the "Asociación") is a civil institution established under the relevant laws and regulations of Argentina. The legal domicile of the Asociación is in the Ciudad Autónoma de Buenos Aires.

The purpose of the Asociación is to maintain and operate an educational institution under the same name (hereinafter referred to as "the School"). The operation and educational instruction at the School shall be in accordance with the laws and regulations of Argentina. The Asociación may establish other schools and branches in Buenos Aires and in other parts of Argentina.

The Asociación is a not-for-profit institution. It shall not seek to or provide personal financial benefit to its members. Any and all profits shall be invested in the School itself or in the establishment of other educational institutions, and in enhancing the School environment through the acquisition, construction, or renovation of its buildings; educational tools and equipment; prizes, scholarships, and similar awards; the reduction of educational fees; or other endeavors as determined by the Board of Governors.

[Annex I lists the Asociación's by-laws.](#)

1.2 Assets of the Asociación

The assets of the Asociación shall consist of:

- A. The furniture, fittings and other property pertaining to Escuelas Lincoln as it is, and any other movable and immovable property to be hereinafter acquired whether for free or for consideration.
- B. The special one-time quotas paid by the active association members. These subscription quotas shall be represented by certificates extended to the active members.
- C. The periodic quotas paid by the association members.
- D. The periodic fees paid by the students.

The Asociación is empowered to receive legacies, gifts and subsidies, which will also become assets of the Asociación.

1.3 Closing of the School/winding up of the Asociación

1.3.1 The School

Any decision to permanently close the School shall be made at a General Meeting by the active members of the Asociación.

1.3.2 The Asociación

The Asociación is to be maintained provided at least nine of its members agree to maintain it.

The winding up of the Asociación - be it by decision of the General Meeting, or because of the fact that it is no longer possible to comply with its objectives, or due to a resolution of the Executive Power of the Nation - shall be carried out by persons designated by the members of the Asociación at the General Meeting.

The assets of the Asociación, once all debts have been paid, shall, in accordance with a decision made at the General Meeting arrived at by majority vote, be transferred to an institution of public welfare of a similar nature or aims as of the Asociación, or to charitable or beneficial institutions not operating for a profit and exempt from Income Tax payment. No asset shall be distributed directly or indirectly to any member of the Asociación.

1.4 Members of the Asociación

1.4.1 Classes of members

There shall be three classes of members of the Asociación:

1. Active Members
2. Associate Members
3. Honorary Members

1) Active Members

Active Members are voted for acceptance by the Board of Governors. To be eligible, Active Members must be sponsored by at least one current Active Member. Active Members shall each have one vote in the General Meetings.

2) Associate Members

Associate Members are voted for acceptance by the Board of Governors. To be eligible, Associate Members

must be sponsored by at least one current Active Member. They shall not have the right to vote at the General Meetings, but may take part in the discussions.

3) Honorary Members

The Board of Governors shall name as Honorary Members such persons as it may deem worthy of the distinction because of services rendered to the Asociación or for any other reason. Honorary Members shall have no vote in the General Meetings and shall not be required to pay dues of any nature whatsoever.

1.4.2 Dues and fees

Members shall pay dues and fees as set out in the Asociación's by-laws.

1.5 Governance

The Asociación shall be managed and administered by a Board of Governors composed of nine members elected from among the Active Members of the Asociación at the Ordinary General Meeting by simple majority vote.



SECTION 2

BOARD OF GOVERNORS



LINCOLN

2.1 Composition

The Board of Governors shall be composed of a President, Vice-President, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, and three Directors.

Each year at the General Assembly Meeting, the members of the Asociación shall designate from among the members of the Board of Governors, the persons who are to act as President and Vice-President for a one year term. The Assembly may also designate up to nine alternate Board of Governor members, who will replace a Director for a two-year term in case of absence, resignation, or impediment in accordance with the order in which the Director was designated.

The Board of Governors, at its first meeting following the Ordinary General Meeting, will elect, by majority vote, those of its members who will act as Secretary, Assistant Secretary, Treasurer, and Assistant Treasurer for a one-year term.

The members of the Board of Governors shall perform their duties without any form of pay or remuneration of any kind.

2.2 Terms of office and removal

2.2.1 Terms

The members of the Board of Governors shall be elected for two years: four of the members to be elected one year, and five the following year.

2.2.2 Removal

A member of the Board of Governors and of the Special Committees may be removed by a two-thirds vote of the Board of Governors in the cases set forth below:

- A. When they are absent from four consecutive ordinary meetings or from six non-consecutive meetings without proper cause in the judgment of the Board of Governors.
- B. By reason of having been declared bankrupt, insolvent, or sentenced by criminal courts, or in flagrant cases of moral incapacity in the judgment of the Board.
- C. Any other reason that may be presented to the Board by a member

The decision to remove a member of the Board of Governors shall be communicated at the next General Meeting.

The member in question may appeal a removal decision of the Board of Governors, and in this event, the case shall be considered and voted on at the next General Meeting.

2.3.1 Procedure and Criteria

The Governance Committee will be responsible for developing procedures¹ for the purpose of filling vacancies on the Board of Governors. The committee will solicit candidates from the members of the Asociación and may also solicit names from the general parent community. The Governance Committee will make their recommendations of new candidates to the Board of Governors who, in turn, will make their recommendations to the Asociación at the General Assembly.

The Governance Committee will evaluate candidates based on, but not limited to, the following criteria:

1. Ability and willingness to act as fiduciary
2. Relevant skills and experiences as determined by an analysis of membership needs
3. Availability and commitment of time for Board and committee work
4. Representativeness of the school's community and constituencies
5. Capacity and desire to work collaboratively with other Board members in fulfilling the duties and responsibilities of the Board

The following requirements must be met by candidates for nomination:

1. Must not have any overdue debts to the School or the Asociación.
2. Must not be an employee of the Lincoln School or a relative of an employee.
3. Preference will be given to parents with children enrolled in the School.
4. Must express a strong desire to devote the time and energy required for service on the Board of Governors.

2.4 Powers

The Board of Governors shall have full powers to administer and manage the affairs of the Asociación. To this end, its powers include, but are not limited to:

- A. Appointing the Superintendent.

¹ The PROCEDURE FOR BOARD CHAIR ELECTION can be viewed at this [link](#).

- B. Exercising absolute and direct control over incomes and expenditures as well as over any commitments that may involve the expenditure of funds or other eventual obligations.
- C. Acquiring any property.
- D. Requesting credits and contract loans, with or without special guarantee, and issue bonds to the members. Borrowing money by mortgage or otherwise encumbering the property of the Association.
- E. Reviewing, adopting and amending the Board of Governors policies.
- F. Appointing Special Committees and/or Task Forces for such purposes as it may deem advisable.
- G. Deciding upon the admission or expulsion of members in accordance with the provisions of this policy manual.
- H. Appointing and discharging all employees and other personnel of the Asociación and determining their duties and salaries.
- I. Carrying out and concluding all acts not provided for in the Estatutos inasmuch as the foregoing is not restrictive; and carrying out, through the President of the Board of Governors, the policies and decisions of the Board and those of the General Meetings.

2.5 Duties and responsibilities

2.5.1 General duties

The Board of Governors shall:

- A. Be at all times guided and informed by the School's Mission, Vision, and Core Values in the development, adoption, and implementation of decisions and policies. (See Section 4.3)
- B. Through its policies and decisions demonstrate effective stewardship in the interests of students and the community as a whole.
- C. Develop and adopt long and short-range goals and objectives for the School, including the Mission, Vision and Core Values.
- D. Act in an ethical, professional, collaborative, and lawful manner.

- E. Maintain confidentiality of Board discussions, decisions, and information learned in their capacity as members of the Board of Governors.

2.5.2 Specific duties

The Board of Governors shall:

- Appoint and evaluate the Superintendent.
- Present an annual report and financial statement.
- Set tuition and capital fees for the operation, maintenance, and real estate investment of the School.
- Approve the annual School calendar.
- Review the policies in this Manual regularly and amend as appropriate.
- Review the procedures and policies referred to in Section 3.1.
- Fulfill those specific duties that are set out under Section 3.3 with respect to the Superintendent.
- Issue reports to the community regarding matters relevant to the community. Communications from the Board of Governors to the community must be representative of the Board as an entity and shall be issued by the President of the Board of Governors, or her/his designee.

2.5.3 The President of the Board of Governors

The President is the legal representative and head of the Asociación, and as such shall:

- a. Represent the Asociación.
- b. Preside over the General Meetings and Board of Governors Meetings.
- c. See that the Asociación's by-laws, policies, and decisions of the Board of Governors and of the General Meetings are carried out.
- d. Authorize the appointment of the Superintendent chosen by the Board of Governors.
- e. Grant administrative and legal powers of attorney for all purposes, advising the Board of Governors thereof.

- f. Sign jointly with the Secretary, the minutes of the Board of Governors and General Meeting, and the Balance Sheets of the Asociación.
- g. Sign jointly with the Treasurer, the checks and banking documents of the Asociación.
- h. The President shall serve a one-year term.

The Board of Governors may designate another person to sign for the President in (f) and (g) above.

In the event of the absence or resignation of the President, the Vice President shall serve as President until remaining members of the Board designate which of its members is to replace her/him. If the Vice President is unable to serve, the order of succession shall be as follows: Secretary, Treasurer, Under Secretary, Under Treasurer.

2.5.4 The Vice President of the Board of Governors

The Vice President shall replace the President in case of absence or other impediment and with the same powers and faculties. The Vice President shall serve a one-year term.

2.5.5 The Secretary of the Board of Governors

The Secretary is empowered to:

- a. Sign jointly with the President, the minutes of the Board of Governors and General Meetings.
- b. Sign the Balance Sheets.
- c. Ensure that the Minutes of the Board of Governors and the General Meetings accurately reflect the discussions and decisions.
- d. Sign jointly with the President, the official communications and correspondence of the Asociación.

The Secretary shall serve a one year term.

2.5.6 The Treasurer of the Board of Governors

The Treasurer shall authorize the disbursement of funds of the Asociación in accordance with the instructions of the Board of Governors.

The Treasurer shall oversee the development and implementation of the Annual budget with the School's Business Manager, keeping the Board informed, as needed.

The Treasurer shall oversee the investment and protection of the School's financial assets, together with the Board's Finance Committee. Their proposed recommendations to the full Board of Governors shall safeguard the long-term viability of the School, and ensure the fulfillment of the School's Mission, Vision and Core Values.

The School's Business Manager reports to the Treasurer of the Board of Governors, as well as to the Superintendent.

The Treasurer shall serve a one year term.

2.5.7 The Assistant Secretary of the Board of Governors

The Assistant Secretary shall replace the Secretary in case of absence or other impediment, with the same powers and faculties.

The Assistant Secretary shall serve a one year term.

2.5.8 The Assistant Treasurer of the Board of Governors

The Assistant Treasurer shall replace the Treasurer in case of absence or other impediment, with the same powers and faculties.

The Assistant Treasurer shall serve a one year term.

2.6 Meetings

2.6.1 Ordinary general meetings

The Ordinary General Meeting shall be held every year within the first four months subsequent to the closing of the fiscal year; prior notice thereof and of the matters to be discussed therein shall be sent to all the members by registered letter fifteen days in advance, it being forbidden in such meetings to discuss any matter which is not in the Agenda.

Active members may be represented by a letter of proxy, but no proxy may cast more votes than that

corresponding to him as a member of the Asociación and five more as proxy; therefore, in no case shall a proxy be entitled to cast more than six votes in total. Members of the Board of Governors cannot act as proxies.

At the General Meeting the financial situation of the Asociación will be studied, considering the Annual Report, the Balance Sheet and Inventory; members of the Board of Governors and their alternates shall be designated in replacement of the outgoing members thereof; the President and the Vice-President for the new fiscal year shall be appointed and an Accounts Auditing Committee and an alternate thereof shall be named.

2.6.2 Extraordinary general meetings

Extraordinary General Meetings shall be held when the Board of Governors deems it desirable, and the Board of Governors shall be required to call a meeting upon the written request of at least 25% of the Active Members. The notice of such meeting shall be given in the same way as for the Ordinary Meetings and within fifteen days of the date on which the request was made.

If quorum is not present at the first meeting, a second shall be called within twenty days of the date of the first. In such case, the meeting may deliberate validly with the number of members having the right to vote that may be present after expiration of a half an hour from the time fixed for the meeting.

Extraordinary General Meetings shall be called to amend the Asociación's by-laws to dispose of/or mortgage real property.

2.6.3 Voting and quorum

A quorum shall consist of one-half of the members having the right to vote, plus one. Any number present with the right to vote shall constitute a quorum upon the expiration of a half hour from the time fixed for the meeting. Decisions of the Board of Governors shall be passed by a majority of those present.

2.6.4 Scheduling of meetings

Any meeting called at the request of two members of the Board shall be held no later than eight days thereafter. Meetings of the Board will be scheduled in such a manner that all members of the Board can be notified of such meetings in a timely manner.

2.6.5 Minutes

Minutes shall be kept of all meetings in a book kept for that purpose, and shall be signed by the President and Secretary or, in the absence of the President and Secretary, by two members of the Board chosen by majority vote.

2.7 Committees

The Board of Governors may establish committees, as needed, to deal with various aspects of Board of Governors operations. Such committees may include, but are not limited to:

- Finance
- Governance
- Facilities / Campus Development Committee
- Executive
- Education
- Personnel
- Communication

Other Committees may be established as needed.

Special Task Forces may be formed to study issues and prepare reports for the Board of Governors on specific issues requiring resolution.

The President of the Board will assign members of the Board to the various committees. All members of the Board of Governors will be expected to participate actively in at least one standing committee or task force.

The President will:

- Create such committees and task forces
- Appoint the chair for each
- Establish their task/s
- Set a date for the completion of the task at hand.

2.8 Policy development

The broad framework of rules and regulations within which the School must operate is provided by Argentine laws and regulations. Others are provided by the Accrediting Association, and, to some extent, governmental agencies of the U.S. Embassy. The Board of Governors shall reserve to itself the function of providing guidelines for discretionary action within these existing external rules/regulations. These guides for discretionary action will constitute the policies governing the operation of the School.

The formation and adoption of written policies shall constitute the principal method by which the Board of Governors shall exercise its leadership in the operation of the School. The formal adoption of policies shall be recorded in the minutes of the Board meeting when adopted. Only those written policies, as adopted and so recorded, shall be regarded as official Board of Governors policies.



SECTION 3

THE SUPERINTENDENT



LINCOLN

3.1 Superintendent duties and responsibilities

3.1.1 General duties and responsibilities

The Superintendent shall:

- A. Serve as the Board of Governors' chief executive officer.
- B. Be at all times guided and informed by the School's Mission, Vision, and Core Values in the development, adoption, and implementation of all decisions, recommendations, policies, and procedures. (See Section 4.2)
- C. Ensure the School fulfills accreditation requirements and standards, and is compliant with all relevant laws and governing entities.
- D. Identify the needs of the School and present recommendations to the Board.
- E. Effectively implement and execute decisions and policies adopted by the Board of Governors.
- F. Lead a professional team of staff and teachers, ensuring excellent standards, continuous improvement, and a positive work environment.
- G. Ensure a safe, respectful, collaborative, professional, and ethical environment for the School community: students, staff, parents, and visitors.
- H. Lead in collaborative school community relations, including events and timely relevant communications to staff, students, and parents.
- I. Ensure responsible, professional, and ethical implementation of the School's financial operation.
- J. Keep the Board of Governors fully and accurately informed in a timely manner about developments at the School relating to education, staffing, finance, infrastructure and community relations, and any other matters deemed relevant.
- K. Cooperate with openness, trust, and confidence as the Board of Governors performs its responsibility of conducting an annual evaluation of the Superintendent's performance.

3.1.2 Specific duties and responsibilities

To implement and execute the duties and responsibilities set out under Section 3.1.1, the Superintendent shall:

- A. Present for consideration, with the School’s Business Manager, an annual budget that is designed to serve the needs of the School. To this end:
 - 1. The Superintendent, the Business Manager, and the Board’s Finance and Audit Committee shall formulate the annual budget.
 - 2. The budget proposal shall cover all curriculum, operating costs, and capital expenditures, and allow for the maintenance of a reasonable reserve level.
 - 3. The Superintendent will manage the School within the parameters of the adopted budget.
 - 4. The Superintendent shall ensure that all fiscal obligations are met in a timely manner to secure fiscal responsibility as well as good credit ratings and the reputation of the School, and to take advantage of cost reductions.
 - 5. The Superintendent assumes responsibility for the day-to-day financial management of the School by supervising the Business Manager, who in turn also reports to the Treasurer of the Board of Governors.

- B. Be at all times guided and informed by the School’s Mission, Vision, and Core Values in the development, adoption, and implementation of all decisions, recommendations, policies, and procedures. To this end:
 - 1. Devote significant time and attention to the improvement of the School, including advances in educational programs.
 - 2. Ensure there is a coherent, innovative curriculum and assessment philosophy across all divisions of the School.
 - 3. Ensure that the curriculum is reviewed and evaluated on a regular basis, and modified as appropriate to meet the School’s Mission, Vision, and Core Values, and the policies and objectives of the Board of Governors.
 - 4. Inform the Board of Governors of significant changes (for example changes that impact the

budget) to the curriculum and any educational programs, before they are adopted and implemented at the School.

5. Present for consideration by the Board of Governors the annual School calendar, which shall align with the legal requirements of Argentina and other relevant requirements and considerations (e.g. the North American school calendar to facilitate the transfer of students between Lincoln and schools in the United States).
- C. To lead a professional team of staff and teachers, ensuring excellent standards, continuous improvement, and a positive work environment. To this end:
1. Review and evaluate staff performance. [see section 3.2]
 2. Provide an update on teaching and administrative staff contracts and anticipated turnover, including renewal of teaching and administrative contracts.
 3. Practice great care in nominating candidates for appointment and contract renewals of the School staff.
 4. Create an executive and an operational organization chart, with job descriptions for each staff position, to implement the smooth, professional functioning of the School. Inform the Board of Governors of changes to the executive organization chart before they are adopted and implemented at the School
 5. Present for consideration by the Board of Governors any proposed changes to the School's executive and operational organizational structure. (See Section 4.1)
 6. Implement a policy and procedure that ensures the avoidance of conflict of interest, nepotism, and ensures checks and balances, including but not limited to purchasing, and staff hiring.
 7. Appoint an Acting Superintendent when he/she is absent temporarily from the school.
- D. Implement, review, audit and update, as needed policies and procedures on matters relating to the success of the School, including, but not limited to:
1. Emergency planning
 - o contingency plans

- o emergency closings
 - o safety drills
- 2. School safety
 - o Facilities
 - o Security
 - o Possession of weapons
- 3. Student health and well-being
 - o Vaccinations
 - o Sickness policy
 - o Special needs
 - o Counselling
 - o Wellness support and education
 - o Illegal substances
 - o Alcohol
- 4. Curriculum development and review [see Section 4]
- 5. Admissions [see Section 5]
- 6. Students
 - o Attendance and supervision
 - o Code of conduct
 - o Disciplinary action due to unacceptable acts or behavior (e.g.

use/possession of illegal substances, criminal acts, violence, harassment, bullying)

7. Staff:

- o Hiring
- o Evaluation and goals [see section 3.2]
- o Contracts and benefits
- o Professional development
- o Absences and leave of absence
- o Grievances
- o Harassment policy
- o Ethics and conflicts of interest
- o Retirement policy
- o Tutoring for pay

8. School activities:

- o Student/Class trips
- o School hours.
- o After school activities
- o Assemblies, ceremonies and observances
- o Parent – Teacher conferences
- o Visitors
- o Community use of the School facilities

9. Effective communication with the community:
 - o Protocols, channels and frequency for key stakeholders

10. Managing community feedback and complaints
 - o listening, defusing and addressing issues raised by staff, parents, or students

11. Finance procedures
 - o Tuition, capital fund, reserve fund
 - o Billing and Collection of tuition and fees
 - o Purchasing, bidding, and awarding of contracts
 - o Conflict of interest
 - o Gifts to the School
 - o Financial aid/scholarships

12. Protection of confidential information and data

3.2 Staff evaluation

The Superintendent shall develop an evaluation scheme for the teaching and administrative staff.

The primary purpose of staff evaluation is an assessment to facilitate continuous improvement, set annual goals, identify opportunities for improvement, and recognize strengths.

The superintendent shall review staff evaluations with the Board of Governors Personnel Committee each

year. The Board President and Vice-President shall be responsible for the Superintendent's annual performance review.

3.3 Board of Governor duties

With respect to the Superintendent, the Board shall:

- Select, hire and supervise the Superintendent, to ensure the fulfillment of the School's Mission, Vision, and Core Values, as well as its educational philosophy, and to safeguard the long-term viability, integrity, and reputation of the School.
- Assist the Superintendent with counsel and advice, giving him/her the benefit of its judgment, experience, and familiarity with the School and the community.
- Consult with him/her on all matters concerning the School that the Board is considering or proposing to take action on.
- Delegate to him/her the responsibility for all executive functions, refrain from handling directly any administrative details, and give the Superintendent authority commensurate with his/her responsibilities.
- Make all staff of the School responsible to the Superintendent, refrain from any direct dealings of an official nature with staff, and require and receive all reports from staff through the Superintendent. The Business Manager will however report to the Treasurer of the Board of Governors in addition to the Superintendent.
- Provide adequate safeguards for the Superintendent and other staff so that they may perform their proper functions on a professional basis.
- Support him/her loyally and actively in all decisions and actions that are in keeping with proper professional standards and the policies of the Board of Governors, and accept full responsibility for administrative acts authorized by, or resulting from, the policies of the Board of Governors.
- Develop long and short range goals for the School.
- The Board shall work with the Superintendent in establishing his/her written performance objectives.

- Annually conduct an executive session, as per specifications of the Superintendent's contract, to evaluate the Superintendent's performance against the previously agreed performance objectives.
- Hold him/her strictly responsible for the administration of the School, require him/her to keep the Board fully informed at all times, through both written and oral reports, and immediately appraise him/her when any of his/her decisions, methods, or procedures are inappropriate or ineffective.



SECTION 4

PERSONNEL



LINCOLN

4.1 Staffing Philosophy

Asociacion Escuelas Lincoln is committed to employing highly-qualified staff to execute the school program in accordance with the School's Mission and Core Values. The Superintendent is responsible for recruiting and sustaining all staff who are committed to the Schools Strategic Plan and Belief Statements.

4.1.2 Equal Opportunity in Hiring & Common Biases Awareness

Asociacion Escuelas Lincoln is committed to equal employment opportunity and treatment for all applicants and all staff in recruiting, hiring, retention, assignment, transfer, promotion, and training.

Such equal employment opportunity shall be provided without unlawful discrimination on the basis of a person's race, religion, gender identity, sexual orientation, age, or national origin except insofar as such factors are relevant to job performance or the needs of the school.

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

4.2 Recruitment & Hiring

The categories of personnel at Asociacion Escuelas Lincoln include:

- a. **Leadership:** Leadership who occupy management positions.
- b. **Faculty:** Any student-facing staff, inclusive of teachers, counselors, librarians, learning assistants, personal learning assistants, ASA coaches.
- c. **Support Staff:** Non-academic staff members. This will include office support staff as well as maintenance and security staff.

4.2.1 Job Requirements and Job Descriptions

Asociacion Escuelas Lincoln all staff rights and responsibilities are addressed in this Policy Manual, their Job Description, the All Staff Handbook, the International Hire Handbook, the Onboarding Handbook, as well as all division Student/Parent Handbooks and Divisional/Departmental Procedures. All documents are accessible to all staff..

4.2.2 Staffing Assignments

It is the responsibility of the Superintendent to recruit and hire qualified staff. The recruitment of administrators and teachers shall draw on all available national and international resources as budget restrictions allow, and based on the needs of recruiters to find candidates of the highest caliber.

4.3 Contracts/Terms and Conditions of Employment

Lincoln offers different contract types, based on place of being hired and number of years working at Lincoln. This can include local hire, international hire, and hybrid hire. The international hire has a limit of ten years, which can be extended at Board discretion.

4.3.1 Compensation and Benefits

Compensation and Benefits shall be set and budgeted by the Board upon recommendation of the Superintendent, promulgated in documentation pertaining to all staff contracts and benefits and revised regularly.

4.3.2 Supervision and Evaluation of All Staff

The primary purpose of evaluation and supervision at Lincoln is to act as a mechanism for ongoing improvement and support for all staff. Evaluation and supervision allows for reflection, feedback and documentation on performance.

Each staff member of Asociacion Escuelas Lincoln will have their performance review scheduled on an annual basis and will receive feedback regularly by their supervisor. Annual updates on staff's evaluation and supervision will be documented by the supervisor. Protocols for evaluation and supervision are stipulated in Human Resources Procedures and appropriate Handbooks.

4.3.3 Staff Records

Staff records shall be maintained as directed by the HR Department and described in Human Resources Procedures Manual. An individual can request access to their staff records by contacting the HR Department. The staff member has the option to add a statement related to documents stored in this file.



SECTION 5

THE SCHOOL



LINCOLN

5.1 Organization charts

The School shall have an executive organization chart (Annex II) and an operational organization chart (Annex III).

5.2 Mission, Beliefs and Values

Our Mission

We inspire and challenge all of our learners to be kind and ethical members of a global community.

We empower them to develop into self-aware, confident, innovative, and collaborative change-agents committed to honoring diversity and enhancing their world.

Beliefs and Values

We believe our community is at its best when we:

- Respect and care for ourselves and others (Compassionate, Fair)
- Learn with joy and purpose (Open, Resilient, Integrity)
- Place inquiry at the center of our learning (Reflective, Open)
- Create opportunities for individual growth and reflection (Reflective, Resilient, Open)
- Instill cultural competence (Compassion, Open, Reflective)
- Make socially and globally responsible choices (Integrity, Fair, Reflective)
- Honor our environment, reduce our footprint and act sustainably (Committed to integrity)

Definition of Learning

Learning is the intentional process of making sense of the world through exploration, expression, and reflection. The journey of life-long learning is transformative, inspires action, and opens new pathways.

Attributes of a Lincoln Learner - (ALLs)

Learner as Thinker and Researcher

- a. **Inquirer:** Asks questions to explore a topic or issue, using prior knowledge, personal experience, and/or cultural frames of reference
- b. **Discerning Problem Solver:** Determines the roots of the problem to address its complexity and shapes a solution path
- c. **Innovative Designer:** Crafts imaginative and purposeful solutions, findings, prototypes, performances, and media design using thinking and inquiry processes.
- d. **Critical Researcher:** Selects and analyzes a range of data sources and viewpoints, while ethically using the research process.

Learner as an Agent of Change

- a. **Global and Local Ambassador:** Engages with others to identify and explore authentic contemporary issues in local and global contexts, and proposes solutions that will improve the lives of others
- b. **Ethical Citizen:** Makes ethical choices and demonstrates integrity by anticipating and evaluating the consequences of words and actions to promote positive impacts in the community.
- c. **Advocate for Justice, Equity, Diversity, and Inclusion (JEDI):** Embraces diversity and advocates for inclusive practices that promote equity and justice.

Learner as Communicator

- a. **Responsive Listener:** Contributes to interactions by respectfully seeking to better understand someone's point of view, using home or acquired languages.
- b. **Critical Reader:** Works to comprehend and analyze different texts, in home or acquired languages, across various disciplines, for multiple purposes.
- c. **Articulate Speaker:** Expresses information and ideas being mindful of purpose and audience in home or acquired languages.
- d. **Effective Writer:** Generates rich and well crafted texts that show a command of language, and are informed by use of genre and strategic use of evidence in home or acquired languages.
- e. **Creative Producer:** Expresses complex ideas creatively, in home or acquired languages, for a variety of purposes by producing original work emulating professional techniques using a variety of contemporary media formats.

Learner as Self Navigator

- a. **Self-Monitor:** Cultivates a growth mindset towards understanding own emotions, thoughts, and behavior and is motivated to develop interests and pursue goals with a sense of purpose and efficacy.
- b. **Self-Manager:** Prepares for learning, plans for timelines and completion of work, manages own emotions, thoughts, and behaviors effectively in different situations, and contributes positively to school culture and climate.
- c. **Relationship Builder:** Establishes, maintains, and advocates for healthy and supportive relationships with culturally diverse individuals and groups, collaborates with empathy and works effectively in teams, while resisting negative social pressure, resolving conflicts constructively, and seeking or offering help when needed.

5.3 Educational goals and objectives

Guided by the Mission, Vision, and Core Values, the School shall provide a student-centered education that encourages and supports students to fulfill his or her full individual potential.

Based on allotted resources and approved educational programs, the School aims to provide the facilities, personnel, equipment and materials deemed necessary and appropriate for the education of all students. Funds will be allocated and available to provide teachers and students with the most up-to-date resources to support student learning. Resources shall include but are not limited to books, technology hardware and software, online access to relevant programs and subscriptions, and all materials needed to ensure that the school can carry out its educational objectives.

Diversity and Tolerance: The School encourages and supports a diverse community. Students come from a broad range of backgrounds, beliefs, religion, sexual orientations, ethnic origins, and capabilities. The School actively teaches students to embrace this diversity through deliberate teaching of tolerance and character education that includes the values of honesty, fairness, compassion, responsibility, and respect in all relationships. The School recognizes that understanding and accepting the differences of our community has a positive impact on academic achievement.

To this end the School shall:

- A. Provide educational programs that recognize and support the multicultural and multinational nature of the student body, while remaining cognizant of the core values of a US-based educational program.

of

- B. Be familiar with and integrate United States national educational objectives with those developed from local requirements; and understand and coordinate as closely as possible, the educational aims of the United States and Argentine programs in order to facilitate learning, school transfers, and university admissions.
- C. Design and maintain a coherent and cohesive curriculum across the three divisions (elementary, middle and high school) that will be reviewed on a regular basis as appropriate. The curriculum in each subject area should reflect a coherent, orderly progression through the grades or levels. Particular attention shall be given to curriculum coordination between the highest grade of a lower division and the lowest grade of the next higher division. Because most students attend the School only a few years, the curriculum should be designed to permit them to enter this School and subsequent international curriculum schools with minimal academic disruption.
- D. Provide a high quality language program.
- E. Maintain high standards of teaching, curriculum, and facilities so as to foster the development of open and inquiring minds, the ability to reason and solve problems, work collaboratively with others, and other skills essential for success in a modern world.
- F. Foster and support student multiple intelligences and personal development, such as: creativity; empathy; intellectual curiosity; and emotional, moral, physical, and social development.
- G. Assist each child with a smooth transition into the School to ensure happiness and educational progress, and to foster respect, diversity, appreciation, and understanding of all cultures.
- H. Facilitate the smooth transfer of courses and credits for students to and from educational institutions in the United States, as well as other American and international schools abroad.
- I. Recognize and cultivate individual differences, providing, when possible, clubs, sports and arts programs, and other extra-curricular activities to encourage students' talents and interests.
- J. Encourage and support the staff to remain educationally current so as to be well prepared to take advantage of new trends and techniques in education, with particular emphasis on technology.
- K. Maintain a fully accredited school as determined by the New England Association of Schools and Colleges (NEASC) or an equivalent organization in the United States.
- L. If the School offers an IB diploma program, adhere to the IB philosophy and program, and maintain

IBO requirements.

- M. Have a transparent assessment policy and reporting system to parents to keep them informed at regular and appropriate intervals of their children's progress in learning outcomes.
- N. Maintain an effective system of external assessments in all school divisions (elementary, middle, and high school) in order to measure Lincoln student performance in relation to student performance in other accredited international schools. Results shall be shared with parents and reported to the Board of Governors through the Superintendent.

5.4 Accreditation

The Board recognizes that the goal of the School is continuous improvement in order to maintain the highest academic and educational standards. Therefore, the Board of Governors will regularly review and assess the appropriateness of the agencies by which it is accredited. Lincoln will maintain positive and proactive relations with its accreditation agencies, primarily through the Superintendent and the three principals.

Lincoln views formal accreditation by external agencies as a means of assuring that the school meets U.S. quality standards. Lincoln seeks ongoing accreditation by appropriate and rigorous accrediting institutions, including, without limitation, the New England Association of Schools and Colleges (NEASAC) in the U.S.

5.5 Curriculum

The professional faculty and the Superintendent shall be responsible for designing and implementing a curriculum for the School, and shall ensure that it is available in written form to the Lincoln community. Proposed changes in the curriculum shall be explained and approved by the Board if the changes are significant, for example if they will have a financial impact on the school budget.

The curriculum shall be aligned with the School's Mission, Vision, and Core Values. The curriculum should provide an engaging, challenging academic program, published for all grades with appropriate assessments and benchmarks attached.

The curriculum shall be vertically articulated and integrated in order for elementary school students to be fully prepared for middle school, and that middle school students will be fully prepared for high school,

and high school students will be prepared to attend college and university.

Within the limits of resources, the curriculum should offer special opportunities for exceptional students and those who require remedial assistance (See 4.8.2 and 4.8.3). The curriculum shall be regularly reviewed by the professional faculty and periodically evaluated by the Superintendent and Board to ensure that it meets the needs of the students and in order that it can be improved.

5.5.1 Curriculum provisions

The Superintendent shall ensure that the educational program appropriately responds to the following needs:

- A. Provide a co-curricular program of arts, athletics, community service, and student government that encourages students to extend themselves beyond the academic curriculum.
- B. Good use of local resources for the inclusion of the study of Argentina, as well as general use of community resources and opportunities for cross-cultural learning.
- C. The School offers English as an Additional Language (EAL) program for students needing support in English acquisition as they enter Lincoln. Provisions regarding English shall address the school's need for multiple levels of teaching, learning, and using English, meeting the goal that all students shall acquire academic proficiency in English and using a philosophy of placing students in regular classes as much as possible.
- D. Standards, procedures, and programs for language teaching will be established and shared with the Lincoln community, including English as the medium of instruction, Spanish instruction for native and non-native speakers, and other languages offered.
- E. Provision for students with special needs within the planned and budgeted program, with the philosophy of placing students in regular classes as much as possible.
- F. Understanding and respecting varied religious beliefs without promoting any single set of beliefs.
- G. Health education, including age-appropriate instruction on substance abuse and sexuality, with good general communication to parents and without the need to gain specific permission from parents for their children to receive such instruction.

- H. A guidance and counseling program available to all students, within budgetary limits, with sound guidelines to staff on confidentiality and its compatibility with the best interests of the student and school.
- I. Guidelines on academic freedom and teaching about controversial issues, including attention to the need for unbiased teacher presentations within their areas of expertise; the maturity levels of students; community norms of taste and behavior; and the laws of Argentina.

5.5.2 High School

Course Offerings: The Superintendent shall ensure that abundant and comprehensive course offerings are available in Grades 9 through 12 in order to ensure that each student will have the opportunity to receive the best education available and can be admitted to competitive American, European, and Argentine colleges and universities. Course of study options will provide choice for students, and align with the School's established priorities and learning outcomes.

Requirements and Completion of High School Diploma: The Superintendent is responsible for oversight of the appropriate graduation requirements.

Graduation requirements will be established by the Superintendent and enforced to ensure that all students meet each requirement or the equivalent for each grade level. The School will publish graduation requirements and ensure that students have ample opportunity to meet the minimum requirements and complete their course of study within no more than four years of full time study.

5.6 Class sizes

Given the enrollment of non-English speakers and children with special needs, it is important that classes sizes facilitate and support students' optimum learning and teachers' ability to provide an excellent educational experience. These guidelines are set in order that class size may be held to maximum limits. A class may exceed these guidelines only if the Superintendent determines, through an assessment, that the size of the class does not affect the educational outcome for the students. Likewise, a lower maximum size may be implemented in cases where the Superintendent determines that the composition of the class restrains the ability of the teacher(s) from providing the best educational experience for the students.

Elementary

ECE	16
KG	18
1 st	20
2 nd	20
3 rd	20
4 th	22
5 th	22

Middle *

6 th	20
7 th	20
8 th	20

* some classes are limited by classroom size

High

Class sizes in grades 9-12 should not exceed 24. Classes with fewer than 5 students, except for special educational needs, must have the approval of the Superintendent. The maximum limit of 24 students in a class may be exceeded only if the administration determines, through an assessment, that the size of the class does not affect the educational outcome for the students.

In both Middle and High Schools, the creation of certain independent study courses may be implemented by the School Principals, after consultation and approval of the Superintendent. These independent study courses would result in instances where the school cannot meet the important academic needs of students because of insufficient enrollment to create regular classes.

5.7 External examinations and other testing

5.7.1 External testing

Due to the transient nature of our students, the School may provide standardized external examinations for all grades 3-12 to gauge and compare academic levels of students to levels of their peers in other accredited international schools around the world.

Results from external examinations will be reviewed regularly by the Superintendent, the three principals, and the Board of Governors. The Superintendent and the professional faculty will determine key learning indicators used to determine achievement and growth. An annual report summarizing external examination results will be sent out once a year to the parent community reporting on the previous year results.

5.7.2 Other testing

In addition to the IB Diploma external exams, the School shall also provide standardized admissions tests such as the SAT and/or ACT to facilitate admission to colleges and universities in the United States.

5.8 Programs and activities

5.8.1 Academic program

1. International Baccalaureate Program

The Board of Governors approved the adoption of the International Baccalaureate Diploma Program (IBDP) for Grades 11 and 12, to complement the Argentine and U.S. high school diplomas. The program was chosen because of its rich educational experience, academic reputation, widespread adoption at many international schools, and recognition by global universities, appropriate to our international student population.

The Board of Governors specifically chose not to adopt the IB programs for younger years, as it found them too restrictive for our transitional student body. Instead, the School will outline its curriculum from K upwards to offer the highest standards of learning in line with the School's teaching philosophy, its Mission, Vision, and Core Values, while taking into account flexibility to integrate United States and Argentine requirements. This can be revisited as the Primary Years Program (PYP) and Middle Years

Program (MYP) continues to evolve.

The School will aim to achieve the highest IBDP standards set by the IBO and continue to develop and integrate the Grades 9 and 10 curricula and course offerings to prepare students for the IBDP.

Lincoln offers the International Baccalaureate Diploma Program for students in Grades 11 and 12. The IB program is open to all students, regardless of previous educational experience, and is reflective of Lincoln's Mission, Vision, and Core Values to promote the development of world citizens. Students may elect to participate in the IB program in one of two ways:

- A. **IB Diploma Candidate** - This is a two year Diploma Program that provides students with a breadth and depth of rigorous academic study that prepares them for university.
- B. **Select IB Courses** - For students not pursuing the IB Diploma program, it is possible to register for individual IB subjects and complete courses of study. In some instances, a student may be advised to withdraw from the full diploma program and pursue individual courses instead. The decision to do so is made in conjunction with a student's parents, teachers, head of languages, school counselor, and the Diploma Program Coordinator.

2. Other Academic Option

Currently students meeting Lincoln School requirements for graduation earn both a U.S. high school and Argentine diploma. The program(s) and curriculum shall aim to be at the highest standards and meet the needs of the students.

Students not pursuing the full IB Diploma Program currently have the option to register for individual IB subjects and complete courses of study, including sitting for the IB exam. Students may be obligated to participate in IB courses if there are no alternatives toward meeting graduation requirements.

5.8.2 Gifted and talented students

The School shall make efforts to meet the individual needs of students with exceptional ability and talent. The school will develop and implement programs to support and challenge these students to provide enriching and accelerated educational opportunities as resources allow.

5.8.3 Unique learning profile students

The School is an inclusive institution that offers an education focused on the potential and competencies of each student, and is governed by national and provincial Education Law and its norms.

The enrollment of children/youth with disabilities, or their continuity as regular students, will be governed by the principles of current regulation relevant to the inclusion of students with disabilities, on condition that the school and the family agree on the inclusion strategies and both parties comply with the commitments they have undertaken.

The commitments will include: definition of times, spaces, contents, learning resources and pedagogical and methodological approaches to inclusion, within the framework of a personalised programme called "Pedagogical Inclusion Programming" (PPI).

PPI involves special education arrangements and could imply, depending on the case, double enrollment, as well as presence of a support teacher and/or an external assistant - hired and paid by the family - who will respect and comply with the mission, vision and all AEL regulations.

The educational authorities enable the School Learning Centre (EOE) to address the situation of each particular child, with or without disability, to work cooperatively with the school management team and the student's teachers to enhance their inclusion with learning targets. This is part of the school's inclusive educational offer and should not generate disbursement for families.

5.8.4 Language learning requirements and programs

1. Language Learning Requirements

The School is a bilingual school and students are therefore required to participate in classes instructed in English and Spanish, according to the curriculum and Lincoln graduation requirements.

2. Language Learning Support Programs

Students may require language learning support. The School shall provide students who need such support with learning opportunities in the areas of comprehension, reading, writing of English Language Learners (ELL) and/or Spanish Language Learners (SLL).

5.8.5 Extra-curricular activities

The Board of Governors recognizes that providing students with an activities program with additional opportunities to pursue their interests can be a valuable addition to the instructional program.

The goals of the extra-curricular programs are to further advance the academic, social, creative, emotional, and physical needs and interests of students, and to provide a sense of belonging within the School community.

Activities that provide for academic, artistic, athletic interests, clubs and other interest-based learning shall be supported. Extra-curricular activities that foster leadership skills and encourage community service and outreach shall be supported.

All extra-curricular activities shall respect the School's safety standards and procedures.

All students are encouraged to participate to the fullest extent possible in extra-curricular activities.

5.8.6 Interscholastic activities

The Board of Governors believes that students benefit from the opportunities to grow physically and intellectually through experiences gained in interscholastic sport, artistic, cultural, and academic events. To that end, the development of interscholastic activities is encouraged.

5.8.7 Student/Class trips and out-of-class experiences

The School shall encourage student/class out-of-the-classroom educational experiences such as trips and excursions that complement the School's curriculum and its Mission, Vision, and Core Values. All trips should be designed to provide a meaningful educational experience and enrich the experience of the students. Learning experiences off-campus will have direct connections to a student's course of study and the curriculum. All activities shall respect the School's safety standards and procedures.

5.9 Materials

5.9.1 Instructional materials

The School shall supply students enrolled at the School with basic textbooks, workbooks, supplementary texts and instructional materials, online resources or electronic copies that are deemed necessary to implement the curriculum of the School. Most of these materials will be owned by the School and supplied to students as part of their tuition.

The Board of Governors may make adjustments to what materials the School supplies as part of the tuition fees.

5.9.2 Libraries

The Board of Governors fully supports the need to staff and equip the libraries for use in the instructional program. Library services shall be established and maintained to accommodate all levels of the school program from ECE to Grade 12.

Students shall have access to print and digital resources in English and Spanish, as well other languages, that complement and facilitate the instructional program.

5.10 Discipline for students

Expectations for student behavior, student performance, and discipline policies shall be clearly articulated in an annual handbook by each division of the school (elementary, middle, and high school). These handbooks shall be made readily available to the students, parents, and staff.

5.11 Alcoholic beverages and illegal/dangerous substances

5.11.1 Alcoholic beverages

Alcoholic beverages are not allowed at any event on school grounds, unless approved by the Superintendent.

Students are prohibited from using, possessing, buying, and selling alcoholic beverages on School grounds and during School-sponsored activities (including School trips). A student who violates this policy may be

subject to suspension and/or expulsion.

5.11.2 Illegal and dangerous substances

Illegal substances are not allowed on school grounds.

The unlawful use of, possession of, buying or selling of, giving of or trafficking in narcotics, stimulants, barbiturates, suppressants, hallucinogenic drugs, marijuana or any other dangerous or illegal substance by any student on School grounds, in/near its immediate environment, and during School-sponsored activities (including School trips) is prohibited. A student who violates this policy may be subject to suspension and/or expulsion.

5.11.3 Conditions of Suspension

Conditions of suspension will include the following where applicable:

1. Drug and alcohol assessment by a trained health professional
2. Ongoing counseling for the student and family members
3. Drug and/or alcohol detoxification
4. Participation in support group and/or other appropriate action

The determined conditions of suspension will be formalized and signed by the student, parent, and administration. The conditions of re-admission to the school will include the following where appropriate:

1. Probation for a period of time to be determined by the administration
2. Pre-admission evaluation by a School appointed mental health professional
3. Drug testing
4. Continued counseling and/or support group attendance
5. Community service and or/other suitable action

The determined conditions of re-admission will be formalized and signed by the student, parent, and administration. If the student or his/her parents refuse to comply with any of the established conditions,

the School will have the right to expel the student.

Lincoln is committed to identifying and intervening on students whose behavior interferes with education processes, before a crisis occurs.

The Superintendent shall, in a manner respecting the privacy of the individuals concerned, inform the Board of Governors of all cases in which Sections 4.11.1 and 4.11.2 have been violated.

5.12 Weapons

Students are prohibited from possessing or using weapons on School grounds. A student who violates this policy may subject to suspension and/or expulsion.

5.13 Health

5.13.1 General

The School shall have policies and procedures in place regarding:

- Communicable diseases and vaccinations;
- Attendance and participation in activities if a student or staff member has a contagious illnesses; and
- Administration of medication at the School.

5.13.2 Nurse(s)

The School shall employ a nurse(s) to be on duty during school hours, including after school activities, to provide emergency first aid treatment and assistance to students and/or staff who may become ill. The nurse(s) shall:

- maintain a school clinic that will be available for consultation to students, staff, and parents about various health concerns;
- ensure that the School's guards have a list of emergency services (e.g., ambulance that can be called in the event of a medical emergency);

- be responsible for determining whether a student should abstain from attending school due to illness;
- be responsible to inform, as appropriate, the community, including parents and staff, of illnesses that may be of concern to the community; and
- organize, annually, classes for staff in first aid and CPR practices. It is mandatory that all physical education teachers be trained in CPR.

5.14 Ethics and conflicts of interest

All operations of the School shall be conducted in strict observance of the laws of Argentina and other relevant governmental jurisdictions, and with the highest standards of business and academic ethics. Staff must record all business and academic transactions accurately and must be honest and forthcoming with the Superintendent, the Board of Governors, the external auditors and other agencies retained by the School to examine financial and operating records and practices. Dishonesty in any form is not to be tolerated.

Staff and members of the Board of Governors, shall avoid any conflict between their own interests and the interests of the School, including in dealing with suppliers, other employees, students, and other third parties.

While it is not practicable to enumerate all situations that might give rise to a violation of this policy, the list below provides some examples of situations that shall be avoided. It is considered to be a violation of this policy for staff or a member of the Board of Governors:

1. or their spouse, or any member of the their family, including parents, aunts, uncles, and first cousins (or spouses of same) to have business dealings with the School, without the knowledge and written consent of the Superintendent and the Board.
2. to accept a gift of any kind (including dinners, entertainment, tickets, etc.) from a supplier, except for promotional gifts of a nominal value (i.e. no greater than twenty-five U.S. dollars).
3. to deal with any supplier in a manner that may result in a restriction of competition by circumventing standard bidding and other materials acquisition procedures.
4. to use the school's staff, facilities, equipment, or supplies for personal benefit contrary to policies

and procedures promulgated by the Superintendent or the Board of Governors.

5. without proper authority, to give or release to any person data or information of a confidential nature pertaining to School activities, staff, or students.
6. to participate in voting on any matter from which they or a family member may receive financial benefit (e.g. contracts, scholarships, etc.)

If staff have questions concerning whether certain activities constitute departures from this policy, these questions shall be directed to the Superintendent for his/her counsel and resolution. In extenuating circumstances, such questions may be referred to the Board of Governors.

Staff are expected to abide by this policy and are subject to disciplinary action, up to and including termination, for engaging in behavior considered to be in violation of this policy.

Staff and members of the Board of Governors shall sign a Conflict of Interest Statement each year.

5.15 Harassment

The School is committed to building and sustaining a culture of respect, care, and safety that is free from any form of harassment, bullying, and intimidation. Harassment can be physical, verbal, nonverbal, and electronic. All members of our community – students, staff, parents, and visitors – have a right to feel safe and protected, and share the responsibility to build and maintain an environment in which everyone feels respected. Offensive, harassing, bullying, and intimidating behaviors will not be tolerated or ignored and will be dealt with appropriately and expeditiously. Across the School, both prevention and intervention strategies shall be in place for our student and adult community, and will be published and reviewed as appropriate, to encourage empathy and respect and to respond appropriately to any such acts. Every effort will be made to ensure that all cases will be dealt with confidentiality and impartially.

Employees who are in a position of authority, such as executive staff and teachers, are under particular obligation to ensure that harassment, bullying, and intimidation does not occur at the School.

The School shall provide training as necessary. The School shall have procedures for the prevention and investigation of harassment.

The authorities of the School will adjust their behaviour to the guidelines established in the national and provincial legal and regulatory norms, and the corresponding presentations and denunciations must be

made to the pertinent organisms when said norms so require.

5.16 Protection of the Environment

The School shall adopt and maintain an environmentally friendly culture through education, programming, and communications. The School shall strive to protect the environment and prevent pollution by minimizing energy consumption, greenhouse gas emissions, and waste generation.

5.17 Financial assistance/scholarships

The School shall have a financial assistance program, and application procedures/policies to implement this program.

The criteria for providing assistance, include, but are not limited to:

- merit;
- financial need;
- the applicant's academic and behavioral history;
- role in staff compensation package; and
- a desire to benefit target communities.

The amount allocated for financial assistance (i.e. percentage of the budget) shall be determined taking into account the operating budget and the enrollment level in the school. That is, if the School is under-enrolled, there may be merit in increasing financial assistance in the form of scholarships. The Board of Governors notes that the recent practice of offering 20% discounts in tuition fees may only have a marginal impact on attracting talented students.

Tuition/re-enrollment fee reduction is the most common form of financial assistance, but under certain circumstances financial assistance may also consist of extended payments of tuition and/or partial or full waiver of the Capital Assessment fee.

The financial assistance program shall be administered by a Scholarship Committee named by the Superintendent.

5.18 Parent grievance policy

The Superintendent will be the final authority in all administrative matters and will handle grievances expeditiously in accordance with procedures outlined in the policies of the Board of Governors and the School.

Complaints from the School Community

The School will have in place processes for a non-employee community member to place a grievance regarding programs, resources, administrative regulations, or Board policy, and are the responsibility of the Superintendent or designee. Any school management issues or complaints from a member of the School community made to one or more Board members will be referred to the Superintendent for handling as appropriate.

Complaints about School Personnel

The Superintendent will have processes in place to provide feedback to Lincoln employees. Complaints about any teacher, administrator, or staff member are to be first directed to the employee, then the employee's supervisor. Final resolution is the responsibility of the Superintendent. Any complaint made to one or more Board members will be referred to the Superintendent for handling as appropriate. In the case of a complaint made against the Superintendent, the complaint will be referred to the Board President or designated Board member.

- **Concerns of an academic or disciplinary nature must follow this process:**
 - Step One:** Concern submitted in writing to teacher(s) involved. Teacher works with parent to resolve concern.
 - Step Two:** If in the parent's opinion it is not satisfactorily handled, submit concern in writing to appropriate principal. Principal works with parent to resolve concern.
 - Step Three:** If in the parent's opinion it is not satisfactorily handled, submit issue in writing to the Superintendent. Superintendent works with parent to resolve concern.
 - Step Four:** If in the parent's opinion it is not satisfactorily handled, the concern may be submitted in writing to the Board of Governors, addressed to "The President", by the individual or group involved.

- Parents wishing to raise a concern about any aspect of the operation of the School may do so. All issues raised will be dealt with at the administrative level most closely related to the situation at hand (See Steps One through Four).
- Concerns submitted to the Board of Governors must include a concise summary of the history and actions taken attempting to resolve the concern.

The Board of Governors will do the following:

- Inform all Board members of the issue
- Respond in writing to the concern in a timely manner; and
- Inform the Superintendent of all Board responses or decisions before responding to the concerned parent.

5.19 Naming Opportunities and Endowments Policy

This policy outlines the guidelines and procedures for naming or renaming assets to honor notable alumni, faculty, staff and others. The policy ensures transparency, consistency, and respect for the values and history of the school.

This policy includes, but it not limited to, the naming and/or renaming of:

- a. Buildings
- b. Facilities
- c. Structures
- d. Academic programs
- e. Scholarships
- f. Awards

Selection Criteria

A proposed honoree will be considered if they meet at least one of the following criteria:

- a. Extraordinary service
- b. Distinguished person who merits special recognition
- c. Donor who has made a significant financial contribution to the school
- d. Previous employee of the school who merits special recognition
- e. Alumni who graduated from or attended Lincoln who merits special recognition

A proposed honoree will not be considered if they meet any of the following criteria:

- a. Individuals currently employed by the school

- b. Political figures still in public office
 - 1. Any naming or renaming decision will be communicated to the wider school community in a timely manner.
 - 2. The school shall maintain accurate records and documentation regarding the rationale behind each naming or renaming, ensuring historical significance of the decision is preserved.
 - 3. Periodic reviews of namings and renamings shall be conducted to ensure ongoing relevance and alignment with the school's mission, values and ethical and moral standards.

The Board approves all naming recommendations. The Board reserves the right to revoke or rename any naming at any time.



SECTION 6

ADMISSIONS



LINCOLN

6.1 - General

The School's admissions policies and procedures shall:

- strive to maintain the U.S. and international character of the School;
- reflect the School's Mission, Vision, and Core Values;
- consider age, readiness for the School's academic program, and space availability;
- ensure that all students admitted have the appropriate skills to achieve success at the School; and
- welcome diversity.

If the School determines that it is unable to provide the necessary support for a student's development, well-being, and educational success, the School reserves the right of denial of admission.

6.2 Admissions process

The admissions process at the School shall be comprised of three parts:

1. The submission of required application and accompanying documentation;
2. Student evaluations and/or interviews, submission of work samples, and, if necessary, additional documentation; and
3. A decision by the Admissions Committee.



SECTION 7

FINANCE



LINCOLN

7.1 Fiscal year

The fiscal year for the Asociación shall be August 1 to July 31.

7.2 Annual operating budget development and implementation

The Superintendent and the Business Manager shall prepare and present to the Board of Governors by April proceeding the upcoming fiscal year, an annual operating budget proposal covering all curriculum, operating costs, and capital expenditures, and to allow the maintenance of a reasonable reserve level.

The annual operating budget shall represent the means by which the School will execute its educational plan for the subsequent year. The budget proposal shall include projected personnel costs, as well as the costs for the materials and services needed to support the School's programs. The budget proposal shall also explain assumptions regarding /take into consideration inflation and exchange rates.

The final budget approval and adoption shall be made by the Board of Governors no later than its regular June meeting. Once the budget is approved and the fiscal year commences, it is expected that the Superintendent will manage the School within the parameters of the adopted budget.

Tuition and fee announcements for the year following shall be made to parents by May of each year.

7.3 Preparation and management of capital budget

The capital budget shall be prepared annually by the Superintendent and Business Manager and discussed with the Board of Governors Finance and Audit, and Facilities Committees before its adoption and approval by the Board of Governors. The capital budget will include investments in facilities, technology, staff development, and scholarship/financial assistance or outreach programs.

The capital budget will be adopted at the same time as the operating budget (normally in May) before the fiscal year beginning on August 1.

The Superintendent is responsible for the management of the approved capital budget.

Items or projects costing U\$S 10.000 or more must be discussed and approved by the Board of Governors Facilities Committee, before submission to the Board of Governors.

The Superintendent shall get approval from the Board of Governors Facilities Committee for any

additional capital investment not included and approved in the capital budget.

7.4 Forward plan

The Superintendent and Business Manager shall provide guidance to the Board of Governors regarding future budgets, in particular identifying risks including enrollment, and material cost changes.

The Board of Governors will continually maintain a three-year financial and enrollment plan, which will serve as a guideline for Board and School decisions. The three-year plan will be reviewed at least once per school year by the Board of Governors Finance and Audit Committee. This Committee will report to the Board of Governors the alignment of the School with this plan and the need to modify if necessary.

The three-year plan will serve as a viable document, updated as necessary to provide a realistic blueprint for School decisions.

Under special, uncertain economic and political circumstances in Argentina, the preparation of this plan may be postponed.

7.5 Purchasing, bidding, and awards of projects

The function of the purchasing operation is to serve the School program by supplying equipment, materials, and services for the School in a timely manner. The Superintendent shall be responsible for defining a set of procedures for all School purchases. Members of the Board and School staff shall not receive gratuities, financial or otherwise, from suppliers of materials or services to the School.

Minor projects which cannot be accomplished by the School maintenance staff may be awarded to private contractors. The Superintendent may proceed with projects whose cost are up to U\$S 10,000.

Any capital project above U\$S 100,000 must be included in the Capital Budget for the year and should have a minimum of 3 bids, handed in closed envelopes to the Superintendent and Business Manager, and opened in a meeting with the presence of the Superintendent. Projects up to U\$S 20,000 may be awarded by the Superintendent with the conformity of the Facilities Manager, Principal involved and the Business Manager. Projects above U\$S 20,000 must be studied by the Board of Governors Facilities Committee and recommended to the Board of Governors for final approval.

Review of recurrent suppliers' costs such as: stationary, cleaning goods, paints, construction and electrical

materials, etc. should be made every 12 (twelve) months, trying to include different reliable providers.

The Superintendent will be responsible for developing a set of procedures and guidelines to monitor all maintenance projects to ensure they are executed properly. All significant purchases will require a Purchase Order, and/or a contract if needed.

7.6 Payment of school accounts

All suppliers of goods and services shall render invoices to the school for payment, complying with all legal and tax requirements, and making reference to the purchase order number.

7.7 Financial information dissemination and accounting

The Superintendent shall be responsible for receiving and properly accounting for all funds of the School. The accounting system used by the School shall conform with professional standard accounting procedures and practices.

The Board of Governors will direct the Superintendent and Business Manager to prepare an annual balance sheet, income statement, and cash flow.

The Board of Governors shall commission an annual financial audit performed on all School accounts. The audit shall be carried out by a qualified independent accounting firm, preferably with an international affiliate. The audit firm should provide an opinion on the internal controls of all operations with special emphasis on any area specifically requested. It will be performed under GAAP or comparable international accounting standards.

The Board of Governors may request from the external auditor an opinion on the quality of controls in practice at the school, and a recommendation as to whether a more in depth internal audit might be warranted.

Copies of the audited year-end statements will be made available at the administration office.

The Board shall also receive monthly financial statements from the Superintendent showing the financial condition of the School as of the last business day of the preceding month. A summary of operating results and comments will be prepared reviewing the number of students by grade level, paying student equivalents, tuition and fees billed and received. Other data or reports may be required by the Board of Governor's Finance and Audit Committee, to be presented to the following Board of Governors meeting.

7.8 Tuition, capital fund, and reserve

The School's operation should strive to break even on its tuition income.

Reserve Fund and the Capital Fund, both built from Capital Assessment fee, shall be separately accounted for.

Reserve funds are those required for catastrophic or unexpected events. This Reserve should be maintained at a level equivalent to a minimum of five months operating expenses.

In the event that the operating deficit exceeds financial income, the Board of Governors should evaluate steps to reduce the deficit going forward.

The Capital Fund is reserved for significant capital improvement projects in the school and should not be used for operating expenses.

The Capital Fund will be informed in a separate account at the bottom of the Statement of Revenues. Unused Capital Funds may be transferred to the Reserve Fund with the approval of the Board of Governors.

The Board has the full discretion to adjust the Capital Assessment fee. This fee shall be set annually at the time the operating and capital budgets are adopted.

Year-end balance of the Reserve and Capital funds will be included in the annual financial reports.

7.9 Billing and collection

The Board of Governors, upon the recommendation of the Superintendent and appropriate Board Committee, shall set school Tuition and Fees annually. Billing shall be by semester and payment on a monthly basis.

Monthly tuition billing is an option and should be awarded under special circumstances and parent request.

7.10 Investments of school funds

It will be the investment policy of the School to maximize the income of the School's funds without taking

excessive risks that may jeopardize these funds. The Board of Governors Finance and Audit Committee shall meet (in person or otherwise) with the investment managers each year to set target returns for the year and to evaluate each year's investment performance against the target.

The following parameters for investment shall be used.

- The equivalent of the forecasted expenses plus any other foreseeable major outflows for the next 120 days will be kept in local Banks peso or dollar money market or equivalent account that can be drawn upon for day to day disbursements.
- The remaining funds should be invested in US dollar or Euro-currency debt instruments either through specific issues or through mutual funds. Instrument Quality should be Government instruments or corporate bonds with S&P quality rating of A or better and fluid/liquid active market. The Finance and Audit Committee will approve these investments.
- With specific approval by the Finance and Audit Committee longer term denominated debt instruments or equity issues in either the US or the Argentine market can be used.
- In no cases will the funds of the School be invested in options, warrants, futures, high risk, or commodity markets.

7.11 Check signing authority and procedure

The Asociación operates with both Peso and Dollar accounts in Argentina and with international banks in Dollar or Euro accounts.

Check signing authority to facilitate the use of these accounts is as follows:

1. Foreign or Local Banks in Peso, Dollar, or Euro accounts, require two signatures:
Superintendent
School Business Manager
Any Other Empowered Officer

Any two of the previous officers of the School, or any one of the above officers with any one of these Board of Governors: President, Vice President, Treasurer, or Secretary.

2. Transfer of Funds and Check Endorsing
Check endorsing can be done with one signature only.

Transfers of funds from any Savings to a Current Account of the School, in the same bank or not, will have the same signature procedure as the checks.

3. List of Bank Signatories

The list of authorized signatories with banks or other financial institutions should be updated as soon as possible after changes in personnel.

4. Responsibilities of Bank Signatories

With the act of signing a check or other bank instrument, each signature is stating that the movement of funds was 1) properly authorized; 2) services were properly completed and/or goods acquired were duly received; and 3) all procedures followed and documentation required proving these facts were present at the time the instrument was signed.

5. Signature Limits

The Officers of the School will have a payment approval limit of U\$S 250,000. Above this amount the Superintendent or one Board member signature will be required. In addition, for any individual transaction exceeding \$400,000 US, a pre-written authorization is required from a Board of Governors member that is identified in #1 above.

7.12 Financial Support and Scholarship

Program Guidelines and Administration:

The School's policy on financial support and scholarship shall be determined by the Board of Governors and administered by a Financial Support and Scholarship Committee named by the Superintendent or the Board. Each year, the Board of Governors allocates a percentage of the School's operating budget for financial support and scholarship.

1. Applying for financial support or scholarship does not guarantee eligibility and simply being eligible does not guarantee that there will be financial support available. However, each application will be evaluated, considered and screened according to its merits and be given due process by the Lincoln's Financial Support and Scholarship Committee.
2. Eligibility for financial support and scholarship is based on many factors as each family has differing situations and financial circumstances. The amount of support offered depends on each family's individual circumstances and the funds available for support, as determined by the Board

of Governors.

3. Financial support and scholarships are awarded on a competitive basis without regard for sex, race, sexual orientation, religion or ethnic origin.
4. Once an application is submitted, the Financial Support and Scholarship Committee will review applications and respond in a timely manner.
5. The school is under no obligation to justify its decision to grant or not financial support or scholarships to families and may withdraw this financial assistance at any time.
6. Families requesting financial support must provide all documentation requested and may be asked to support their case with additional documentation. Such information remains strictly confidential. False reporting will result in immediate and indefinite ineligibility to the program.
7. Financial support is limited to families and students who do not receive subsidies from their employers or by other parties for a significant portion of their tuition fees.
8. Financial support is granted on a school year basis. There will be two application deadlines, one for each semester, determined by the Financial Support and Scholarship Committee. Families applying halfway through the school year, if granted financial support, will be asked to reapply for the following school year at the next deadline.
9. Assistance will be granted in the form of tuition discounts. Transportation, matriculation, and any other school fees will not be discounted unless a special exception is granted by the Financial Support and Scholarship Committee.
10. All students requesting and receiving financial support MUST maintain acceptable academic and behavioral performance, as determined by the Financial Support and Scholarship Committee. Students receiving financial support who do not meet these standards may be withdrawn from the program at any time.
11. Some families require assistance beyond what the program can offer and, unfortunately, the school is not able to meet all applicant needs.

12. All existing and aspiring Lincoln students are eligible to apply for financial support and scholarship. There will be no previous or minimum attendance requirement.
13. Families receiving financial support are expected to perform some voluntary services for the school on a regular basis. The financial support application allows parents the opportunity to list service areas where they feel most qualified to volunteer.
14. The Board of Directors may change the Financial Support and Scholarship policy and requirements at any time.

7.13 Inventories of property – capitalization, depreciation

The Superintendent, working with staff, shall be responsible for maintaining an accurate inventory of equipment, computers, peripherals, musical instruments, and any other valuable fixed asset in the School.

School-wide inventories will be maintained and updated on a yearly basis. Such inventory records will be kept on file in the Business Office.

As a principle, no assets under US\$500 should be capitalized. Under certain considerations of control, some electronic items should be convenient to capitalize.

Depreciation rates suggested by the accounting profession should be applied. More accelerated rates should be used for technical equipment and foreign hire furniture, whenever possible.

7.14 Policy on Property Disposal

The Superintendent, working with staff, shall maintain a register of all obsolete property to be disposed of by the school. The Superintendent shall have discretion to dispose of property up to US\$ 10,000 based on its amortized value. In disposing of all property, the Superintendent shall oversee a process that involves either donation to reputable non profit organizations consistent with our status as an Asociacion Civil, or conducts an equitable and transparent process to allocate property to staff of the school, consistent with the school's core values of honesty, fairness, and compassion.

Working Procedure

A. Purpose and scope

To ensure that the transfer, sale and donation(s) of the school furniture, IT devices, books, and other assets currently belonging to the school are aligned with the school policies, procedures and processes, including, but not limited to maintaining accurate accounting records and ensuring that all physical transfers and movements of fixed assets are properly and timely recorded. The policy shall include all assets (equipment, furniture, computers, books, peripherals, musical instruments, and any other valuable fixed assets in the School) accounted in the school system of records and/or other inventory systems.

B. Objective

To provide consistent guidelines for effective management and oversight of asset donations, transfers and movements.

C. Stakeholders (defines which are the recipients that the school can and cannot donate and/or transfer) and assets. Asset disposals and/or transfers will be restricted to non-profit organizations and educational institutions. Any other destination for asset disposals and transfers will require Superintendent's exceptional approval.

D. Controls required to effective asset disposal

1. School Business department shall:

- a. Determine book value of office furniture and IT devices and market price
- b. Perform entries in the accounting records
- c. Advise and act on potential tax implications associated with the asset disposal and/or transfers

2. School Legal Department shall:

- a. Execute a donation agreement(s): include provisions for indemnification, no warranties for return or broken items, and any other necessary legal provisions
- b. Ensure that there is no conflict of interest with the proposed recipient and the donation is aligned with the School Visions and Values

3. School Office that is donating items shall:

- a. Submit a complete list of items to be donated
 - b. Ensure that all items are free from confidential, proprietary or personal information.
 - c. Ensure any item sent for disposal and/or donation is fit for donation and does not have a potential to cause harm and/or to the recipient
 - d. Ensure goods are properly delivered (with documentation of sale or receipt acknowledgement) to the designated individuals/entity
 - e. Ensure proper security and transportation (where applicable)
-

4. School Superintendent: reviews and approves the donation and/or transfer

7.15 Borrowing funds to cover short-term cash flow shortages

Occasionally, the School may be required to borrow funds in order to meet payroll and other cost obligations. For these short-term operating needs, the Superintendent and Business Manager is authorized to borrow such funds at the lowest possible financing cost option to cover cash flow shortages provided:

- For these short-term operating needs the Superintendent and Business Manager is authorized to borrow up to U\$S 100,000 of such funds at the lowest financing cost option. In these cases, the Board of Governors Finance Committee will be informed. For covering any anticipated shortfall beyond U\$S 100,000, agreement will be reached with the Board of Governors Finance and Audit Committee beforehand.
- No guarantees are given without consent of the Board of Governors Finance and Audit Committee.
- A period longer than 90 days shall only be with the consent of the Board of Governors Finance and Audit Committee.

7.16 Retirement of facilities and fixed assets

In the event that certain portions of the School plant or facilities or large equipment are no longer needed for the educational program, the Superintendent will inform the Board of Governors if such facilities should be used for alternative community activity, possible storage facility, or if such facility should be demolished or disposed. Safety of occupants, overall campus security, and cost as compared to return shall be considered as the facility in question is retired from service.

Retirement and sale of any other School property will be authorized by the Superintendent and then duly accounted for.

7.17 Development goals

The Board of Governors will establish with the Superintendent and Business Manager the development goals for the School. Development goals may include improvements to facilities, technology park, staff development or community outreach and scholarship programs. These plans will respond to the Long Range Capital Plan prepared with the help of specialists and advisors.

With regard to decisions affecting facilities:

1. Educational specifications, when applicable, will be developed to identify the instructional use for such facilities.
2. Flexibility of use and possible expansion of facilities will be considered in the long-range plan development.
3. Building and/or modifications will be done as economically as possible without surrendering either quality of work or minimizing educational use.
4. Planning for building construction and/or significant modification should involve the professional educational staff and appropriate community representatives.
5. Planning for construction and/or modifications of facilities should include potential community use.
6. Construction of new buildings and/or modification of existing facilities shall comply with all building permit requirements. Any exception must be reviewed and approved by the Board of Governors.
7. The Board of Governors shall make an appropriate assessment as to risks to the plan, including; cost overruns, disruptions to the school, disruptions, and objections of neighbors and shall try to reduce these risks as much as possible.

7.18 Gifts to the School

Individuals and organizations may make donations of goods or services to the School. The Board authorizes the Superintendent to accept such gifts on behalf of the school. The Superintendent will report the receipt of gifts to the Board. Capital items will be inventoried and will become part of the capital assets of the school. Donors of gifts to the School will surrender all rights to such gifts to the School.

Donations of monies or services to support club activities or sport teams are given without obligating the School in any way. The Superintendent prior to their disposal must approve the use of these donations. Organizations or individuals should be aware that donations, gifts, or services will not give them favored status in their business operations with the School, as such action would be considered a conflict of interest.

7.19 Accounting system

The appropriate accounting system used by the School will be cost-center structured, as it is commonly used in American Schools.

The Principals of each School division and appropriate managers will know best and will have discretion on how to spend their funds budgeted for the year and get the greatest educational value for the resources available. The proper management is part of their administrative responsibility.

The account number structure shall assure complete analysis of operations and compile historical records for clear comparison, futures problem solving, and understanding of situations.

Monthly Financial Statements including results of operations compared to Budget and Cash flow (actual and projected), shall be presented to the Superintendent and Board Members of the Finance and Audit Committee.

Operations will be recorded in the local currency, but mostly reported in US Dollars.

7.20 Financial accountability

It is the responsibility of the Superintendent and his/her designated Business Manager, to ensure that all funds of the School are controlled and accounted for in accordance with generally accepted accounting principles.

The Board of Governors authorizes the establishment of checking accounts, interest-bearing accounts at local or foreign Banks to be managed to the School's best advantage by the Business Manager, in conjunction with the Superintendent.

Adequate and up-dated powers of attorneys will be awarded to Officers of the School for better daily administration in the fields of School representation, banks signatures, personnel management, etc.

It is not the Board of Governors' intention to put the School's deposits or investments at risk in an effort to maximize the returns from interest. The security and emergency availability of these assets shall be carefully considered, along with high quality service in determining the bank of primary deposits.

A strong banking base in the United States has to be chosen in view of the many financial and operating transactions that are performed via US checks and transfers.

7.21 Insurance

The School shall maintain appropriate and quality insurance regarding all relevant risks to students, staff, parents, and visitors. All contractors, including third party contractors, that work on the School grounds will be required to demonstrate that they have adequate and up to date insurance policies.



ANNEX I

BY LAWS



LINCOLN

ASOCIACIÓN ESCUELAS LINCOLN

Legal domicile: Avda. Córdoba 1318, piso 8, CABA

ARTICLES OF ASSOCIATION

(ORDERED TEXT, August 2019)

Buenos Aires

TITLE I

NAME, PLACE OF BUSINESS AND PURPOSE

Art. 1 - A civil institution is hereby organized under the name "Asociación Escuelas Lincoln" (Lincoln School), whose purpose is to keep the school with the same name in operation as well as to foster the development of education and teaching in compliance with the laws and regulations in force in the country regardless the religious beliefs or the nationality of its students, professors or associates. The education to be given shall observe its patriotic orientation, moulding the students' moral and civic conscience in accordance with the principles set out in the National Constitution, at the same time preserving among them the respect for and the knowledge of the homeland of their forefathers.

Art- 2 - The legal domicile of the Asociación is in the City of Buenos Aires but it may found other educational institutions in this city and establish subsidiaries in the interior of the country.

Art. 3 - The Asociación does not seek any personal profit making aim for its members. Any benefits as may be obtained shall be invested in the educational institution itself, in the creation of others and, at large, in purposes related to education, such as the acquisition of buildings of its own, the renewal of teaching material, the creation of awards, scholarships and other similar rewards, the reduction of tuition fees paid by the students, etc.

TITLE II

ASSETS OF THE INSTITUTION

Art. 4 - The assets of the Asociación shall consist of:

- a) The furniture, fittings and other property pertaining to Escuelas Lincoln and the movable and immovable property to be hereinafter acquired whether for free or for consideration.
- b) The special one-time quotas paid by the active association members. These subscription quotas shall be represented by certificates extended to the active members.
- c) The periodic quotas paid by the association members.

- d) The periodic fees paid by the students.

Art. 5 - The Asociación is empowered to receive legacies, gifts and subsidies.

TITLE III

MEMBERS OF THE ASSOCIATION

Art. 6 - There shall be three classes of members:

- a) The active members;
- b) The associate members;
- c) The honorary members;

Art. 7 - The active members are those who pay a one-time special quota established by the Board of Governors in addition to the same general periodic quota as paid by the associate members. For the purposes of article 9 and related ones, a certificate shall be issued for every special quota paid, which quota may be modified uniformly and periodically by the Board of Governors according to special circumstances that may occur as time goes by. The Corporate Record Office [Inspección General de Justicia] shall be informed in every case.

Art. 8 - In the event of insolvency, bankruptcy or sentence for an infamous crime, the member shall lose his status as such and may be barred from the Asociación, as well as for blatant moral incapacity in the opinion of the Board of Governors. The member in question may appeal the decision made, in which event, the case shall be considered at the next general meeting to be held.

Art. 9 - The certificates as mentioned in article 7 are registered and the only purpose of which is to serve as evidence of the status of active members.

Art. 10 - Active members shall each have one vote in the general meetings regardless of the number of certificates they may possess. In order to attend general meetings, it shall suffice to be up to date with the monthly dues.

Art. 11 - The associate members are those who pay the periodic quota as established by the Board of Governors. They shall not have right to vote at the General Meetings, but they may take part in the discussions. The Board of Governors shall set the date or dates of payment of dues.

Art. 12 - The associate member may be made an active member by subscribing for at least one "special quota".

Art. 13 - The Board of Governors shall name as honorary members such persons as they may deem worthy of this distinction for services rendered to the Asociación or for any other reason. They shall have no vote at the general meetings and are not required to pay any dues whatsoever.

Art. 14 - The founding member referred to in art. 46 shall not have right to vote at the general meetings, but she may take part in the discussions.

TITLE IV

REGARDING ADMINISTRATION AND MANAGEMENT

Art. 15 - The Asociación shall be managed and administered by a Board of Governors composed of nine members elected from among the active members at the Ordinary General Meeting by simple majority of votes.

Art. 16 - The Board of Governors shall be made up of one President, one Vice-President, one Secretary, one Assistant Secretary, one Treasurer, one Assistant Treasurer and three directors.

Art. 17 - The members of the Board of Governors shall be elected for two years, four members to be re-elected one year and five, the other year. They may be re-elected and shall perform their duties gratuitously. At the time of constituting the first Board of Governors, lots shall be drawn among its members to determine which four members shall hold their position for one year.

Art. 18 - Each year, the Ordinary General Meeting shall designate from among the members of the Board of Governors, the President and Vice-President thereof for the fiscal year in question. The Board of Governors, at its first meeting following the Ordinary General Meeting shall elect by majority vote those from among its members who will act as Secretary, Assistant Secretary, Treasurer and Assistant Treasurer for one year.

Art. 19 - The Meeting will designate up to nine substitute members of the Board of Governors, for two years, who will replace the members in case of absence, resignation or impediment of any of them in accordance with the order in which they were designated. The Meeting may designate the Technical Director (Superintendent) as member or substitute member of the Board of Governors.

Art. 20 - In the event of absence or resignation of the Vice-President, the remaining members of the Board of Governors shall designate which of them shall succeed him.

Art. 21 - Minutes of all meetings shall be kept in a book kept for that purpose and shall be signed by the President and the Secretary; and in case of absence, by two members of the Board of Governors designated by majority vote thereof.

Art. 22 - The Board of Governors shall meet upon the call by the President or at the request of two of its members and by the Secretary in the case of meetings called for dates previously established by the Board. Meetings of the Board of Governors called at the request of two members of the Board shall be held no later than eight days thereafter.

Art. 23 - The requested quorum is of six members present. The resolutions shall be made by majority vote. The President shall have one vote and one additional vote in case of a tie.

Art. 24 - The matters decided by the Board of Governors shall be carried out by the President whose rights and obligations, insofar as not covered by these Articles of Association, shall be governed by the general rules of agency.

Art. 25 - The Members of the Board of Governors and those of the Internal Committees, by a two-thirds vote of the Board of Governors, may be removed from their positions in the cases set forth below. Such action shall be informed to the next General Meeting to be held.

- a) When they are absent to four consecutive ordinary meetings or to six non-consecutive meetings without due cause in the judgment of the Board of Governors.
- b) For having been declared bankrupt, insolvent or sentenced for an infamous crime, or in cases of blatant moral incapacity in the opinion of the Board of Governors.

Art. 26 - It is within the authority of the Board of Governors, which is invested with the fullest powers for the administration and management of the affairs of the Asociación:

- a) To exercise full and direct control over incomes and expenditures, as well as over any commitments which may involve disbursement of funds or other eventual obligations.
 - b) To acquire property of any kind.
 - c) To request credits and contract loans, with or without special guarantee, and issue bonds among the members. To borrow money by mortgage or otherwise encumber the property of the Asociación; the mortgages may be drawn also in the National Mortgage Bank (Banco Hipotecario Nacional) and in the Bank of the Province of Buenos Aires (Banco de la Provincia de Buenos Aires).
 - d) To appoint and discharge all employees and other personnel of the Asociación as well as to determine their duties and salaries.
 - e) To draft and modify the internal regulations.
-

- f) To appoint internal committees for such purposes as they deem advisable.
- g) To decide upon the admission or expulsion of members pursuant to the provisions of article 8.
- h) To increase the special quota of the active members as set forth in article 7.
- i) To execute and carry out all acts not provided for in these Articles of Association in as much as the foregoing is not restrictive and, and carry out, through its President, the resolutions adopted by the general meeting.

Art. 27.- The Board of Governors shall appoint a Technical Director, who shall be immediately and personally responsible for running the school. His or her duties and obligations shall be determined by the Board of Governors and he or she shall be especially responsible for:

- a) Carrying out the management of the school as head of the administrative and technical personnel with authority to suspend them, giving notice to the Board of Governors who shall make the final decision in the matter.
- b) Preparing the expenditures budget draft.

Art, 28 - The President is the legal representative and head of the Asociación and as such, he shall:

- a) Represent the Asociación in all its acts.
- b) Preside over the Board of Directors Meetings and the General Meetings.
- c) See that these Articles of Association, the internal regulations and the resolutions of the Board of Directors Meetings and those of the General Meetings are observed.
- d) Authorize the appointment of all the personnel of the Asociación.
- e) Grant administrative and legal powers of attorney for any purposes, having to submit information thereof to the Board of Governors.
- f) Sign jointly with the Secretary, the minutes of the Board of Governors Meetings and the general meetings and the Balance Sheets of the Asociación.
- g) Sign, jointly with the Treasurer, the checks and banking documents of the Asociación.

The Board of Governors may appoint other person to replace the signature of the President in those cases.

Art. 29 - The Vice-President substitutes the President in case of absence or other impediment with the same powers and faculties.

Art. 30 - The Secretary is empowered to:

- a) Sign jointly with the President, the minutes of the Board of Governors Meetings and the general meetings. Sign the balance sheets.
- b) Keep the Minutes Book of the Board of Governors Meetings and the general meetings. Draft the minutes.
- c) Sign jointly with the President the communications and correspondence of the Asociación.

Art. 31 - The Assistant Secretary substitutes the Secretary in case of absence or other impediment with the same powers and faculties.

Art. 32 - The Treasurer shall receive and distribute the funds of the Asociación in accordance with the instructions of the Board of Governors in every case.

Art. 33 - The Treasurer shall keep the accounts of the Asociación in the books of the Asociación, which may be consulted by the members of the Board of Governors.

Art. 34 - The Treasurer shall sign the receipt books and jointly with the President or other person as determined by the Board of Governors, shall sign the checks and banking documents.

Art. 35 - The Assistant Treasurer substitutes the Treasurer in case of absence or other impediment with the same powers and faculties.

Art. 36 - The substitute members mentioned in Article 19, in accordance with the order in which they were designated, will replace the members of the Board of Governors in case of absence, resignation or impediment of any of them

Art. 37 - The Accounts Auditing Committee shall be formed by two members with gratuitous mandate and shall remain in office for two years. It is empowered exclusively to oversee accounts, to which effect it shall be responsible for the control of the balance sheets with the documentation in existence at the Treasury Office.

In the event that mistakes or differences be found, it shall immediately inform the Board of Governors which, in every case, shall take the corresponding intervention, being its duty, in case of criminal intent, to demand that the matter be referred to an Extraordinary General Meeting.

The Accounts Auditing Committee shall be able, at any time, to control the existence of funds in Cash and of deposits in the banks.

TITLE V

ORDINARY GENERAL MEETINGS

Art. 38 - The Ordinary General Meeting shall be held every year within the first four months subsequent to the closing of the fiscal year; prior notice thereof and of the matters to be discussed therein shall be sent to all the members by registered letter fifteen days in advance, it being forbidden in such meetings to discuss any matter which is not in the Agenda.

Art. 39 - Likewise, notice of meetings shall be given with the same anticipation by means of notices posted at the domicile of the Asociación for the information of all members.

Art. 40 - Active members may be represented by a letter of proxy, but no proxy may cast more votes than that corresponding to him as a member of the Asociación and five more as proxy; therefore, in no case shall a proxy be entitled to cast more that six votes in total. Members of the Board of Governors cannot act as proxies.

Art. 41 - At the General Meeting the financial situation of the Asociación will be studied, considering the Annual Report, the Balance Sheet and Inventory; members of the Board of Governors and their alternates shall be designated in replacement of the outgoing members thereof; the President and the Vice-President for the new fiscal year shall be appointed and an Accounts Auditing Committee and an alternate thereof shall be named.

Art. 42 - The quorum shall consist of one half of the members with right to vote plus one, but any number present having right to vote shall constitute a quorum once a half hour period has lapsed from the time

fixed for the meeting. The resolutions shall be made by majority vote of those present.

TITLE VI

EXTRAORDINARY GENERAL MEETINGS

Art. 43 - Extraordinary General Meetings may be called when the Board of Governors deem it advisable, but the Board of Governors shall be required to do it upon the written request of at least the 25% of the active members. The notice of such a meeting shall be given in the same manner as for the Ordinary General Meetings and within fifteen days of the date on which the request was made.

Art. 44 - The quorum as requested for these meetings shall consist of one half of the members with right to vote plus one. If this number was not present at the first meeting, a second meeting shall be called within twenty days of the date of the first. In such case, the meeting may deliberate validly with the number of members with right to vote that may be present after a half an hour period has lapsed from the time fixed for the meeting. The resolutions shall be passed by majority vote.

Art. 45 - Extraordinary General Meetings shall be called to amend these Articles of Association and to dispose of or mortgage real property. The quorum shall be that established in the preceding Article.

TITLE VII

GENERAL AND SPECIAL PROVISIONS

Art. 46 - By reason of having been the founder of the Lincoln School, the activities of which are being continued by the Asociación, Miss Allena Luce is recognized as the sole founding member for life, a category which is purely honorary and which cannot be granted to any other person.

Art. 47 - The Ordinary General Assembly cannot decide to wind up the Asociación as long as at least nine of its members agree to hold it. In case of the winding up of the Asociación, whether by decision of the

General Meeting or for not being able to meet its objectives, or for resolution of the Executive Power, the winding up shall be carried out by the persons designated by the General Meeting and the assets of the Asociación, once all the debts have been paid, shall be transferred to a public welfare institution, with aims or nature similar to those of the Asociación, or to charitable or beneficial institutions, organized as nonprofit organizations, and exempt from tax payment, in accordance with the decision of the General Meeting, by majority vote, but in no case said assets shall be distributed directly or indirectly among the members of the Asociación.

Art. 48 - The fiscal year shall end on July 31 of each year.

Art. 49 - - The first Board of Governors is hereby constituted on an interim basis, as follows: As President: Roswell L. Wrigley

As Secretary: Frank T. Salzer As Treasurer: Walter G. Wright

As Directors: Earle M. Elrick, James E. McGrath, Milford R. Johnston, David Morgan, Pedro H. Fournery and Aubrey W. Thompson, and

as Alternates: William B. Gay, Harold M. Randall and Chalmer H. Minor

The Accounts Auditing Committee shall be composed of Messrs.: H. H. Scudder and W. B. Spufford. Acting as alternate: H. J. Wiltshire

Dates of approval of the original Articles of Association and their subsequent modifications:

--National Executive Power Decree No. 80 316 dated December 21, 1940

--National Executive Power Decree dated December 21, 1946

--Resolution of the National Ministry of Education and Justice dated July 25, 1958

--Resolution of the National Ministry of Education and Justice dated March 20, 1961

--Resolution of the National Ministry of Education and Justice dated October 15, 1965

--Resolution of the State Secretary of Justice dated April 8, 1968

--Resolution of the State Secretary of Justice dated December 12, 1968

--Resolution of the Ministry of Justice dated July 25, 1979

--Resolution of the Ministry of Justice dated June 27, 1996

--Resolution of the Ministry of Justice and Human Rights dated December 16, 2016

--Resolution of the Ministry of Justice and Human Rights dated August 5, 2019