

KAS Board Policy Manual 2018–2019



Table of Contents

KHARTOUM AMERICAN SCHOOL CONSTITUTION

Article 1 - Name	9
Article 2 - Purpose	9
Article 3 - Membership.....	10
Article 4 - General Meetings and Elections	10

Article 5 - The School Board	10
Article 6 - Finance	11
Article 7 - Dissolution of the School	11
Article 8 - Amendments	11

**KHARTOUM AMERICAN SCHOOL
BY-LAWS**

Section 1 – Purpose of the School	12
Section 2 - The School Board	12
Section 3 - Nomination of Elected Members of the Board	13
Section 4 - Removal of a Member of the Board of Directors	13
Section 5 - Powers and Duties of the School Board	13
Section 6 – Duties of Officers of the School Board	14
Section 7 – Amendment of the By-Laws	15

**KHARTOUM AMERICAN SCHOOL
POLICIES**

1.10 SCHOOL MISSION & NON-DISCRIMINATION POLICY	16
1.11 Non-Discrimination Policy	17
1.12 School Board Legal Status	17
1.20 GENERAL MEETINGS OF THE ASSOCIATION	17
1.20.1 The Responsibilities of the Association Members at the AGM.....	17
1.20.2 Special General Meetings	18
1.30 SELECTION AND RETENTION OF BOARD MEMBERS	18
1.30.1 Composition.....	18
1.30.2 Removal of a Board Member	18

1.30.3 Suspension of a Board Member	18
1.30.4 School Board Member - Conflict of Interest.....	18
1.30.5 Replacement of Elected Board Members.....	18
1.40 SCHOOL BOARD POWERS AND DUTIES	19
1.40.1 General Duties.....	19
1.40.2 Board Meetings.....	19
1.40.3 Specific Powers and Duties of the Board.....	20
1.50 ORGANIZATION OF THE BOARD	21
1.50.1 General	21
1.50.2 Duties of the President.....	21
1.50.3 Duties of the Vice President	21
1.50.4 Duties of the Treasurer	21
1.50.5 Duties of the Recording Secretary.....	22
1.50.6 Board's Legal Counsel.....	22
1.50.7 Board/Superintendent Relationship	22
1.60 BOARD POLICY DEVELOPMENT	23
1.60.1 Preliminary Development of Draft Policies	23
1.60.2 Policy Adoption and Dissemination	23
1.60.3 Board Review of Administrative Procedures - Approval for Issuance	23
1.60.4 Policy Review and Evaluation / Manual Accuracy Check.....	24
1.60.5 Administration in Policy Absence	24
2.10 SCHOOL ADMINISTRATION PLAN	25
2.10.1 The Superintendent - Powers and Duties.....	25
2.10.2 The Superintendent Selection	27
2.10.3 Evaluation of the Superintendent	27

2.20	SCHEDULES OF INSTRUCTION.....	28
2.20.1	School Year.....	28
2.20.2	School Calendar.....	28
2.20.3	School Day.....	28
2.20.4	Emergency Closing.....	28
3.00	INSTRUCTIONAL PROGRAMS.....	29
3.10	INSTRUCTIONAL GOALS AND OBJECTIVES.....	29
3.20	BASIC CURRICULUM DESIGN.....	29
3.20.1	Program of Studies.....	29
3.20.2	The Foreign Language Program.....	29
3.20.3	English as a Second Language Program (ESL).....	30
3.30	EXTRA-CURRICULUR PROGRAMS.....	30
3.40	CURRICULUM DEVELOPMENT.....	30
3.50	INSTRUCTIONAL ARRANGEMENTS.....	30
3.50.1	Classroom Organization and Management.....	30
3.50.2	Grouping for Instruction.....	30
3.50.3	Class Size-23 Maximum.....	31
3.50.4	Teaching Methods and Techniques.....	31
3.60	INSTRUCTIONAL RESOURCES.....	32
3.60.1	Textbook Selection and Adoption.....	32
3.60.2	Other Instructional Material and Equipment.....	32
3.60.3	Teacher Aides.....	32
3.60.4	School Volunteers.....	32

3.60.5 Field Trips.....	32
3.70 EVALUATION OF ACADEMIC ACHIEVEMENT	33
3.70.1 Grading System.....	33
3.70.2 Report Cards and Conferences.....	33
3.70.3 Promotion Criteria.....	33
3.70.4Academic Probation.....	33
3.80 STUDENTS RECORDS	34
3.80.1 Access to Records.....	34
3.80.2 Release of Records	34
3.90 RECONSIDERATION POLICY	34
4.00 STUDENTS.....	35
4.10 EDUCATIONAL PHILOSOPHY CONCERNING DEVELOPMENT.....	35
4.20 STUDENTS ADMISSION	35
4.20.1 Priorities for Admission	35
4.20.2 Admission procedures	35
4.20.3 Age Requirement for Admission	36
4.20.4 Eligibility for admission.....	36
4.30 STUDENT ATTENDANCE	38
4.40 STUDENT RIGHTS AND RESPONSIBILITIES.....	38
4.40.1 Student Rights.....	38
4.40.2 Student Conducts.....	38
4.50 STUDENTS DISCIPLINE	39

4.50.1 Student Suspension and Expulsion	39
4.50.1 Harassment Policy	40
4.60 STUDENTS SERVICES	40
4.60.1 Special Education Services	40
4.60.2 Student Health, Welfare, and Safety Services.....	40
5.00 PERSONNEL	42
5.10 STAFFING PHILOSOPHY AND GOALS.....	42
5.20 STAFF RIGHTS AND RESPONSIBILITIES	42
5.20.1 Staff Ethics	42
5.20.2 Staff Health and Safety	43
5.20.3 Staff Visas and Work Permits	44
5.20.4 Personnel Records	44
5.20.5 Staff Involvement in Decision Making.....	44
5.20.6 Community Activities Involving Staff.....	45
5.20.7 Grounds for Dismissal of Staff.....	45
5.20.8 Staff Complaints and Grievances	45
5.20.9 Staff Leaves	46
5.20.10 Tuition Payment by Employees.....	47
5.30 FACULTY.....	47
5.30.1 Professional Staff.....	48
5.30.2 Faculty Qualifications.....	49
5.30.3 Professional Staff Recruitment and Selection.....	49
5.30.4 Professional Staff Contracts.....	50
5.30.5 Professional Staff Orientation.....	50
5.30.6 Professional Staff Development.....	50

5.30.7 Employment of Professional Staff Substitutes	51
5.40 SUPPORT STAFF.....	51
5.40.1 Support Staff Qualifications.....	51
5.40.2 Support Staff Recruitment and Selection.....	51
5.40.3 Support Staff Contracts	51
6.00 BUSINESS MANAGEMENT.....	52
6.10 BUSINESS MANAGEMENT RESPONSIBILITIES.....	52
6.10.1 The Board.....	52
6.10.2 Treasurer Support	52
6.10.3 Superintendent.....	53
6.20 ANNUAL BUDGET.....	53
6.20.1 Fiscal Year.....	53
6.20.2 Budget Preparation.....	53
6.20.3 Budget Deadlines and Schedules	54
6.20.4 Periodic Budget Reconciliation	54
6.20.5 Line-Item Transfer Authority.....	54
6.30 DEPOSIT OF FUNDS	54
6.30.1 Authorized Signature.....	54
6.30.2 Cash in School Building.....	55
6.40 INCOME.....	55
6.40.1 Tuition and Schedule of Payment	55
6.50 TUITION REDUCTION.....	56
6.50.1 Categories of Tuition.....	57
6.50.2 Aids and Grants to School.....	58

6.60 ACCOUNTING AND REPORTING	58
6.60.1 Types of Funds	59
6.60.2 Capital Goods and Fixed Assets.....	59
6.60.3 Audits	59
6.70 PURCHASING AUTHORITY.....	60
6.80 DISBURSEMENT OF FUNDS	60
6.80.1 Approval of Payrolls and Bills	60
6.80.2 Expense Reimbursement.....	60
6.80.3 Advances and Loans to Staff Members	60
6.90 DISPOSAL OF SCHOOL PROPERTY	60
6.10.1 PROTECTION AGAINST CLAIMS OF NEGLIGENCE	60
7.00 SCHOOL/COMMUNITY RELATIONS	62
7.10 PHILOSOPHY & OBJECTIVES FOR SCHOOL COMMUNITY RELATIONS	62
7.15 PARENT CODE OF CONDUCT	
7.20 PUBLIC INFORMATION RESPONSIBILITY.....	62
7.20.1 Public Information Services	62
7.30 PUBLIC ATTENDANCE AT BOARD MEETINGS.....	62
7.30.1 Notification of Board Meetings	63
7.40 COMMUNITY PARTICIPATION IN SCHOOL AFFAIRS	63

7.40.1 Advisory Committees and ad hoc Advice on Specific Subjects	63
7.40.2 Parent/Teacher Associations	63
7.40.3 Community Participation in School Activities.....	63
7.40.4 Gifts and Donations.....	64
7.50 STAFF AND STUDENTS' PARTICIPATION IN COMMUNITY ACTIVITIES.....	64
7.60 USE OF SCHOOL FACILITIES FOR COMMUNITY ACTIVITIES	64
7.70 EXTERNAL RELATIONS.....	64
7.70.1 Host Country Government Relations	64
7.70.2 Relations with Other Schools.....	64
7.80 COMMUNITY COMPLAINTS AND GRIEVANCES.....	65
8.00 MEDICAL POLICY.....	66

KAS GUIDING STATEMENTS (Added August, 2018)

OUR KAS MISSION AND VISION

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

The Mission is supported through the KAS Vision of building the 4 Cs of:

Character:

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

Curriculum:

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

Community:

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

Citizenship:

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



Global Citizenship

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

KHARTOUM AMERICAN SCHOOL

CONSTITUTION

Approved April, 1984

Amended April, 1998

Amended February, 2000

Amended May, 2003

Amended, May 2006

Amended, May 2016

ARTICLE 1:Name

The name of this organization shall be "The Khartoum American School, Inc."

ARTICLE 2: Purpose

The purpose of the Khartoum American School is to provide adequate educational facilities in the American curriculum for children desiring schooling in the English language on a space-available basis, with the explicit understanding that dependents of Americans who are official United States government employees and other American citizens resident in the Sudan will have precedence.

The primary mission of Khartoum American School is to provide an American-based educational program for all attending students.

The philosophy of the Khartoum American School is based on creating and encouraging learners who have a clear understanding of and ownership for their own learning and have a positive self-image and global understanding. Our aim is that students will acquire the behavior and skills to become life-long learners. They should be able to think creatively and communicate effectively and cooperate with others. Our students should be able to take risks to succeed. Each student needs to develop his/her personal knowledge skills and competence to the best of his/her ability, and to learn behavior patterns, which will make each student a responsible member of society.

It is recognized that a dynamic and efficient staff dedicated to education is the highest priority. In order to maintain a constantly improving educational program, teaching should be accomplished through the adaptation of teaching styles to the individual learning styles of the students.

Finally, we believe the curriculum should include the teaching of the obligations of citizenship in the international context and foster international cooperation, understanding and goodwill, while respecting the uniqueness of the individual in both learning style and culture.

ARTICLE 3: Membership

- A. Membership of the Khartoum American School shall consist of the parents or guardians of the children in the school.
- B. The membership shall function as the electorate for the Khartoum American School Board, hereinafter called the Board.
- C. Membership shall terminate automatically for any member whose child(ren) are no longer in the school.

ARTICLE 4: General Meetings and Elections

- A. The members shall meet once a year. The general meeting shall be during the month of May. The members shall receive two weeks' notice of the meeting.
- B. In all voting, there shall be one vote for each member in attendance.
- C. A simple majority of the votes shall prevail in all voting except that a two-thirds majority of the membership present and voting is required to amend this Constitution, and except for a majority larger than fifty-one percent is required by the By-laws in deciding other matters.
- D. A membership roll, kept up to date by the Administrator, shall be on hand at every membership meeting.

ARTICLE 5: The School Board

- A. The School Board shall consist of nine (9) persons, one of whom one shall be appointed by the Chief of Mission of the American Embassy. The remaining eight (8) shall be elected by the membership, [amended May 2006]
- B. Elections will be held for four (4) members of the School Board on a yearly basis, each elected member to serve two years, with the understanding that the composition will be maintained as stated above. The new Board will assume office at the first meeting of the school year for which he / she has been elected. *[Amended May 13, 2003]*
- C. Candidates for the election shall have a child enrolled at the school at the time of the election. Candidates for election will file declarations of candidacy at least fourteen (14) days prior to the election. Nominations will be accepted from the floor only if there are no declared candidates. Candidates shall be in good financial standing with the school. During the course of his/her elected terms, any school board member, with the exception of the person appointed by the U.S. Chief of Mission, who no longer has a child enrolled in the school shall resign immediately. Who has an enrolled child, to serve the unexpired portion of the position vacated by the resigning Board member. *(Amended May 13, 2003)*

ARTICLE 6: Finance

- A. The school shall operate as a non-profit institution using the funds received from registration fees and tuition paid for pupils enrolled, and from any gifts, donation or grants.
- B. The registration fees and tuition shall be set by the Board and announced at least thirty (30) days before the day of the registration. These fees shall be due and payable at the time the child is enrolled in the school, and the Board shall have full authority to establish any grace period or penalty for late payment.
- C. No part of the funds of the school shall inure to the benefit of, or be distributed to, its members, directors, officers, or other private persons, except that the school shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article 2 hereof.
- D. An audit shall be made of all accounts, receipts, and expenditures of the school, and a financial statement prepared and made available for inspection by members at the close of the budgetary year. This audit shall be made by a disinterested professional auditor engaged by the Board. The outgoing treasurer shall be responsible for having all financial records in order for the audit at the end of the budgetary year.

ARTICLE 7: Dissolution of the School

If it appears that the school should be dissolved permanently, or closed for an extended period, the Board may make this decision, and turn the assets of the school over to the United States Embassy for holding until the school may be re-opened, or for other subsequent disposal as directed by the United States Embassy, and in accordance with the statutes of the State of Delaware.

ARTICLE 8: Amendments

This constitution may be amended by a two-thirds vote of the members present and voting at a general meeting of the membership, of which due notice of the amendment(s) to be made shall be sent to all members at least seven (7) days in advance of the proposed meeting.

KHARTOUM AMERICAN SCHOOL

BY - LAWS

SECTION 1: Purpose of School

The purpose of the Khartoum American School is to provide adequate educational facilities in the American curriculum for children desiring schooling in the English language, with the explicit understanding that dependents of Americans who are official United States government employees and other American citizens resident in the Sudan will have precedence, on a space-available basis. The primary mission of Khartoum American School is to provide an American- based educational program for all attending students.

The philosophy of the Khartoum American School is based on creating and encouraging learners who have a clear understanding of and ownership for their own learning and have a positive self-image and global understanding. Our aim is that students will acquire the behavior and skills to become life-long learners. They should be able to think creatively, communicate effectively, and cooperate with others. Our students should be able to take risks to succeed. Each student needs to develop his/her personal knowledge skills and competence to the best of his/her ability, and to learn behavior patterns which will make each student a responsible member of society.

It is recognized that a dynamic and efficient staff dedicated to education is the highest priority. In order to maintain a constantly improving educational program, teaching should be accomplished through the adaptation of teaching styles to the individual learning styles of the students.

Finally, we believe the curriculum should include the teaching of the obligations of citizenship in the international context and foster international cooperation, understanding and goodwill, while respecting the uniqueness of the individual in both learning style and culture.

SECTION 2: The School Board

- A. The School Board is constituted as set forth in the Constitution.
- B. No contracted employee or family member of an employee is eligible to serve on the school board during the period of the contract. *(Amended 2/5/2000)*
- C. No salary or other compensation shall be paid for service as members of the Board except reimbursement for reasonable expenses incurred in connection with such service.
- D. Each elected member shall serve for two (2) years and shall be eligible for re-election.

SECTION 3:Nomination of Elected Members of the Board

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

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

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

SECTION 5: Powers and Duties of the School Board

- A. The Board shall be responsible for the administration of the Khartoum American School, including hiring such personnel as recommended by the school administrator.
- B. The Board shall meet at least monthly while school is in session. The President or the majority of the Board members may call special meetings for specific purposes as needed.
- C. A simple majority of the Board members who are present in the greater Khartoum area on the date of the meeting shall constitute a quorum for transacting business. If there is a quorum, a simple majority of the Board members present at the meeting shall be required for passing motions.
- D. The following may attend regular Board meetings as non-voting members, at the discretion of the Board: The School Administrator; a recording secretary, selected by the Administrator with the approval of the Board; a representative of the teaching faculty; members; and others deemed appropriate by the Board.
- E. The Board may hold an executive session (Board members only) to consider personal charges regarding an employee, personnel matters and such other subjects as may be deemed advisable by any member of the Board.
- F. The Board shall arrange for and call all meetings and shall prepare and present at those meetings all necessary reports to keep the members of the Khartoum American School informed of the development and the financial condition of the appoint and assign duties to any committee it finds necessary to facilitate its work.
- G. Individual Board members have no authority to act except in meetings of the

assembled Board or by specific designation by the Board.

- H. The Board is empowered to appoint and fix the compensation for the Administrator, teachers and other employees deemed necessary.
- I. The Board shall make such regulations as it considers necessary and shall provide the members with written copies of these regulations which shall be binding upon those members until formally amended by the Board.
- J. The recommended order of business for General and Board meetings shall be:
 - (1) Call to order
 - (2) Minutes of the previous meeting
 - (3) President's report
 - (4) Treasurer's report
 - (5) Superintendent's report
 - (6) Old business
 - (7) New business
 - (8) Adjournment
- K. All questions of parliamentary procedure not specifically provided for in the Constitution, by-laws or Board policies or regulations shall be decided upon the principles laid down in Robert's Rules of Order.
- L. There shall be no voting by proxy.

SECTION 6: Duties of Officers of the School Board

The elected officers of the Board shall consist of a President, Vice President, Treasurer and a Secretary.

A. The President:

- 1. The President may schedule and announce to all members a meeting to be held with seven (7) days' notice.
- 2. The President shall preside at meetings, sign contracts and call meetings of members.

B. The Vice-President:

The Vice-President shall perform the duties of the President whenever the latter is absent.

C. Treasurer:

The treasurer shall be responsible for maintaining all financial records for audit at the end of the budgetary year. The treasurer is also responsible for giving periodic financial reports.

D. Secretary:

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

SECTION 7: Amendment of the By- Laws

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

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

These by-laws were duly approved by the membership of the Khartoum American School at a meeting held the day of April, 1984, in Khartoum. They were amended in **February 2000**.

KHARTOUM AMERICAN SCHOOL

POLICIES

Amended and Revised- Board Approved

Mohamed Omer- Board President. May 2016.

1.10 SCHOOL MISSION STATEMENT

Khartoum American School provides an outstanding learning environment to promote an open, inclusive and student-centered program. We are devoted to fostering educational growth and development for our internationally diverse student body (Amended May 2013).

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

Character:

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

Curriculum:

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

Community:

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

Citizenship:

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

Cross Reference:

¹ [4.10 Educational Philosophy Concerning Development](#)

1.11 NON-DISCRIMINATION POLICY

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

1.12 SCHOOL BOARD LEGAL STATUS

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

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

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

- a. Notification of the general meeting shall be sent to members at least two (2) weeks prior to convocation. Such notification shall indicate major items expected to be raised and/or discussed at the meeting.
- b. A quorum shall consist of those association members attending a general meeting.
- c. Each parent present shall have one vote.
- d. All issues, except when the constitution or by-laws require otherwise, shall be decided by a majority of those present and voting.
- e. The President of the Board shall see that minutes are kept of all general meetings. Such minutes shall record all resolutions presented at the meeting, actions and votes, and shall include any reports submitted by the Board or its president and/or treasurer. The minutes shall be made available to members in the school office within thirty (30) days following the meeting.
- f. Any resolution to be presented at the annual meeting shall be submitted to the Board, in writing, two (2) weeks prior to the meeting. The Board may defer resolutions submitted after the deadline to a special general meeting.²

1.20.1 The Responsibilities of the Association Members at the General Meeting

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

Cross Reference:

² [7.40.3 Community Participation in School Activities](#)

1.20.2 Special General Meetings

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

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

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

1.30 SELECTION AND RETENTION OF BOARD MEMBERS

1.30.1 Composition (*amended May 2006*)

The Board shall consist of nine (9) members, selected in accordance with Article 5 of the Constitution of the Khartoum American School, and Section 3 of the by-laws).

1.30.2 Removal of a Board Member

A member of the Board may be removed by the Association of the Khartoum American School by a two-thirds (2/3) vote of those present at an Association meeting. (See Section 4 of the by-laws).

1.30.3 Suspension of a Board Member

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

1.30.4 School Board Member - Conflict of Interest

- a. Any Board member who has a possible conflict of interest shall advise the Board of such conflict.
- b. If the Board decides that there is a conflict of interest, it has the option to decide on the extent of conflict and on the appropriate measures to be followed by the Board member involved (e.g. abstention from voting, exclusion from meeting, etc.)

1.30.5 Replacement of Elected Board Members

If, for any reason, a vacancy occurs on the Board, "The Board will appoint one of the General Membership, who has an enrolled child, to serve the unexpired portion of the position vacated by the resigning Board member." (*Article 5.c. KAS Constitution*)

³ [7.80 Community, Complaints and Grievances](#)
[7.20 Public Information Responsibility](#)

1.40 SCHOOL BOARD POWERS AND DUTIES

The Board is invested with all authority and power not specifically delegated to the general membership by the constitution and by-laws. Section 5 of the by-laws explicitly delegates specific authority to the Board.

1.40.1 General Duties

- a. The Board shall be responsible for the administration of the Khartoum American School.
- b. The Board is empowered to fix compensation for the superintendent, teachers, and other employees, as it deems necessary.

1.40.2 Board Meetings *(Amended April 2014)*

- a. The Board shall meet at least monthly while school is in session. The President or a majority of the Board members may call special meetings for specific purposes as needed.
- b. The regular monthly Board meetings shall be held throughout the school year. The time, date, and place of the meetings shall be set by the board at the beginning of the school year.
- c. The President shall prepare an agenda for all Board meetings. The agenda should be posted on the school notice board and distributed to all Board members one (1) week prior to the date of the meeting.
- d. The President presides over all Board meetings. In case of absence, the president is replaced by the vice-president. If both are absent, the members shall elect one of those present to preside at the meeting.
- e. A simple majority of the Board members who are present in the greater Khartoum area on the date of the meeting shall constitute a quorum for transaction of business. Decisions of the Board shall be by majority vote of those members present at the meeting.
- f. The Board shall arrange for and call all general membership and Board meetings, and shall prepare and present at such meetings all necessary reports to keep the members of Khartoum American School informed of developments and the financial condition of the School. The Board may appoint and assign duties to any committee it finds necessary to facilitate its work.
- g. All questions of parliamentary procedure not specifically provided for in the constitution, by-laws, Board policies or regulations shall be decided upon by the principles laid down in Robert's Rules of Order.
- h. There shall be no voting by proxy.

- i. The recording secretary shall be responsible for preparing the minutes of all Board meetings. The minutes shall be distributed to all Board members for approval at the next Board meeting. They shall then be signed by the chairperson of the meeting and made available to all association members.
- j. The teaching staff is encouraged to have representation at all open sessions of the Board. Such representatives are encouraged to participate in discussions, but do not have a vote on the Board.
- k. The Board encourages the general membership and staff to attend its meetings. Persons or groups desiring to be heard on an agenda issue should make a request to the President or Superintendent three (3) days prior to the meeting at which the matter is scheduled to be discussed. This does not preclude the possibility of introducing matters from the floor. However, items presented from the floor may be delayed to a future meeting for discussion, in order to permit the Board adequate time to investigate and analyze the item.
- l. Executive (closed) sessions may be held at the discretion of the Board. Decisions made during executive sessions must be confirmed at an open session.⁴

1.40.3 Specific Powers and Duties of the Board *(amended January 2018)*

The following specific powers and duties are given to the Board:

- a. The Board shall make such policies as it considers necessary and shall provide the members with written copies of these policies, which shall be binding upon all members until formally amended by the Board. It is the prerogative of the Board to decide whether or not individual cases are covered by these policies. In case of non-coverage, the Board may take ad-hoc decisions.
- b. By a majority vote, the Board may forbid the president and/or the treasurer to carry out any act which is ascribed to them by the constitution or by-laws.
- c. The Board shall authorize all purchases, property transfers, or rentals not included in the budget that are deemed necessary in the functioning of the school and the Association. The budget shall serve as the authorization for the Superintendent to make any expenditure included therein.
- d. The Board shall establish the policy for admission of students to the school.
- e. Each year, the Board shall establish the amount to be charged for tuition and other fees. It shall also determine the mode, currency and time of payment for tuition and fees.

Cross Reference:

- ⁴ [5.20.5 Staff Involvement in Decision Making](#)
- [5.20.8 Staff Complaints and Grievances](#)
- [5.30.1.1 Faculty Rights](#)
- [7.00 School Community Relations](#)
- [7.40.3 Community Participation in School Activities](#)

- f. The Board shall establish a policy for fees and other charges of the School.
- g. The Board shall approve any scholarship or grant for students attending KAS.
- h. The **Board** is authorized to establish **and dissolve** committees to assist carrying out any of the duties or responsibilities of the Board. **Any such committee shall have written terms of reference approved by the Board.** Appointment of staff members to such committees shall be made upon the recommendation or concurrence of the Superintendent. **Other external parties may be appointed to such committees as approved by the Board.**
- i. The Board is encouraged to attend all formal school functions including High School graduation.

1.50 ORGANIZATION OF THE BOARD

1.50.1 General

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

1.50.2 Duties of the President

The duties of the president shall be those specified in Section 6 of the by-laws:

- a. "The President may schedule and announce to all members a meeting to be held with seven (7) days notice."
- b. "The President shall preside at meetings, sign contracts and call meetings of members."

The preceding applies to both Board meetings and to general meetings of the membership. In addition to the above duties, the president shall represent the Association in all external matters.

1.50.3 Duties of the Vice-President

"The Vice-President shall perform the duties of the President whenever the latter is absent."

1.50.4 Duties of the Treasurer

"The Treasurer shall be responsible for maintaining all financial records for audit at the end of the academic year. The Treasurer is also responsible for giving periodic financial reports."

The Treasurer is further charged with overseeing the administration of the Association's assets. He or she shall advise the Board on the utilization of these assets.

The Treasurer shall oversee the accounting of the school's financial operations and render an account of these operations at all general meetings of the membership.

1.50.5 Duties of the Recording Secretary

The Board may appoint a member of the Association or staff member to serve as recording secretary.

- a. The recording secretary is charged with all matters concerning the records.
- b. The secretary prepares the minutes of the meetings of the general membership and of the Board.
- c. The secretary distributes minutes to all Board members, as per Section 1.40.2 (i) above.

1.50.6 Board's Legal Counsel

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

1.50.7 Board / Superintendent Relationship

The Board believes that the legislation of policies is the most important function of a school board and that the execution of the policies should be the function of the Superintendent.

Delegation by the Board of its executive powers to the Superintendent provides freedom for the Superintendent to manage the school within the Board's policies and frees the Board to devote its time to policy-making and appraisal.

The Board holds the Superintendent responsible for the administration of its policies, the execution of the Board's decisions, the operation of the internal machinery designed to serve the school's program, and for keeping the Board informed about school operations and problems.

The Board shall strive to procure, when a vacancy exists, the best-certified professional leader available for the head administrative post. Then the Board as a whole, and individual members, shall:

- a. Give the Superintendent full administrative authority for properly discharging his/her professional duties, holding him/her responsible for acceptable results.
- b. Act only after consideration of the Superintendent's recommendation in matters of employment or dismissal of school personnel.
- c. Invite the Superintendent to be present at all meetings of the Board, except those sessions pertaining to his or her performance or contract.
- d. Refer all complaints, criticisms and requests to the Superintendent, and discuss them at regular meetings only after failure of administrative solution.

- e. Present personal criticism of any employee directly to the Superintendent.⁵

1.60 BOARD POLICY DEVELOPMENT

It is the Board's intentions that its policies serve as sources of information and guidance to all people who are interested in, or connected with, the school.

Changes in needs, conditions, purposes and objectives will require revisions of the policies herein stated. It is intended that these policies be updated to reflect such changes. To assist in this regard, the Board welcomes suggestions for updating and clarifying the policies herein.

1.60.1 Preliminary Development of Draft Policies

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

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

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

1.60.2 Policy Adoption and Dissemination

Policies introduced and recommended to the Board shall not be adopted until a subsequent meeting; thus giving time for further study and to provide opportunity for interested parties to react. However, temporary approval may be granted by the Board, in lieu of formal policy, to meet emergency conditions or special situations which take place before formal action can be taken.

After written policies are formulated and adopted, copies shall be distributed to each Board member, to anyone holding a copy of the school's policy manual, and to such groups and individuals as the Board may direct.

1.60.3 Board Review of Administrative Procedures and Approval for Issuance

Cross Reference:

⁵ [2.10 School Administration Plan](#)

The Board reserves the right to review administrative regulations, but it shall revise or veto such regulations only when, in the Board's judgment, they are inconsistent with the policy. The Board will be provided with copies of all regulations issued by the Superintendent or his/her assistant(s).

Regulations need not be reviewed by the Board in advance of issuance except as required by law or when strong community attitudes or possible student or staff reaction make it necessary or advisable for the regulation to have the Board's advance approval.

1.60.4 Policy Review and Evaluation / Manual Accuracy Check

In an effort to keep its written policies up-to-date so that they may be used consistently as a basis for Board action and administrative decision, the Board shall review its policies continuously.

The Board shall evaluate how the policies have been executed by the school staff and shall weigh the results. It shall rely on the school staff, students, and community for providing evidence of the effectiveness of the policies that it has adopted. The Superintendent is given the continuing commission of calling to the Board's attention all policies that are out of date or, for other reasons, appears to need revision. The Superintendent shall see that an up-to-date policy manual is maintained in the school office and that the policy manuals of Board members are updated.

1.60.5 Administration in Policy Absence *(Amended April 2014)*

In cases when immediate action must be taken and the Board has provided no guidelines in policy for such action, the Superintendent shall have the power to act, but will inform the board president as possible.

His/hers decisions, however, shall be subject to review by the board at its next regular meeting. It shall be the duty of the Superintendent to inform the Board promptly of such action and of the need for policy guidance.

2.10 SCHOOL ADMINISTRATION PLAN

a. Chief Administrator

The Superintendent shall be the chief administrator of the school.

b. Temporary Acting Administrator

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

2.10.1 The Superintendent - Powers and Duties

A. Powers:

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

B. Duties:

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

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

Cross Reference:

⁶ [1.50.7 Board / Superintendent Relationship](#)

present a Hiring Report to the full Board.

- f. Recommending to the Board personnel policies and candidates for employment.
- g. Recommending to the Board salaries and related benefits for all staff.
- h. Calling regular staff meetings and otherwise ensuring good communication among staff members and between the Superintendent and the staff.
- i. Providing staff members with information regarding board policies and regulations and administrative procedures which relate to employees.
- j. Issuing instructions for admission of students in accordance with Board policies.
- k. Placing students in the various grades in consultation with the division principals concerned.
- l. Supervising the promotion of the students from level to level.
- m. Administering all phases of the instructional program including the development of curriculum guides, adoption of textbooks, selection of instructional media and library books, organizing in-service training programs, establishing testing programs and maintaining high standards of education.
- n. Recommending such adjustments in instructional programs as are necessary to improve standards and to meet student and faculty needs.
- o. Enforcing the Board's policy of student behavior.
- p. Enforcing rules for suspension.
- q. Recommending to the Board, when necessary, the expulsion of student/s.
- r. Establishing a system of reports, records and forms to be used in the school, including reports to parents on the progress of students.
- s. Supervising all student activities that are directly related to the school's program.
- t. Preparing the annual school calendar for approval by the Board.
- u. Assisting the Treasurer in the preparation and presentation of the annual budget to the Board.
- v. Analyzing and interpreting long range needs and proposals to the Board.
- w. Supervising the business affairs of the school including the financial planning, accounting, payroll and purchasing; the operation and maintenance of buildings and grounds; the capital fund; the assessment and collection of fees and tuition; the insurance program; personnel records and attendance; the custody of property and other legal records; and other duties as may be assigned.

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

2.10.2 Superintendent's Selection

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

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

2.10.3 Evaluation of Superintendent

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

Cross Reference:

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

2.20 SCHEDULES OF INSTRUCTION

The Superintendent will establish the schedules of instruction to insure adequate time to reach the educational goals of the school and its programs.⁹ Any changes in the school day or week must be presented to and approved by the Board.

2.20.1 School Year *(Amended 12 April 1991)*

The school year will consist of a minimum of 178-180 days of classes in session.

2.20.2 School Calendar

The school calendar will be developed by the Superintendent after due consultation with the division principals, and recommended to the Board for approval. It will be announced by April. School holidays will include the Christmas and Easter Holidays and selected Sudanese holidays with preference to either Eid holiday.¹⁰

2.20.3 School Day *(Amended May 21, 1993)*

School is in session Sunday through Thursday, opening and closing times will be determined by the school administration in conjunction with the school board. Holidays will be announced in the school calendar. Teachers and staff are on duty from 15 minutes before the opening of school to 15 minutes following the closing of school Sunday through Thursday, except for faculty meetings, after-School Activities, or in-service programs that may require more time. The school will not be responsible for the safety of children earlier than 15 minutes before the beginning of classes or 15 minutes after classes end.

2.20.4 Emergency Closing (amended May 2010)

The Superintendent may close the school for up to two (2) consecutive school days per calendar month, delay the opening of school, dismiss school early, or keep students in school past dismissal if adverse weather conditions, or other emergency safety considerations make it necessary. With this authority, the Superintendent will be able to quickly react to any emergency security situation that might impact the safety of students and staff. Whenever possible, any decision while exercising this authority should be made in consultation with the Board President or his / her designee, the US Embassy security officer and other relevant parties. The decision for the school to remain closed for longer than two (2) consecutive days shall be made by the full Board upon the Superintendent's recommendation.

The superintendent shall keep contingency plans for the emergency closing of the school. These are to be up-dated at least annually or when needed.

⁹ 3.0 Instructional Programs

3.60.5 Field Trips

¹⁰ 7.70 Community Relations

3.00 INSTRUCTIONAL PROGRAMS

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

3.10 INSTRUCTIONAL GOALS AND OBJECTIVES

The objectives of Khartoum American School are:

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

3.20 BASIC CURRICULUM DESIGN

The curriculum shall be designed to reflect, in so far as it is practicable, United States theory and practice in education, keeping in mind the international makeup of the student body.

3.20.1 Program of Studies

The Khartoum American School offers co-educational and non-sectarian education. Nursery to 12th grade classes are offered.

The Kindergarten program is a regular part of the elementary school. It introduces a variety of activities to the child, so that he or she will be better prepared to start the first grade. The Kindergarten program includes oral and visual reading readiness, as well as activities and elements of all regular subjects. These activities will help the child learn to follow directions and work in a group. The Kindergarten program is taught in English.

All courses, except French and Arabic, are taught in English using a U.S. curriculum. The subjects included in the curriculum are Language Arts, Reading, Mathematics, Science, Social Studies, Art, Music, Health, Computer, French, Arabic, Library and Physical Education. Physical Education, Art and Music will be considered a part of the regular school program.

3.20.2 The Foreign Language Program

French or Arabic are offered to the students of KAS within the following guidelines:

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

3.20.3 English as a Second Language Program (ESL)

A special English program is set up for those children with insufficient English language proficiency. The ESL program includes the study of the four language skills - listening, speaking, reading and writing, with a strong emphasis being placed upon comprehension. The goal of the instruction is to bring non-native English students up to grade level. These students are not fully mainstreamed until, in the judgment of the ESL teacher, classroom teacher and division principals, they are capable of competing in the regular classroom.

3.30 EXTRA-CURRICULAR PROGRAMS- AFTER SCHOOL ACTIVITIES AND TEAM SPORTS

Team sports and After School Activities (ASAP) will be considered extra-curricular activities and, as such, will be developed by the Superintendent in conjunction with the school principals and Athletic / Activities Director as interest suggests and resources allow.

Coordination of these activities with any of the regular programs is encouraged. Competition with other schools is also recommended when possible.

3.40 CURRICULUM DEVELOPMENT

The Superintendent, in conjunction with the division principals and curriculum coordinator, shall be responsible for curriculum development and for recommending appropriate changes in the curriculum to the Board.

3.50 INSTRUCTIONAL ARRANGEMENTS

Bearing in mind the various abilities and academic backgrounds of students, the principals will make optimum instructional arrangements in close consultation with the classroom teachers.

3.50.1 Classroom Organization and Management

The classroom organization and management shall be the responsibility of each classroom teacher.

3.50.2 Grouping for Instruction

The teacher is responsible for assigning students to instructional groups within the classroom, not for enrollment purposes. This will be done according to previous records, measured aptitudes and achievement, physical and emotional maturity and other pertinent considerations. Parental preferences will be considered, but the final determination rests

with the division principal in cases where the parent(s) and teacher disagree.¹¹

3.50.3 Class Size

Bearing in mind the size of the existing classrooms and desirable teacher-pupil ratios, the Board considers that up to 1:23 (depending on grade and classroom size) is the maximum teacher-pupil ratio. For grade levels below the kindergarten grade, the following maximums and adult to child ratios follow: nursery- maximum capacity 10 students (two teachers starting at 2 enrolled students, and maximum of two adults); grade preschool- maximum capacity 18 students (one adult per 9 students); grade prekindergarten capacity 23 students (one adult per 9 students). Exceptions to these guidelines may be made by the Superintendent, subject to Board approval.

3.50.4 Teaching Methods and Techniques

The methods and techniques of teaching shall be such as to facilitate the achievement of the school's objectives. Teachers are encouraged to use a variety of methods, attempting to match their teaching styles to the individual and group learning styles of their students and their classes.

Cross Reference:

¹¹ 4.20.30 Age Requirement for Admission

3.60 INSTRUCTIONAL RESOURCES

The Superintendent shall be responsible for making available as many instructional resources as possible, relevant and necessary, to assure maximum educational opportunities for all KAS students.

3.60.1 Textbook Selection and Adoption

The selection of resources shall be recommended by the staff with the goals and objectives of the curriculum in mind. Major changes in resources or the teaching program must be presented by the Superintendent to the Board for approval.

3.60.2 Other Instructional Material and Equipment

It is the responsibility of the Superintendent and division principals in conjunction with teachers to assess the need for materials and equipment. If the expenditure is within the budget, the materials will be ordered. Any above-budget expenditure should be approved by the Board. Student supplies will be ordered by the Superintendent in conjunction with The Business Manager according to the needs of the students, as expressed by the division principals. The selection of materials for the school library will reflect the needs of the curriculum and will be done in consultation with the division principals.

3.60.3 Teacher Aides

As part of the Hiring Report to the Board, the Superintendent will report the employment and assignment of teacher aides to assist in classrooms and in the library when needed and appropriate. These aides will be under the supervision of a designated division principal in conjunction with classroom teacher and librarian.

3.60.4 School Volunteers

The Board encourages teachers to elicit parental participation. A Volunteer and Activities Assistant Code of Ethics and Conduct will be developed by the Superintendent. The volunteer and activities assistant must sign the code of ethics before employment.

3.60.5 Field Trips

Field trips shall be considered part of the regular school activities, and are thus the responsibility of the Superintendent in conjunction with the division principals. Students must file a parent's permission form in the office in order to be eligible for field trips. A Field Trips Standard Operations Procedures Process (SOP) will be developed by the Superintendent in conjunction with the division principals.¹²

Cross Reference:

¹² [2.20 Schedules of Instruction](#)

3.70 EVALUATION OF ACADEMIC ACHIEVEMENT

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

3.70.1 Grading System

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

3.70.2 Report Cards and Conferences

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

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

3.70.3 Promotion Criteria

Students shall be promoted to the next grade level when their performance is judged satisfactory by the teachers and the division principal. The evaluation of students is an on-going process. When a possibility of failure or retention arises, it should be reported immediately to the division principal, who will then inform the parents. Except in unusual cases, this should be done **before** the end of the third quarter. The decision to retain students at the same grade level rests with the division principals in conjunction with the Superintendent and the teachers concerned, after conferring with the parents. It shall not be taken on scholastic achievement alone, but due consideration shall be given to the student's age and emotional well-being.¹³

3.70.4 Academic Probation *(approved November 11, 2003)*

Students in grades 7-12 who are not maintaining a C- grade average on quarterly report cards (1.7 GPA or 70%) in their core subjects will move to Academic Probation. Academic Probation commences the term following the D (below average) report card. At that time the student, parents, classroom teachers, and division principal will have an up-to-date assessment of student learning and social progress through a weekly advisory report.

In the event that the probationary student is unable to bring his/her core subject grades into the C- or higher range by the end of the next reporting period, the division principal and the teachers concerned will meet to make a determination regarding the continued enrollment of

Cross Reference:

¹³ 4.50.1 Student Suspension and Expulsion

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

3.80 STUDENT RECORDS

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

- a. Registration forms
- b. Health records
- c. Copy of report cards
- d. Standardized test scores
- e. Disciplinary reports
- f. Parent/teacher conference reports where determined appropriate
- g. Copies of the child's former transcripts, when available¹⁵

3.80.1 Access to Records

The student's records are **confidential** and shall be kept in the school's office. The division principal, Superintendent, parents and the child's teachers have access to the records. Access by any other party is only granted by a written waiver of confidentiality from the parents.

3.80.2 Release of Records

On request of the parents, transcripts or copies of the child's permanent records will be sent directly to the school the child will attend next.

3.90 Reconsideration Policy (Jan 2010)

The Superintendent of Khartoum American School has the responsibility for oversight of books and materials used at the school both in the library and for direct instruction in the classroom (cf Policy 2.10.1b). While books and materials are selected in accord with sound educational principles and practices, it is the right of KAS community members to voice concerns or complaints regarding the implementation of a particular curriculum or instructional material.

Should a member of the KAS community wish to challenge the appropriateness of materials either in the library collection or in classroom use, they should follow the school's "Reconsideration Process" which is available in the school office or in the Library. The "Reconsideration Process" shall be followed in all such cases.¹⁶

¹⁴ 4.30 Student Attendance

4.50.1 Student Suspension and Expulsion

¹⁵ 4.20 Student Admissions

Cross Reference:

¹⁶ 7.80 Community Complaints and Grievances

4.00 STUDENTS

4.10 EDUCATIONAL PHILOSOPHY CONCERNING DEVELOPMENT

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

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

4.20 STUDENT ADMISSION

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

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

4.20.1 Priorities for Admission

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

4.20.2 Admission Procedures

Students may enroll in Khartoum American School upon receiving approval from the school Superintendent and completing the requirements for enrollment and payment of tuition deposit. The requirements include completing the following:

- a. Application for admission
- b. Previous school records

Cross Reference:

¹⁷ 1.10 School Mission Statement

¹⁸ 3.80 Student Records

- c. Testing (when applicable)
- d. Medical Form
- e. An emergency contact number, permission and waiver of responsibility form will be completed by parents and office managers (see 4.60.2.1).
- f. Students shall be living with their parents, legal guardians or a responsible adult designated by the parents. The division principal must be informed when both parents/guardians are leaving Khartoum and verify their emergency contact details. If the parents fail to provide for appropriate and designated guardianship during an absence from Khartoum, this may result in a temporary suspension until clear and legal guardianship is established.

4.20.3 Age Requirement for Admission (*Amended April 2014*)

In order for a student to be enrolled in a particular grade, he/she must have reached the appropriate age for the class prior to September 30 of the year of enrollment. (E.g. for first grade enrollment, the student would need to be six years of age prior to September 30 of the year of enrollment, seven for second grade, eight for third grade etc.) Grade 1 to 12 students may be accepted at an earlier age after being assessed by KAS teachers and administration.

4.20.4 Eligibility for Admission (*Approved November, 2001*)

Due to the level of instruction and materials used, a successful KAS student must be of at least average intelligence. Admission shall be based on data submitted as required by the professional staff to determine:

1. the potential of the applicant to benefit from the educational services available, and
2. the capacity of the school to meet the educational needs of the applicant.

Keeping that in mind, KAS reserves the right to review all student records (report cards, test results, etc.) and to conduct an assessment of any student being considered to determine eligibility for admission. The superintendent may seek a recommendation from assessment personnel regarding student admission and/or grade placement.

All students admitted to KAS enter under a provisional enrollment. As part of the assessment process, KAS may choose to enroll a student on a trial basis for a period not to exceed one semester. During this time data will be accumulated and reviewed

Cross Reference:

- ¹⁹ 8.00 KAS Medical Policy
- 4.60.2.2 In-House Health Services / Emergency Treatment
- ²⁰ 3.50.2 Grouping for Instruction
- 4.60.2.2 In-House Health Services / Emergency Treatment

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

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

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

4.30 STUDENT ATTENDANCE (Approved May, 2004)

Regular school attendance is essential to the progress and achievement of the student and shall be strongly encouraged by the administration and staff. Teachers are authorized to require a satisfactory explanation from the parent or guardian, either orally or by a written note, of any student absent from a class or part of a class during the school day. Within reason, absences due to official reasons (e.g. transfers, home-leaves, medivac, etc.) shall be accepted as excused. Students missing 15% or more of a semester course will fail that course unless otherwise determined by the teacher and administrator. In the event that a student's cumulative absences amount to 15% or more of the school year for which they have enrolled, a student will be retained unless it is determined that he/she is prepared for the next school year.²¹

4.40 STUDENT RIGHTS AND RESPONSIBILITIES

The ultimate goal of this policy is to assist each student to develop self-discipline and to learn to accept responsibility for his / her actions.

4.40.1 Student Rights

Each student has a right to:

- a. Be secure and safe in his/her person and property.
- b. Be treated with respect, courtesy and consideration by every student, teacher, administrator and adult in the school.
- c. Know what the rules of student behavior are.
- d. Benefit from and be recognized for his/her own efforts.
- e. Appeal decisions of teachers and a division principal in a specific and orderly way:
 - i. He/she has the right to appeal individually or through his/her parent.
 - ii. Decisions made by teachers or a division principal may be appealed to the Superintendent.
 - iii. Decisions made by the Superintendent may be appealed to the Board for final decision.

4.40.2 Student Conduct

The following policies refer to student conduct:

- a. While there are no formal dress requirements, sensitivity in choosing attire that is not offensive to the host culture and country is encouraged. Determinations regarding whether the attire is or is not offensive will be determined by the division principal.

Cross Reference:

- ²¹ [3.70.3 Promotion Criteria](#)
[3.70.4 Academic Probation](#)

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

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

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

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

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

4.50 STUDENT DISCIPLINE

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

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

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

4.50.1 Student Suspension and Expulsion

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

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

Cross Reference:

²²

[3.70.3 Promotion Criteria](#)

[3.70.4 Academic Probation](#)

4.50.2 Harassment Policy

The Khartoum American School prohibits acts of harassment, including but not limited to, intimidation or bullying by any member of the community, student, teacher, administrator, parent, school or contract staff, or visitor on the premises or at events sponsored by the school. (See Regulation for Harassment in the Student-Community Handbook and in the Faculty Handbook).

4.60 STUDENT SERVICES

Within school admissions guidelines, the school will provide services to meet as many students' needs as possible. These services may include but are not limited to: special education instruction, ESL instruction, and counseling for social, emotional and academic adjustment.

4.60.1 Special Education Services

Khartoum American School has the capability of initial screening for the diagnosis of learning problems. Each situation is handled on an individual basis. If, in the opinion of the tester and the division principal, further diagnosis is needed, a recommendation to that effect is made to the parents.

After testing, the Special Education Coordinator, the tester, classroom teacher(s) and the division principal meet to discuss recommendations for remediation. Subsequently, the Special Education Coordinator and division principal shall discuss these recommendations with the parents.

4.60.2 Student Health, Welfare and Safety Services

Because a child's state of health directly affects his/her happiness and performance in school, the Khartoum American School should be aware of each child's health problems as noted on the application form and should ensure a healthy and safe school environment. Emergency drills such as fire, safe haven and intruder drills will be performed periodically throughout the year. Records will be kept of the drills with the purpose of continuous improvement and readiness in mind.

4.60.2.1 Supervision of Students on School Grounds

The school will provide responsible supervision of the students when on the school grounds during school hours.

Unless parents have been given a written notification to the contrary, the school cannot be responsible for the safety of students outside school hours, which will be determined by the school administration, or on weekends. Parents will be asked to sign a waiver to this effect at the beginning of each year.

4.60.2.2 In-House Health Services / Emergency Treatment

At the beginning of the school year, the parent will designate, on the appropriate form,

where the child is to be taken for emergency treatment.

One member of the Khartoum American School staff will have basic knowledge of first aid and will be informed as to where to take a child for emergency care. The Superintendent in conjunction with the school nurse is responsible for overseeing these provisions. Parents will be notified in case of accidents or illness. If for any reason a parent is unable to be contacted in an emergency situation, the school will make medical decisions on their behalf which are deemed in the best interests of the child's health and safety. The school will have a basic first-aid kit. (Amended May 2011)²³

4.60.2.3 Drinking Water

The school will endeavor to provide a daily supply of safe drinking water for children and staff.

Cross Reference:

- ²³ 4.20.2 Admissions Procedures
- 4.20.3 Age Requirement for Admission

5.00 PERSONNEL

5.10 STAFFING PHILOSOPHY AND GOALS

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

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

The Board will also seek:

- a. To ensure that the best qualified teaching staff is employed.
- b. To encourage the development of the interpersonal relationships necessary to obtain maximum staff performance and satisfaction.
- c. To ensure that the available personnel are utilized as effectively as possible within budgetary constraints.²⁴

5.20 STAFF RIGHTS AND RESPONSIBILITIES

5.20.1 Staff Ethics

5.20.1.1 Staff-Student Relationships

The employee:

- a. Shall encourage the student to engage in independent action, where appropriate, in pursuit of learning.
- b. Shall encourage student access to varying points of view.
- c. Shall make reasonable efforts to protect the student from conditions harmful to learning or to health and safety.
- d. Shall not use corporal punishment under any circumstances.
- e. Shall not intentionally expose the student to embarrassment or disparagement.
- f. Shall not discriminate on the basis of race, color, creed, sex, national origin, political or religious beliefs, family, social, or cultural background.

Cross Reference:

²⁴ 1.40.3 Specific Powers and Duties of the Board (Amended October 21, 2003)

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

5.20.1.2 Staff Conflict of Interest

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

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

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

5.20.1.3 Staff Political or Religious Activities

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

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

5.20.2 Staff Health and Safety

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

5.20.2.1 Staff Health Insurance

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

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

Cross Reference:

²⁵ [2.10.1 The Superintendent- Powers and Duties](#)

5.20.2.2 Health Examination

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

5.20.2.3 Medivac

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

5.20.3 Staff Visas and Work Permits

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

5.20.4 Personnel Records

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

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

5.20.5 Staff Involvement in Decision Making

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

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

In the development of rules, regulations, and arrangements for the operations of the school, the Superintendent shall, whenever feasible, include in the planning stages those employees who will be affected by such provisions.²⁶

Cross Reference:

²⁶ 1.40.2 Board Meetings (Amended April 2014)

5.20.6 Community Activities Involving Staff

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

5.20.7 Grounds for Dismissal of Staff²⁷

- a. Dishonesty.
- b. Incompetence.
- c. Mental or physical condition that makes the teacher unfit to perform duties.
- d. Conviction of a felony.
- e. Repeated failure to comply with official directives and policies of the Board.
- f. Repeated and flagrant neglect of duties.
- g. Mental, physical or sexual abuse of a child.
- h. Activities which may embarrass and/or dishonor the school.

In cases of a dismissal, a staff member has the right to a hearing before the Personnel Committee of the Board, at which he/she may be present.

5.20.8 Staff Complaints and Grievances

The resolution of a grievance through free and informal communication, as close as possible to the point of origin, is encouraged. The employee with a grievance shall first confer with the Superintendent.

In the event the aggrieved person is not satisfied with the disposition of the grievance after consultation with the Superintendent, he/she may bring the grievance to the attention of the Personnel Committee of the Board. The Board shall resolve the grievance in the best interest of the school and of the parties concerned, and in accordance with school policy.

A dispute between a staff member and the Superintendent may be referred by either party to the Personnel Committee of the Board.²⁸

²⁷ 5.30.3 Professional Staff Recruitment and Selection

Cross Reference:

²⁸ 1.40 School Board – Powers and Duties

5.20.9 Staff Leaves *(Amended March 2004)*

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

5.20.9.1 Annual Leave - Office and Maintenance Staff

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

5.20.9.2 Sick Leave *(Amended January 1991)*

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

Part-time employees shall accrue one (1) sick day for every 120 hours of employment, with full sick leave pay. Paid sick leave can be taken for illness of the employee or his/her children.

5.20.9.3 Maternity Leave *(Amended January 1991)*

The employee will be granted forty-five (45) calendar days maternity leave with pay and, upon request, up to forty-five (45) calendar days additional leave without pay. She will not forfeit her position at Khartoum American School provided that she gives the Superintendent written notice of her intent to return to her duties at its expiration, no later than sixty (60) days after beginning such leave.

5.20.9.4. Paternity Leave *(Amended Jan. 2010)*

A member of the teaching staff will be granted seven (7) working days paternity leave with pay, to be used within thirty (30) days of the birth of his child. Additional leave without pay may be granted as determined by the Superintendent.

5.20.9.5 Emergency Leave

In the event of family emergency and upon giving written notice to the Superintendent, the employee may be granted leave without pay as determined by the Superintendent.

5.20.9.6 Personal Leave *(Amended 12th January 1991)*

The full-time employee shall be granted three (3) days non-cumulative personal leave. The part-time employee shall be granted one (1) day non-cumulative personal leave. Any request for leave desired in excess of the contract terms must be presented to the Superintendent in writing. Personal leave cannot be taken in conjunction with an official

school holiday or in the last month of the school term.

5.20.9.7 Bereavement Leave (Amended 12th January 1991)

The employee shall be granted up to ten (10) working days bereavement leave for the death of a child, spouse, sibling or parent.

Any additional leave beyond these ten days would be at the discretion of the Superintendent.

5.20.9.8 Recruitment Leave (Amended 12th January 1991)

Employees who have indicated in writing that they are not going to renew a contract may use five (5) working days plus any existing personal leave. This may be used one time only.

5.20.9.9 Hajj Leave

Fifteen (15) calendar days leave with pay is permitted once during the total period of employment at KAS to attend Hajj.²⁹

5.20.10 Tuition Payment by Local Hire Employees (Amended March 2018)

teachers, aides, and office staff who enter KAS may attend for reduced tuition fee. The fees will be assessed according to the following rate:

- a. Teachers: Locally hired teachers must pay 25% of their child/ren's total tuition costs.
- b. Aides and office staff: Locally hired teaching assistants and office staff must pay 15% of their child/ren's total tuition costs. **As of December 1, 2017 no newly hired aide or office staff will receive tuition reductions. Existing children of aides and office staff who were enrolled prior to December, 2017 will continue to receive the 85% reduction until the child exits the school or the employee leaves.**

Children whose tuition would normally be paid by their parent's employer (other than KAS) will be charged full tuition.

Cross Reference:

²⁹ 2.10.1 The Superintendent – Powers and Duties

5.30 FACULTY

The Superintendent is responsible for hiring qualified staff and will report annually to the Board through a Hiring Report. Conditions for employment and remuneration will be consistent with Board policy and salary scales approved by the Board. The Superintendent will ensure ongoing staff evaluation and review.

The Superintendent will provide faculty members with information regarding Board policies, regulations and administrative procedures which relate to the professional staff.³⁰

5.30.1 Professional Staff

5.30.1.1 Faculty Rights

All faculty members have the right to:

- (a) Work in an environment that does not endanger their health or safety.
- (b) Participate in decision making when it directly affects their professional performance.

5.30.1.2 Faculty Responsibilities

Each Teacher is under the general supervision of the Superintendent and is immediately responsible to him/her for carrying out the policies of the Board.

The following are the specific duties of the faculty:

- a. As a condition of employment, a faculty member shall accept such reasonable changes in class assignments as are necessary to the proper operation of the school.
- b. A faculty member shall follow the school program and course of study prepared by the Superintendent and approved by the Board.
- c. A faculty member shall keep a register of enrollment, daily attendance and tardiness, make out report cards and provide other required information about the class or classes in his/her charge, within specified time limitations.
- d. A faculty member is responsible for the discipline and security of the student body as a whole, and for the care and welfare of the school property wherever a school activity takes place.
- e. A faculty member shall not use corporal punishment under any circumstances.
- f. A faculty member is expected to devote his/her full working time to school activities.
- g. A faculty member shall prepare written lesson plans for daily instruction in advance, and present them to the office upon request of the Superintendent.
- h. A faculty member shall be present in his/her classroom or work area 15 minutes

³⁰ 2.10.1 The Superintendent – Powers and Duties

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

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

5.30.1.3 Staff Tutoring For Pay

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

5.30.2 Faculty Qualifications

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

5.30.3 Professional Staff Recruitment and Selection³²

A quality educational program is dependent upon the employment and retention of the best-qualified personnel. This can be accomplished partly by selecting certified personnel based on their qualifications and by providing attractive salary schedules, good working conditions, and adequate facilities. Within the limits of its resources, the school will recruit direct hire U.S. certified teachers. Locally-hired teachers will fill all other vacancies. Direct-

Cross Reference:

- ³¹ [1.40.3 Specific Powers and Duties of the Board](#)
- [2.10.1 The Superintendent – Powers and Duties](#)
- ³² [5.20.7 Ground for Dismissal of Staff](#)

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

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

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

5.30.4 Professional Staff Contracts

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

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

5.30.5 Professional Staff Orientation

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

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

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

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

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

5.30.6 Professional Staff Development

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

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

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

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

5.30.7 Employment of Professional Staff Substitutes

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

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

5.40 SUPPORT STAFF

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

5.40.1 Support Staff Qualifications

The Superintendent shall establish support staff job descriptions and qualifications and present them to the Board for approval.

5.40.2 Support Staff Recruitment and Selection

The Superintendent shall recruit necessary support personnel and select the best candidate for each job.

5.40.3 Support Staff Contracts

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

6.00 BUSINESS MANAGEMENT

The business objectives of the Khartoum American School are:

- a. To establish, maintain and operate Khartoum American School.
- b. To purchase, take on lease or in exchange, to hire or otherwise acquire, any real or other type of property and any rights or privileges of such property.
- c. To construct, maintain and alter any buildings and to provide the same with all necessary installations and objects.
- d. To take such steps deemed expedient for procuring contributions to the school, whether by way of donations, subscriptions, fees or otherwise.
- e. To borrow or raise money on such terms and on such security as may be thought fit.
- f. To invest money of the school not immediately required in such a manner as to be most economic.
- g. To sell, lease, mortgage, exchange, dispose of, or otherwise deal with, all or part of the property rights and assets of Khartoum American School as may be deemed expedient, with a view to the promotion of its objectives.

The income and property of Khartoum American School shall be applied solely toward the promotion of the objectives of the school

6.10 BUSINESS MANAGEMENT RESPONSIBILITIES

6.10.1 The Board

The members of the Khartoum American School, by electing the Board, empower the same to transact the business of Khartoum American School within the limits set by the constitution.

A simple majority of the Board members who are present in the greater Khartoum area on the date of the meeting shall constitute a quorum for the transaction of business. If there is a quorum, a simple majority of the Board members present at the meeting shall be required for passing motions.

By simple majority, the Board may entrust a member or members to do specific business transactions on its behalf.

6.10.2 Treasurer

The treasurer elected by the Board shall be responsible for evaluating and making recommendations for the approval of the Board concerning:

- a. All financial matters relating to Khartoum American School.
- b. Tuition fees.
- c. Salaries.
- d. Staff contracts (financial aspect).

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

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

6.10.3 Superintendent

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

He / She will, under the supervision of the treasurer, make payments and receive sums on behalf of the school, and enter into commitments; provided such payments, receipts and commitments are foreseen in the approved annual budget or approved by the Board on an ad hoc basis.

In the event that such approval cannot be obtained in advance, he/she shall obtain the treasurer's consent to make unforeseen commitments and/or payments and inform the Board of such actions as soon as feasible.³³

6.20 ANNUAL BUDGET

The Board shall control and authorize the expenditures of the funds of Khartoum American School by approval of the annual budget.

6.20.1 Fiscal Year

The fiscal year shall be August 1 through July 31 to coincide with the actual school operating months.

6.20.2 Budget Preparation

The budget shall be prepared by the treasurer for approval by the Board. It shall contain a reasonable projection of income and the necessary expenditures for the coming year.

The planning and assessment of needs and means shall be done by the treasurer in cooperation with the Superintendent and in conjunction with the KAS Business Manager.

The budget shall consist of a recurrent budget specifying the income and expenses of the operation and maintenance of the school, and a capital budget specifying income and expenditures for capital goods and fixed assets. Both budgets shall balance, taking into account the reserve fund (6.501).

Cross Reference:

³³ 1.40.3 Specific Powers and Duties of the Board (*Amended October 21, 2003*)

Separate local and foreign currency budgets shall be prepared.

6.20.3 Budget Deadlines and Schedules

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

6.20.4 Periodic Budget Reconciliation

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

6.20.5 Line-Item Transfer Authority

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

6.30 DEPOSIT OF FUNDS

The operating funds will be deposited in checking accounts both in Sudanese Pounds and in U.S. Dollars or any freely convertible currency. The reserve fund will be deposited in an interest bearing account. All cash will be kept in a locked safe in the school office.

6.30.1 Authorized Signatures (Amended December 1991)

The normal authorized signatures will be:

- a. President of the Board.
- b. Vice-president.
- c. Treasurer.
- d. Superintendent.

One authorized signature is required for all checks, any other banking transactions, and any binding undertaking on behalf of the Khartoum American School.

6.30.2 Cash in School Building

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

6.40 INCOME (Amended April 2014)

The income of Khartoum American School shall consist of:

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

6.40.1 Tuition and Schedule of Payment

6.40.1.1 Payment of Tuition (amended March, 2019)

1. For all Students

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

Payments may be made as follows:

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

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

4. New students enrolling after the third quarter ends will pay pro-rated fees equal to the remaining scheduled days for the school year. This does not include the cost of the

required laptop computer.

Late Payment or Non-Payment of Tuition

1. If payment or record of transfer is not received ten (10) working days after the first day the quarter begins the student or students will be dismissed from school, and there will be a loss of membership in the Khartoum American School Association on the part of the parent(s) or guardian(s). The next student on the waiting list will be accepted. If the waiting list is empty or if space exists in the class desired, the student will be readmitted when payment is made.

2. Special hardship cases may be presented to the Superintendent for approval by the Board within thirty (30) days of the payment deadlines.

TUITION FINANCING:

1. Parents who wish to set an installment plan for paying fees MUST sign a payment agreement with the Superintendent by September 1 or within 1 month of the date of a newly enrolled student.

2. All installment plans must be approved and signed with the Superintendent.

3. Installment Plan
 - 5 Month Installment Plan
 - a. 10% SDG for the first payment by September 1.
 - b. 5 payments dated August 1 December 31. **ALL FEES ARE DUE BY DECEMBER 31.**

Note: A 10% late payment fee will be charged to all payments after December 31.

PAYMENTS LATER THAN 10 DAYS OF THE DUE DATE: STUDENTS CAN BE DISMISSED FROM SCHOOL.

The Board determines the tuition fees of the school.

6.50.00 TUITION REDUCTION *(Amended April 2014)*

The board recognizes that it is beneficial to offer tuition reductions to retain the best staff and build employees' loyalty and longevity. The reductions are offered to full time teaching assistants, administrators and classroom teachers. By majority vote, the board shall approve any other special tuition reductions.

The board reserves the right to limit the amount of reductions it approves. The board may change this policy as it deems necessary.

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

6.50.10 Categories of Tuition Reduction (Amended March 2014)

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

1. Full time teaching assistants and school administrators
Full time teaching assistants and school administrators – **These reductions only apply to students of Teaching Assistants and Administrators enrolled prior to December, 2017 (cross referenced 5.20.1)**
 - Pay full annual capital fee
 - Pay enrollment fee (first year only)
 - Pay for computer fee if applicable
 - Pay 15% of the annual tuition fee
2. Full time classroom teachers – Local Hire
 - Pay full annual capital fee
 - Pay enrollment fee (first year only)
 - Pay for computer fee if applicable
 - Pay 25% of the annual tuition fee
3. Full time classroom teachers –Foreign Hire
 - No tuition fee
4. United States Embassy Employees
 - No capital fee
 - Pay enrollment fee (first year only)
 - Pay for computer fee if applicable
 - Pay \$7000 U.S. for Early Childhood
 - Pay \$7500 U.S. for Kindergarten through Grade 8
 - Pay \$8000 U.S. for Grade 9 through Grade 12
5. Special Reductions
 - Fees paid in special situations determined by the Board on an annual basis

NON-REFUNDABLE DEPOSIT:

- a. A non-refundable deposit equal to 25% of the tuition fees is required to
- b. reserve a place in the school.

- c. After commencement of the new school year, deposits paid will be considered as advance payment of the school fees.
- d. The deposit will be non-refundable. However, the Board may decide to refund a deposit paid in the event the pupil for whom the deposit has been paid is prevented from entering school for reasons of force majeure (For instance: the parent was not appointed in Sudan or was transferred prior to commencement of the new school year.)

ONE-TO-ONE LAPTOP PROGRAM:

An information technology fee will be levied upon all families whose students are in grades that require participation in the One-To-One Laptop Program.

CAPITAL FEE:

- a. The annual capital fee is payable by all enrollees. This fee funds ongoing facility and program improvements.
- b. Full Payment of the capital fee shall be due with the first installment of the tuition.

REFUNDS:

Refunds after the beginning of the school year (**only on Tuition Fees**):

Withdrawal during the first quarter: 70% of annual tuition will be returned.

Withdrawal during the second quarter: 40% of the annual tuition will be

returned. Withdrawal during the third quarter: 15% of the annual tuition will be

returned. Withdrawal during the fourth quarter: No tuition will be returned.

6.50.2 Aids and Grants to School (*As amended December 1987*)

The Board will attempt to procure necessary funds from all appropriate sources, including the U.S. Government Office of Overseas Schools Grant Program.

6.60 ACCOUNTING AND REPORTING

- a. **Reports**

The Board, through its treasurer, shall make a report of the financial standing of the school at the fall annual meeting. The minutes of the Association meetings shall contain the report of the treasurer.

b. Accounts

There shall be a current recorded accounting of funds showing receipts and expenditures. There shall also be an accounting of property.

Separate accounts shall be kept for foreign and local currency transactions. The books of account shall be kept by the Superintendent at the school office and shall be available for inspection by members of the Board only. The books of accounts shall be maintained for a period of five (5) years.

6.60.1 Types of Funds

a. Operating funds

Operating funds shall consist of:

1. Checking accounts in Sudanese currency and US Dollars or any freely convertible currency.
2. Petty cash account.

b. Reserve Fund

Reserve funds to cover contingencies shall consist of capital resulting from savings made on the annual budget.

c. Interest-Bearing Funds

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

6.60.2 Inventories of Capital Goods and Fixed Assets

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

The treasurer, assisted by the Superintendent, shall supervise the inventory and assess the annually applicable depreciation to be charged.

6.60.3 Audits

The Board shall have a regular audit made of the accounts of Khartoum American School. The audit report shall be made available for inspection by the members of

the Association. The auditor(s) are appointed by the Board.

6.70 PURCHASING AUTHORITY

The Board authorizes the Superintendent, within the limits of the budget, to make all purchases or rentals. Commitments in excess of the equivalent of US\$ 5,000.00 require the Board's approval in advance.

6.80 DISBURSEMENT OF FUNDS

6.80.1 Approval of Payrolls and Bills

After the payroll and bills are approved by the Superintendent, the signature on the check constitutes Board approval.

6.80.2 Expense Reimbursement

Reimbursable expenses incurred in the name of the school should be approved before they are expended. In all cases, approval is made by the Superintendent within the budgeted accounts.

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

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

A loan for the purchase of a bicycle may be made and repaid in equal installments over a one (1) year period.

No employee may have more than one loan outstanding at any one time. Decisions on such advances and/or loans must be made by the Superintendent.

6.90 DISPOSAL OF SCHOOL PROPERTY

Disposal of school property not exceeding US\$ 1,000.00, or its equivalent, may be authorized by the Superintendent.

6.10 PROTECTION AGAINST CLAIMS OF NEGLIGENCE

The Board will endeavor to protect the school from all claims of negligence through the following:

- a. A regular program of buildings and grounds inspection, maintenance and repair.
- b. The establishment of workable emergency plans.
- c. The purchase of adequate liability insurance for the school and its staff.
- d. The purchase of adequate third-party liability insurance.³⁴

Cross Reference:

³⁴ 1.40.3 Specific Powers and Duties of the Board (Amended 21 October 2003)

7.00 SCHOOL/COMMUNITY RELATIONS

7.10 PHILOSOPHY AND OBJECTIVES FOR SCHOOL AND COMMUNITY RELATIONS

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

- a. Open communication among students, parents, principals, teachers, the Superintendent, support staff and the Board.
- b. Active participation in school affairs by the members of the community.
- c. Active participation in community activities by the staff and students of the school.
- d. A cooperative and cordial relationship with the host country government and local schools.

7.15 PARENT CODE OF CONDUCT *(amended April, 2019)*

Rationale:

A Parent Code of Conduct helps to maintain an environment of respect throughout the school. All members of the school community have a right to an environment free from harassment and to converse comfortably in a positive and co-operative manner.

Implementation As a Parent and Guardian we ask that you:

- Support your child/ren in all educational endeavors by giving praise and showing interest in school activities.
- Help your child/ren to understand that giving your best effort is important
- Demonstrate that both parents and teachers work together for the benefit of the child/ren.
- Listen to your child/ren, but remember that a different 'reality' may possibly exist elsewhere.
- Understand the importance of a healthy parent/teacher/child triangle and communicate any concerns to your child's teacher in a constructive manner.
- Adhere to the school's policies, as outlined in school handbooks located on the KAS website www.krtams.org
- Work in co-operation with the school to address any unacceptable behavior shown by your child/ren.

- Support the school in its efforts to maintain a positive teaching and learning environment.
- Maintain a positive and co-operative attitude.
- Inform the school of any issues that impact on your child's wellbeing.

Parent/Guardian Rights

- To be treated with respect and courtesy by other parents
- To be treated in a polite manner
- To be respected by staff and students
- To have a timely response to concerns raised
- To be treated with professionalism from all staff members
- To be listened to and clearly communicated with, in regard to their child's education.

Parent/Guardian Responsibilities

- Use respectful language towards all staff and other members of the school community
- Remain calm and polite when communicating with staff and other members of the school community
- Under no circumstances approach another child whilst in the care of the school to discuss or chastise them because of actions towards their own child/ren
- Be aware that events have many sides, be prepared to listen to them and seek to verify facts before stating a concern
- Be mindful of what you say in order to respect the reputation of teachers
- Respect teachers' preparation time before or after school to make an appointment at a mutually convenient time if you wish to speak to a teacher

- Do not discuss any grievances in front of your child/ren regarding the school
- If helping in class, parents must follow the instructions and wishes of the teacher

Concerns

If a parent/guardian has a complaint, criticism or concern, it is expected the following steps be followed in the first instance:

1. Speak to the person involved first and try to resolve the concern with mutual respect and clear communication
2. If for some reason this is not possible, then make an appointment to see the Principal. If the issue is not resolved after this, then make an appointment to see the Superintendent.
3. The Principal will arrange a meeting between the two parties involved in an attempt to mediate and find resolution.
4. All attendees at school sponsored events shall act in a respectful manner with regard to the event organization and presentation. This is inclusive of daily operation of school. Disruptive persons will be asked to leave.

It is important to note that criticism regarding a staff member will only be heard if it is related to their professional conduct.

Evaluation:

This policy was originally formed in May, 2018 and reviewed in consultation with the KAS Academic Administration Leadership Team.

7.20 PUBLIC INFORMATION RESPONSIBILITY

A. Responsibility of the Board:

The Board shall, to the maximum extent possible, provide information about the school and

its programs to the community.

B. Responsibility of the Superintendent:

The Superintendent is the executive officer of the Board and, as such, is responsible for the organization, operation and administration of the total school program. He / She is, therefore, the first channel of communication among the Board, employees, students, and parents.

7.20.1 Public Information Services

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

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

7.30 PUBLIC ATTENDANCE AT BOARD MEETINGS

Except for executive sessions, meetings of the Board are held in open session. Persons or groups from the community desiring to be heard shall make their request in writing to the Superintendent a week prior to the meeting at which the matter is to be discussed.

7.30.1 Notification of Board Meetings

The regular Board meetings will be held on a monthly basis at the school throughout the school year. The time and date of the meetings will be established by the Board, and announced by a notice sent home by the Association members' children and by a posting of the agenda of the meeting.

7.40 COMMUNITY PARTICIPATION IN SCHOOL AFFAIRS

Active participation in school affairs by members of the community is welcomed and encouraged.

The Superintendent shall make every effort to identify, organize and utilize any resources present in the community.

7.40.1 Advisory Committees and Ad Hoc Advice on Specific Subjects

Advisory committees can, when needed, be appointed by the Board, which will also set guidelines for their activities. Parents and teachers are encouraged to participate on committees. Moreover, the Board may invite members of the community to serve in an ad hoc capacity in order to provide advice on specific subjects.

7.40.2 Parent/Teacher Associations

The institution of open Board meetings ensures the possibility of direct or indirect parent participation in school activities. This does not, however, infringe on the right of the parents to form informal associations for the benefit of the school.

7.40.3 Community Participation in School Activities

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

- a. Serving as a classroom parent to aid the teacher in organizing the other parents.
- b. Bringing to the classroom a presentation or activity that may relate to the curriculum of the class.
- c. Sponsoring an after-school activity or club.
- d. Participating in PTA activities or assisting the staff in any events such as UN Day, Christmas Program, Sports Day, Sudan Week, I Love to Read Month, etc.³⁵

7.40.4 Gifts and Donations

All gifts and donations from the community shall be reported to the Superintendent who will report them to the Board for official acceptance or rejection.

7.50 STAFF AND STUDENTS' PARTICIPATION IN COMMUNITY ACTIVITIES

Participation of staff and students in community activities will be encouraged by the Board as long as they do not conflict with normal school activities.

7.60 USE OF SCHOOL FACILITIES FOR COMMUNITY ACTIVITIES

School facilities may, at the discretion of the Board, be used for appropriate community activities.

Applications for such use must be submitted in writing to the Superintendent who will inform the Board.

Cross Reference:

- ³⁵ 1.20 General Meetings of the Association
1.40.2 Board Meetings (*Amended April 2014*)

7.70 EXTERNAL RELATIONS

If the school is to exist successfully within Sudan, it is necessary and desirable for it to maintain a smooth working relationship with the people and the government of the country.

Furthermore, to broaden the cultural horizons of its students, the opportunity to interact positively with children from other schools should be provided.

7.70.1 Host Country Government Relations

The Board recognizes the desirability of good relations with host country governmental organizations.

The school will maintain relations with local government through the American Embassy.³⁶

7.70.2 Relations with Other Schools

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

7.80 COMMUNITY COMPLAINTS AND GRIEVANCES

Parents and others who feel aggrieved on any matter connected with the school should first report the problem to the teacher. If the matter cannot be resolved at that level, then it can be referred to the division principal. If the matter cannot be satisfied at that level, it can be referred to the Superintendent. If the Superintendent is unable to resolve the matter satisfactorily, the matter may be referred to the Board.³⁷

Cross Reference:

³⁶ 2.20.2 School Calendar

³⁷ 1.20 General Meetings of the Association
3.90 Reconsideration Policy

8.00 KAS MEDICAL POLICY

It is recommended that all children entering Khartoum American School have a physical examination by a medical doctor. Parents should be able to provide current immunization records for measles, mumps, rubella, tetanus, polio and tuberculin BCG or TB tine test within the last year. (Amended May 2011)³⁸ (See *regulation in Student-Community Handbooks and in the Faculty Handbook*).

Cross Reference:

- ³⁸ 4.20 Student Admission (see regulation in Student-Community Handbooks and in the Faculty Handbook)
8.00 KAS Medical Policy- (Khartoum American School Policies)