

**ISTANBUL INTERNATIONAL COMMUNITY SCHOOL**

**BOARD OF DIRECTORS  
POLICY MANUAL**

**June 20, 2013**

**TABLE OF CONTENTS**

**Section 1: The School**

- 1.1 School Purpose, Legal Status, By-Laws and Policy Manual
- 1.2 Mission Statement
- 1.3 Philosophy of the School
- 1.4 Objectives
- 1.5 Curriculum
- 1.6 ICT Policy

**Section 2: Board of Directors**

- 2.1 Role of the Board
- 2.2 Responsibilities of the Board
  - 2.2.1 Policies
  - 2.2.2 Appointment and Evaluation of Head of School
  - 2.2.3 Financial Management of the School
  - 2.2.4 Insurance
  - 2.2.5 Emergency Action
  - 2.2.6 U.S. Representation
  - 2.2.7 Affiliations, Accreditations, and Academic Performance
  - 2.2.8 School Calendar
  - 2.2.9 Annual Corporation Meeting and Signatory Powers
  - 2.2.10 End-of-Year Meeting and Board Self-Evaluation
- 2.3 Board Code of Ethics
- 2.4 Board Membership and Organization
  - 2.4.1 Qualifications for Board Membership
  - 2.4.2 Composition of the Board
  - 2.4.3 Elections for Community-Elected Members
  - 2.4.4 Appointment of Board Members
  - 2.4.5 Term Length of Board Membership
  - 2.4.6 Removal from Board Membership
- 2.5 Board Officers and Committees
  - 2.5.1 Officers
  - 2.5.2 Special Advisers
  - 2.5.3 Committees
- 2.6 Board Meetings and Decision-Making

- 2.6.1 Meetings
- 2.6.2 Agenda and Board Reports
- 2.6.3 Quorum
- 2.6.4 Proxy
- 2.6.5 Attendance
- 2.6.6 Parliamentary Procedures
- 2.7 Communication with Community
  - 2.7.1 General Minutes and Publication
  - 2.7.2 Open Board Meeting
  - 2.7.3 Contacting the Board
  - 2.7.4 Parent-Teacher Association

### **Section 3: General Management and Organization**

- 3.1 Administration
  - 3.1.1 Head of School
  - 3.1.2 The Handling of School Concerns and Grievances
  - 3.1.3 Gifts and Donations to Administrators
  - 3.1.4 Administrators' Contracts
  - 3.1.5 Evaluations of the Head of School and Renewal of Contract
  - 3.1.6 Maternity Leave
  - 3.1.7 Retirement
  - 3.1.8 Selection and Appointment of the Principals and Primary Vice Principal
  - 3.1.9 Principals' Duties
  - 3.1.10 Delegation of Authority
  - 3.1.11 Principals' Resignation, Termination and Retirement
- 3.2 Financial Management
  - 3.2.1 Financial Management Objectives and Responsibilities
  - 3.2.2 Annual Operating Budget
  - 3.2.3 Banking Services (Depository of Funds)
  - 3.2.4 Investment Policies
  - 3.2.5 Tuition and Fees
  - 3.2.6 Gifts
  - 3.2.7 Accounting and Reporting
  - 3.2.8 Purchasing Authority
  - 3.2.9 Disbursement of Funds
  - 3.2.10 Disposal of School Assets
  - 3.2.11 Capital Expenditures and Fund
  - 3.2.12 Advertising and Sponsorship

### **Section 4 - Teaching Personnel & Academic Staff**

- 4.1 Categories of Teachers
- 4.2 Definitions
  - 4.2.1 Foreign-Hired Foreign Teacher
  - 4.2.2 Locally-Hired Foreign Teacher
  - 4.2.3 Full-Time/Part-Time Teachers

- 4.3 Salaries of Teachers
- 4.4 Duration of Contracts
- 4.5 Additional Qualifications
- 4.6 Foreign-Hired Teachers' Compensation and Benefits
  - 4.6.1 Initial/Final Travel
  - 4.6.2 Baggage Allowance
  - 4.6.3 Housing
  - 4.6.4 Settling-In Allowance
  - 4.6.5 Dental
  - 4.6.6 Medical and Health Insurance
  - 4.6.7 Retirement Plan
  - 4.6.8 Educational Benefits for Dependents
  - 4.6.9 Home Leave
  - 4.6.10 Incentive Bonus
- 4.7 Full-Time Locally-Hired Teachers' Benefits
  - 4.7.1 Dental Coverage
  - 4.7.2 Medical and Health Insurance
  - 4.7.3 Retirement Plan
  - 4.7.4 Professional Development
  - 4.7.5 Incentive Bonus
  - 4.7.6 Educational Benefits for Dependents
- 4.8 Dependents
- 4.9 Academic Staff
- 4.10 Personnel Files
- 4.11 Responsibilities of Teachers and Academic Staff
  - 4.11.1 Field Trips
  - 4.11.2 Tutoring Regulations
  - 4.11.3 Gifts
  - 4.11.4 Distribution of Other Than School Materials
- 4.12 Absences from School
  - 4.12.1 Illness
  - 4.12.2 Personal Business Leave
  - 4.12.3 Bereavement Leave
  - 4.12.4 Leave Without Pay
  - 4.12.5 Sabbatical Leave
  - 4.12.6 Maternity Leave
  - 4.12.7 Paternity Leave
- 4.13 Assignment of Teachers
- 4.14 Teaching Day
- 4.15 School Calendar
- 4.16 Teacher Evaluation
- 4.17 Contract Renewals
- 4.18 End of Employment
  - 4.18.1 Resignation
  - 4.18.2 Termination for Reasons of "Force Majeure"
  - 4.18.3 Termination for Due Cause
  - 4.18.4 Termination by the School
  - 4.18.5 Retirement
- 4.19 Formal Handling of Grievances or Complaints

## Section 5 – Students

- 5.1 Admission of Students
  - 5.1.1 Admission Requirements
  - 5.1.2 Priorities for Admission
  - 5.1.3 English Proficiency Requirements
  - 5.1.4 Grade Placement
  - 5.1.5 Re-Enrollment
  - 5.1.6 School Fees
- 5.2 Student Attendance
  - 5.2.1 Class Size
  - 5.2.2 School Calendar
  - 5.2.3 School Hours
  - 5.2.4 Punctuality
  - 5.2.5 Absences and Excuses
  - 5.2.6 Maximum Acceptable Days Missed
- 5.3 Students’ Responsibilities and Conduct
  - 5.3.1 Behavior
  - 5.3.2 Plagiarism
  - 5.3.3 Dress Code
  - 5.3.4 Smoking, Alcohol and Drug Abuse
    - 5.3.4.1 Possession
    - 5.3.4.2 Search Policy
  - 5.3.5 Library Use & Regulations
  - 5.3.6 Transport/Bus Regulations
- 5.4 Student Discipline/Suspension/Expulsion
  - 5.4.1 Referrals
  - 5.4.2 Infractions of School Rules
  - 5.4.3 Expulsion
- 5.5 Student Welfare and Safety
  - 5.5.1 Supervision
  - 5.5.2 Field Trips
  - 5.5.3 Fire & Earthquake Procedures
  - 5.5.4 Insurance
- 5.6 Student Health Services
  - 5.6.1 Regular Health Care/Medical Examination Procedures
  - 5.6.2 Illness
  - 5.6.3 Injuries
  - 5.6.4 HIV/AIDS
- 5.7 Student Performance
  - 5.7.1 Records
  - 5.7.2 Promotion and Performance Review
  - 5.7.3 Academic Credit
    - 5.7.3.1 Expectations for Student Advancement in Secondary School at IICS
    - 5.7.3.2 Procedures for Communication and Execution of Academic Policy
    - 5.7.3.3 Process for Approval
  - 5.7.4 Transfer to Another School, Transcripts

- 5.8 Student Organizations and Clubs
  - 5.8.1 Student Councils
  - 5.8.2 Community Service
  - 5.8.3 Co-Curricular Programme
  - 5.8.4 Interscholastic Sports and Activities
  - 5.8.6 Publications
  - 5.8.7 Student Solicitations

## **LIST OF APPENDICES**

- A 1.1 IICS By-Laws
- A 2.2.2 Head of School Appraisal
- A 2.4.3 Election Procedure
- A 2.6.6 Robert's rule of Order
- A 3.2.5 School Fees
- A 3.2.8 Purchasing Policy
- A 4.6.5 Procedure Dental Coverage
- A 4.6.9 Home Leave Benefit Procedure
- A 4.19 Teacher's Grievance Procedure

# **BOARD OF DIRECTORS POLICY MANUAL**

## **Section 1: The School**

### **1.1 School Purpose, Legal Status, By-Laws and Policy Manual**

The Istanbul International Community School, or IICS (hereafter referred to as “the School”), is a private, non-profit, coeducational pre-K-12 school serving Istanbul’s international community. Students whose educational and physical needs can be met will be admitted.

The School is fully authorized to offer all three International Baccalaureate programmes in English and is accredited by the Council of International Schools (CIS) and the New England Association of Schools and Colleges (NEASC). Over 90% of graduates attend post-secondary education.

The legal status of the School is set forth in the School’s By-Laws, which appear as Appendix 1.1 of this Policy Manual. The purpose of this Policy Manual is to augment IICS governance policies and procedures set forth in the By-Laws.

### **1.2 Mission Statement**

Through its challenging curriculum and strong staff-student relationships, IICS provides a caring environment that inspires each student to excel and to be inquisitive, creative, compassionate, balanced and internationally-minded.

### **1.3 Philosophy of the School**

We believe that:

- healthy relationships and effective communication among all members of the community, especially between students and teachers, are the key to School's success;
- everyone involved with the School, including parents, the Board of Directors, staff and students, has an important role in making the School a community of learners;
- students learn best when they are happy at School and actively involved in their own learning;
- learning is personal, as each student is unique in his or her interests, aptitudes and learning styles;
- the needs of each individual ought to be met so that each student has opportunities to excel;

- internationally-minded people are those who strive to learn about the values and beliefs of their own culture so that they can better understand those found in their host country and elsewhere in the world. Internationally-minded people are world citizens who seek out commonalities and also appreciate differences between cultures so that they can bridge cultural divides and help create a more peaceful world.

#### **1.4 Objectives**

Guided by our mission, the Istanbul International Community School shall exert every effort to:

- maintain a challenging academic programme through the use of the IBO Evaluation process, together with applicable accreditation organization guidelines, to facilitate regular reviews of teaching, learning, assessment and the effectiveness of the School's professional development programme;
- provide and foster opportunities for members of the School community to remain well informed and involved in all appropriate aspects of School life;
- ensure an environment where everyone is welcome, cared for, and successful;
- provide and ensure that students participate in a balance of academic, creative and physical activities within and beyond the classroom;
- ensure that students have explored theoretical and practical issues of local and worldwide significance from multiple perspectives and actively consider other people's viewpoints;
- ensure that students are provided opportunities to apply their learning and innovative thinking by taking action;
- maintain a comprehensive admissions process to ensure compatibility between students' needs and the learner expectations of the IB programmes;
- develop a highly effective university counseling programme to assist each student in gaining entrance into his or her preferred post-secondary educational institution.

#### **1.5 Curriculum**

The Board of Directors shall adopt an IICS curriculum that reflects both the IICS and the IB mission. The Board, recognizing the value of the accreditation process, shall task the Head of School to establish procedures that ensure that the curriculum:

- In its content, design, implementation, assessment and review, shall reflect the School's mission, learning objectives, and policies and shall foster global citizenship and student achievement;
- Provides challenge but also supports varied developmental, academic, social, physical and emotional needs and fosters the development of skills and abilities that prepare students for lifelong learning;
- Is comprehensively documented to facilitate horizontal and vertical articulation;
- Shall be enhanced by the cultural diversity of both the host country and the School community, hence contributing to the development of global citizenship in students;

- Is supported by ongoing professional development that improves the design, implementation, and assessment of the curriculum, and reflects the needs of the faculty, and benefits student learning;
- Is enhanced by teaching practices that reflect an understanding of the different ways in which students learn, that is evidenced by student engagement and performance;
- Is supported and resourced to allow access and full participation by all students;
- Is monitored by formal procedures and defined criteria to effectively and regularly assess the impact of teaching strategies and the level of student performance;
- Is reviewed and revised at periodic intervals, with changes that reflect the School's mission, current educational practice, and the results of student assessment, with the goal of enhancing student participation and performance.
- Opportunities for ICT shall be implemented in the Curriculum according to ICT Policy as outlined in Section 1.6.

## **1.6 ICT Policy**

This policy sets out the main vision, principles and strategy to integrate ICT to our overall education.

It shall be reviewed annually by the ICT Coordinator and acted upon immediately to be in line with constantly developing technology and 21<sup>st</sup> Century education needs. The significance of Information and Communication Technology

*Information and Communication Technology (ICT) at IICS prepares students to participate in a rapidly changing world in which work and other activities are increasingly transformed by access to varied and developing technology. Pupils are taught and encouraged to use ICT tools to find, explore, analyze, exchange and present information responsibly, creatively and with discrimination. They learn how to employ ICT to enable rapid access to ideas and experiences from a wide range of people, communities and cultures. Increased capability in the use of ICT promotes initiative and independent learning; with students being able to make informed judgments about when and where to use ICT safely and effectively, and consider its implications for home and work both now and in the future."(Adapted from National Curriculum for England DfEE/QCA 1999)*

### **Scope of Information and Communication Technology:**

We interpret the term 'information communication technology' to include the use of any device which allows users to communicate or manipulate information (in the broadest sense of the word) electronically.

### **Vision:**

To become an "e-confident" School, by effectively integrating ICT in the planning, teaching, learning and assessment of all areas of the Curriculum. Our goal is to enhance our education that prepares our students to be independent, active, creative, knowledgeable, confident and ethical participants in our globally networked society.



### **To achieve this vision:**

- The Head of School and the Director of Student Learning will ensure that there is a shared vision for ICT within the School and promote ICT usage and a fair distribution of resources.
- The ICT Coordinator is responsible for planning, development, day-to-day implementation of the ICT Policy and shall implement safe and ethical use of technology.
- ICT will be integrated into the Curriculum, with an emphasis on continuity and progression from year to year.
- Our education system will redesign processes and structures to take advantage of the power of technology to improve learning outcomes. Technology will enable more efficient use of time, money and staff.
- Professional educators will be supported individually and in teams by technology that connects them to data, content, resources, expertise and learning experiences that enable and inspire more effective teaching for all learners.
- Students at all levels, from Preschool 3 up to Grade 12, will have purposeful, engaging and empowering learning experiences through ICT in order to prepare them to be active, creative, knowledgeable and ethical participants in our globally networked society.
- ICT training to staff will be coordinated annually.
- Hardware and software will be protected, maintained, upgraded and renewed and adequate resources will be allocated based on financial priorities and budget conditions.
- Parents will be informed about ICT developments in School.
- Guidance will be provided for health and safety.
- Local and international laws and standards applying to copyright, internet safety and data protection will be followed for all students and employees of the School.
- In the development of ICT, the School will take into account directives from the organizations it is affiliated with, including IBO, ECIS and CEESA.
- The School will comply with Turkish Laws and Regulations.

### **Monitoring and Review of ICT Program:**

The Head of School, the Director of Student Learning, Principals and the ICT Coordinator will monitor and review the ICT Program by:

- Informal and formal reviews of students, teachers and staff
- Classroom observations
- Record-keeping, internal and external assessments
- Curriculum review with respect to ICT implementation
- Input and comments from parent community

- Evaluation of the current global ICT trends and professional skills, capabilities and knowledge

ICT Development Plan and Progress will be reported annually in the October meeting of the Board.

## **Section 2: Board of Directors**

### **2.1 Role of the Board**

In accordance with Articles 11 and 15 of the IICS By-Laws, the Board of Directors holds full responsibility and control over the affairs of the School, with power to perform all the functions which the School may legally exercise or require. The Board of Directors works with the School community to create and review statements of mission, philosophy and objectives that articulate the School's goals. The Board implements the mission, philosophy and objectives by thinking strategically and adopting by-laws and policies accordingly.

### **2.2 Responsibilities of the Board**

#### **2.2.1 Policies**

The Board shall determine, record and implement such policies as it deems necessary and shall provide its members with copies thereof. All stated policies shall be binding until formally abrogated or amended. A file of these policies shall be maintained, with copies made available to any interested party upon request.

The Board shall update its policies regularly and undertake a full review at least once in every three years.

Any request for change in the School policies may be submitted to the Board. All such communications must be in writing and addressed to the Chairperson. Decisions concerning interpretations or amendments of School policies shall be made only by the Board acting as a body, whether in regular or special meetings.

#### **2.2.2 Appointment and Performance Appraisal of Head of School**

The Board shall select, employ, monitor and evaluate the Head of School of the School, and shall set terms of appointment and salary. The original appointment and subsequent renewal or non-renewal shall require a majority vote of all the voting members.

In the case of the Head of School being in his penultimate year of contract, his/her future relationship with the School (renewal or nonrenewal of the contract) for the subsequent school year is reviewed in a special session of the Board and communicated to the Head of School before the April Board meeting.

The Head of School's overall performance is monitored against the Strategic Plan, Professional Standards and Board Policies on Operations. His performance is also monitored against any specific objectives and quantitative performance indicators that have been agreed in advance with the Board.

Procedures and Timeline for Head of School's Performance Appraisal is described in Appendix 2.2.2.

### **2.2.3 Financial Management of the School**

Budget: The Board, acting through its Finance Committee, shall have full and final authority over the adoption of the School's annual operating budget and shall review its implementation.

Tuition and Fees: The Board shall set the tuition and fees for the School and shall approve payment plan schedules and procedures as prepared and presented by the Head of School.

Faculty and Academic Staff Compensation: The Board shall be the final authority in approving the faculty and academic staff salary scale and benefits package, as prepared and presented by the Head of School.

The Board is the sole custodian of the School's property and assets.

### **2.2.4 Insurance**

The Board shall determine and authorize the total amounts of insurance coverage required to meet the School's risks of theft, fire, natural disaster, etc. for both persons and properties. Board members shall be covered by a School-purchased liability insurance policy. The Business Office shall make all insurance payments, hold the policies, and implement any necessary procedures.

### **2.2.5 Emergency Action**

Should any extraordinary or emergency decision be required, the Head of School shall first seek authority from the Chairperson or Vice Chairperson. Should this not be possible, however, the Head of School may act independently to protect the interests of the School and its population.

### **2.2.6 U.S. Representation**

The Board shall appoint one or more representatives in the U.S. as members without vote, who shall work with the management of the New Jersey office and serve both as Assistant Secretaries and as the Board's Corporate Representatives in the U.S. They shall be authorized to represent the Board and to act on its behalf within those policies prescribed by the Board.

### **2.2.7 Affiliations, Accreditations, and Academic Performance**

The Board will determine the School's affiliations and memberships with various professional organizations, including the European Council of International Schools and the Central and Eastern European Schools Association with respect to accreditation requirements.

The Board, recognizing the value of the School Accreditation process, shall ensure that every effort is made that the School obtain and maintain an accredited status. It shall also monitor the overall academic performance of both teachers and students on

an annual basis and shall see the maintenance of academic standards as one of its primary responsibilities.

### **2.2.8 School Calendar**

In November the Head of School shall submit the calendar for Board approval. This calendar should include all known holidays and vacation periods.

### **2.2.9 Annual Corporation Meeting and Signatory Powers**

The Board shall hold the Annual Corporation Meeting in the autumn of each year; and an official agenda shall be prepared and distributed at least five days in advance. At this meeting, the Board shall: acknowledge and validate the terms of the members; accept, review, and approve the audited Financial Report for the previous Fiscal Year.

Furthermore the Board shall grant signatory powers to four of its officers authorizing them to act on behalf of the Board and the School, either in Turkey or the United States. The Board may also delegate limited and temporary signatory powers to the Head of School and/or other members of the Administration as needed.

### **2.2.10 End-of-Year Meeting and Board Self-Evaluation**

The Board shall hold a formal meeting at the conclusion of each academic year to select its officers for the new School year, to receive reports from the various administrative and standing committees, and to review its overall performance and the goals for the following year.

## **2.3 Board Code of Ethics**

The Board's code of ethics ultimately determines the level of integrity of the Board. Major infractions of this code can result in the removal of a Board Member: According to this Code of Ethics, each Board member:

- must always respect the confidentiality of discussions held during Board or Committee meetings, and any other information of a confidential nature;
- should take special care to separate the interests of the School from those specific to their child attending the School, guarding against conflict of interest whether personal or private;
- should refer matters concerning application of policy first to the Head of School for investigation before submitting them to the Board for discussion;
- should actively support the Head of School and the Board and demonstrate that support in the community;
- should bring Board issues to the attention of the Head of School or Board Chair rather than deal with them on an individual basis;

- should keep in mind that the Board is a policy-making body and that administration is handled by the Head of School;
- should request permission to place a concern on the meeting agenda so that it can be dealt with openly, honestly, and democratically by the entire Board;
- should deal with other Board members in a respectful manner; and
- must abide by the policies as outlined in the policy manual.

## **2.4 Board Membership and Organization**

### **2.4.1 Qualifications for Board Membership:**

In order to assure the overall governance of the School, the selection process for Board members shall ensure that the Board is composed of members:

- who have shown commitment to the School;
- who are representative of the School community, so that a desirable balance between nationalities, age and gender can be achieved;
- who possess skills, expertise and personal qualities that are critical to the balance of Board; and
- who do not have any conflict of interest, personal or professional with the School.

The Board and the School community have identified the following desired qualities for consideration as Board members. Board members should:

- be committed to the mission of the School;
- be reliable, open minded, tolerant and collaborative;
- have vision;
- show a high degree of discretion;
- prepare for the Board meetings;
- continue to serve on committees;
- attend orientation training;
- maintain institutional memory;
- maintain a balance of needs within the Board;
- take into account the needs of the whole School community; and

- ideally have experience with International Schools, serving on School boards or decision making in the area of education.

#### **2.4.2: Composition of the Board**

The Board shall consist of not fewer than ten and not more than sixteen voting members and shall include the Head of School as a non-voting member.

The voting members shall be:

- the President of the Parent Teacher Association, as the elected official of the PTA;
- a faculty representative, elected by the faculty;
- a representative of the US Consulate, appointed by the Consul General of the United States of America; and
- two members of the parent community, elected by the community;
- and five to eleven members appointed by the Board.

All voting members of the Board have equal voting privileges.

#### **2.4.3 Elections for Community-Elected Members**

The Board will announce upcoming elections well ahead of time and provide the School community with all necessary information. This information must include:

- all necessary qualifications for Board membership;
- a description of the duties and responsibilities of Board members;
- a complete explanation of the voting procedure; and
- all requests of necessary information from possible candidates.

The complete description of the election process can be found in the attached Appendix 2.4.3: Election Procedures.

#### **2.4.4 Appointment of Board Members**

Before the end of the School year the Board of Directors will decide on those appointed positions whose terms end with the end of the School year. The appointed positions will be filled either by Board members who are eligible for re-appointment or by community members who have previously served on one of the Board committees.

## **2.4.5 Term Length of Board Membership**

The rules for the terms of Board membership shall ensure the necessary continuity and preserve institutional memory.

The beginning of a term always coincides with the beginning of a School year.

A complete term for both, elected and appointed members is three years. After serving for three complete years, any Board member either must be confirmed as an appointed Board member or be elected by the community.

The PTA President and the Faculty Representative (FAC Rep) must be confirmed annually.

In the case of an elected or appointed position becoming vacant during the School year, the Board will fill the position until the end of the School year by appointment.

In the case of an elected position filled by appointment, the elected position will again become available for election at the end of the new School year.

No individual may serve on the Board longer than two complete consecutive terms (or six consecutive years), plus, one incomplete year, in the case of an appointment having been necessary during the School year.

## **2.4. Removal from Board Membership**

The following may be reasons for the removal of an individual from the Board:

- action against the interest of the School;
- infractions of the Code of Ethics;
- non-attendance of Board and Committee meetings;
- outstanding financial obligations towards the School, unless arrangements for settlement have been made; and
- conflict of interest.

In the case of non-attendance, three consecutive absences from regularly scheduled meetings, without sufficient excuses, will lead to automatic removal from the Board.

## **2.5 Board Officers and Committees**

### **2.5.1 Officers**

The Board shall elect officers from among its own members as follows: a Chairperson, a Vice-Chairperson, a Treasurer, and a Secretary. These officers shall hold their positions for a period of one year, or until a successor has been elected, and shall be eligible for re-election.

- **The Chairperson** shall call and preside over the meetings, appoint members to committees, see to the implementation of the Board's stated policies, and represent the Board in dealing with the various constituent elements of the School and its larger community.
- **The Vice-Chairperson** shall assume the duties and responsibilities of the Chairperson in his or her absence.

- **The Treasurer** shall:
  - chair the Finance Committee and appoint members after consultation with the Head of School and confirmation by the Board;
  - analyze the School’s financial operations and report to the Board no fewer than four times each year;
  - review the School’s monthly accounts, report on non-budgetary items and expenditures, and assist in the preparation of the annual budget;
  - make a formal annual report to the Board on the financial status of the School;
  - make recommendations to the Board on the investment of any cash reserves or surpluses; and
  - ensure that reserves are built to cover indemnity and severance payments, as determined by the Board and the legal requirements.
  
- **The Secretary** shall be responsible:
  - for preparing the agenda of all Board meetings with the approval of the Head of School and the Chairperson of the Board
  - for the taking of the minutes at each meeting and keeping them on file and sending copies to all members as soon as possible thereafter
  - for providing the main channel of communication for the Board
  - for the preparation and distribution of relevant documents as directed by the Chairperson, including the monthly submitted reports of the committees;
  - for documenting the timelines of projects and activities, of either the Board or its committees, that were agreed on by the Board in a single “roadmap” file, which is regularly updated;
  - for collecting the topics that need to be followed up into a single “follow-up” file, including suggested dates for revision and person(s) responsible for the follow up;
  - for keeping a list of the dates of terms of all Board members;
  - for keeping a portfolio with the CV data of members of the community who are possible candidates for Board membership,

### **2.5.2 Special Advisers**

The Board may appoint special advisers who are not members of the Board, whether for secretarial or financial purposes, as provided for in the By-Laws; and may



designate certain lay persons, on an “as needed” basis, to participate in its deliberations.

### **2.5.3 Committees**

The IICS Board is organized into four standing committees. These standing committees are: Finance Committee, Policy Committee, Board Membership Committee and Development Committee.

The purpose of each committee is to provide support and guidance to the Head of School and the faculty and to make recommendations to the Board, as necessary. Furthermore, each committee may call upon additional members or advice from the faculty and/or School community. All Committee Members have to be confirmed by the Board. It is the Chairman’s prerogative to create any additional needed committees (Ad-hoc committees). Ad-hoc committees shall be chaired by a Board member, but may also include non-members of the Board.

Each committee shall meet as needed at the request of the committee chairperson or the request of two or more members.

Any and all public statements made by committees or their individual members, whether orally or in writing shall be in keeping with official Board policies and shall not imply that the Board has taken or will take a particular decision prior to that decision’s having been formally voted on.

**The Finance Committee** shall consist of at least 3 members, including the Treasurer as the Chair of the Finance Committee, the Head of School and the Business Manager. This committee:

- monitors the implementation of the budget and is consulted on major financial decisions;
- makes periodic reports to the Board on the School’s financial status;
- educates the Board on trends affecting the School’s finances;
- recommends tuition levels for Board approval; and
- develops and recommends to the Board, for its approval, fiscal and business policies.

**The Board Membership Committee** shall consist of at least 2 members, including the Chair of the Board Membership Committee, who must be a Board member, and the Head of School. This Committee shall assist the Board in:

- Developing recruitment criteria and procedures, identifying prospective candidates, informing them about their roles and responsibilities, and overseeing the election of community-elected members (see Appendix 2.4.3: Election Procedure);
- Identifying suitable candidates to act as Board officers, committee chairs and committee members;
- Developing orientation processes and material, and overseeing the orientation and mentoring of new Board members;

- Assessing professional development needs and suggesting training programs for the continuing education of Board members;
- Overseeing the evaluation of Board and committee effectiveness, as well as individual Board members' performance.

**The Policy Committee** shall consist of at least 2 members, including the Chair of the Policy Committee, who must be a Board member, and the Head of School. This committee is responsible for regularly reviewing the policies and, if necessary, proposing amendments and new policies to the Board.

**The Development Committee** shall consist of at least 2 members, including the Chair of the Development Committee, who must be a Board member, and the Head of School. The Development Committee is responsible for developing strategies to increase enrollment and income opportunities through publicity, public relations, community building, alumni and fundraising.

## **2.6 Meetings and Decision-Making**

### **2.6.1 Meetings**

In accordance with IICS By-laws, the Board shall meet as often as necessary to discharge its responsibilities, but never fewer than 8 times a year. The Chairman or any three members of the Board may call the Board to an extraordinary meeting. The date and agenda of this extraordinary meeting is announced in writing to all members at least three days before the date. In case of a matter of emergency that is needs to be discussed, each member may add a new item to the agenda.

The End-of-Year Meeting of the Board is to be held at the end of the School year. The date of the meeting and the agenda are announced in writing to all members at least three days before the meeting. In the assembly, the Chairperson and Chairpersons of each committee offer the activity report of the previous year.

### **2.6.2 Agenda and Board Reports**

A formal agenda, indicating the items and order of business, shall be sent to all Board members at least a week prior to each meeting by the secretary.

Any parent may request that a specific subject be placed on the agenda of any Board meeting by submitting a request in writing through the Head of School at least one week prior to the meeting. The Board will attempt to honor all such requests as circumstances permit.

The Head of School's monthly report, together with the monthly reports from the respective committees, should be sent to the members one week prior to each meeting.

### **2.6.3 Quorum**

Unless otherwise specified in this policy manual, a quorum shall consist of one more than half of all voting members, and is necessary for the formal conduct of business. Decisions can be made only by a majority vote of those present, unless otherwise specified in the Policies.

#### **2.6.4 Proxy**

There shall be no voting by proxy.

#### **2.6.5 Attendance**

Attendance is mandatory and three consecutive unexcused absences at regularly scheduled meetings shall result in automatic removal from the Board.

#### **2.6.6 Parliamentary Procedures**

Any question of Board meetings procedures not specifically provided for in the By-Laws or the Board's Policies manual shall be decided upon the principles laid down in "Robert's Rules of Order." See attached Appendix 2.6.6: Robert's Rules of Order-Summary Version

### **2.7 Communication with Community**

#### **2.7.1 General Minutes and Publication**

Copies of the minutes of the Board meeting, excluding items of a sensitive, personal or confidential nature, shall be made available to Faculty and parents within 15 working days after the meeting.

#### **2.7.2 Open Board Meeting**

The second Board meeting of the academic year, as well as every third Board meeting thereafter, will be preceded by a one-hour meeting with Parents and Faculty in order to allow members of the School Community to discuss issues of interest with the Board. The schedule of Board meetings will follow a process that optimizes effective venues and dates.

#### **2.7.3 Contacting the Board**

Any issue regarding classroom matters should first be referred to the appropriate teacher, thereafter Principal or Vice Principal, then the Head of School.

Any other matter should be referred directly to the Head of School.

However, parents wishing to contact the Board on matters not relating to the day-to-day matters of the School are invited to either join the discussions during the Open Board meetings, or mail the Secretary of the Board at the following mail address:

[boardsecretary@iics.k12.tr](mailto:boardsecretary@iics.k12.tr)

## **2.7.4 Parent-Teacher Association**

Assisting the communication within the School community is an objective of the Parent-Teacher Association (PTA). As the formal representative of the parents on the Board of Directors, the PTA President shall act as a channel of communication between the PTA and the Board. The PTA President is also a voting member of the Board (see 2.4.2). The PTA constitution shall support the School's mission, philosophy, and policies. The PTA constitution and any amendments need to be coordinated with the Policy Committee of the Board.

## **Section 3: General Management and Organization**

### **3.1 Administration**

#### **3.1.1 Head of School**

**Relationship with the Board:** The Head of School is the main administrative and supervisory official of the School. He/she is responsible to the Board, which makes broad statements of policy. The Head of School manages the School in accordance with those policies. The Head of School is present at all Board meetings in an ex-officio capacity (except when Head of School evaluation or salary is the subject) and presents reports concerning School conditions and activities and makes recommendations for change. He/she shall, working with the Chair, prepare the agenda for each Board meeting. The Head of School brings to the attention of the Chair, or the full Board:

- a) Any matter referred to him/her that cannot be solved administratively;
- b) Any administrative decision which in his/her judgment should receive the prior approval of the Board; and
- c) Any other administration decision which he/she feels should be brought to the attention of the Board, such as employee compensation recommendations.

**Duties and responsibilities:** Guided at all times by the IICS Mission Statement, the Head of School shall:

1. Be responsible for the overall operation of the School in all departments and aspects including:
  - a) Curriculum planning and scheduling;
  - b) Supervision of instruction at all levels;
  - c) Financial management of the School;
  - d) Student admission, safety, discipline, grading, promotion, and graduation;
  - e) Effective use of the existing staff;
  - f) Appropriate evaluation of all School personnel on the basis of job descriptions that set forth duties and lines of reporting;
  - g) Recruitment, hiring, orientation, dismissal, and professional development of employees;
  - h) Establishment of appropriate standards of student behavior and supervision in the School and at School-sponsored functions, and

- i) Establishment of procedures to assure proper care and security of School buildings and their contents.
2. Establish procedures for the ongoing safety and security of students, faculty, and staff, including emergency procedures for the School and the machinery to implement such procedures.

Head of School duties and responsibilities are described in greater detail in the Head of School's Job Description, which forms a part of his/her contract with the School.

### **The Handling of School Concerns and Grievances**

Parents' concerns should in the first instance be addressed to the teacher. If that proves to be unsuccessful, then parents may request a meeting with the Principal and thereafter, if necessary, with the Head of School. Any concerns directed to the Board shall normally be referred first to the Head of School for reply or action, and only those which have not been properly addressed through regular channels shall be considered by the Board or by an appropriated Committee of the Board.

#### **3.1.2 Gifts and Donations to Administrators**

See paragraph 4.11.3 in Section 4, Teaching Personnel and Academic Staff.

#### **3.1.4 Administrators' Contracts**

The Head of School and Principals shall be employed on a contractual basis, with their contracts to include, but not be limited to:

- Duties and responsibilities (job description);
- Duration of contract;
- Salary and benefits;
- Holidays within the School year;
- Home leave policy;
- Housing;
- Working hours and daily schedule;
- Any other special conditions or arrangements.

#### **3.1.5 Evaluations of the Head of School and Renewal of Contract**

The Head of School's performance will be evaluated by the Board annually in accordance with the procedures set forth in Section 2.2.2 and Appendix 2.2.2 to this Manual.

#### **3.1.6 Maternity Leave**

See paragraph 4.12.6 in Section 4, Teaching Personnel and Academic Staff.

#### **3.1.7 Retirement**

See paragraph 4.6.7 in Section 4, Teaching Personnel and Academic Staff.

### **3.1.8 Selection and Appointment of the Principals and Primary Vice Principal**

The Principals and the Primary Vice Principal (based at the Hisar campus) shall be appointed by the Head of School, and confirmed by the Board. The Principals shall be directly responsible to and supervised by the Head of School. The Primary Vice Principal reports directly to the Primary Principal but is ultimately accountable to the Head of School.

### **3.1.9 Principals' Duties**

- The two Principals shall lead their respective divisions by setting the goals; by organizing, appraising and assigning personnel; by seeing that the programmes, resources, and times available are managed in the best interests of the students; and by implementing the policies and guidelines as set by the Board and communicated by the Head of School.
- The Primary Vice Principal is specifically responsible for the running of the Hisar Campus in accordance with the guidelines set forth above.

The Principal's and Primary Vice Principal's duties and responsibilities are set forth in their job descriptions, which form a part of their contracts with the School. The principals report directly to the Head of School.

### **3.1.10 Delegation of Authority**

The Head of School may delegate certain authorities and responsibilities to others, but in every instance is ultimately responsible to the Board for the proper operation of the School and its programs.

The Principals shall have the authority to delegate certain responsibilities to others, in consultation with the Head of School.

### **3.1.11 Principals' Resignation, Termination, and Retirement**

See paragraph 4.18 in Section 4, Teaching Personnel and Academic Staff.

## **3.2 Financial Management**

### **3.2.1 Financial Management Objectives and Responsibilities**

The School is a not-for-profit institution, but the Board recognizes that money and money management are fundamental to the health of the School. It is the policy of the Board to:

- Ensure advance planning through rigorous budget procedures.
- Ensure that adequate financial strength is maintained, i.e. positive operating cash flow throughout the School year unless otherwise mandated, through proper budgeting and management of School finances so that expenses and income are balanced and matched-funding principles are applied.
- Ensure adherence to proper accounting and reporting procedures.
- Maintain an operating reserve fund that will meet unanticipated contingencies and emergency policies established by the Board.

Responsibilities for financial management among School entities and individuals include, but are not limited to, the following:

1. The Board shall establish and publish financial management policies, approve the final annual operating budget for the ensuing fiscal year, monitor budget expenditures and funds management, and approve capital funding decisions. The Director of Finance and Operations is responsible to the Head of School for ensuring that policies are properly, duly and completely implemented. He/she together with the Head of School shall report to the Board Treasurer and to the Board Finance Committee.

2. The Board Finance Committee, chaired by the Board Treasurer, shall review proposed budgets submitted by the Administration, submit final budgets to the full Board for approval, and review the implementation of the approved budget during the year, and provide a summary report for presentation by the Board Treasurer at each regular meeting of the Board.

3. The Head of School shall supervise the preparation of proposed operating budgets and present them to the Board Finance Committee, authorize the expenditure of School funds in accordance with the annual operating budget and present financial management reports to the Board Finance Committee.

4. The Director of Finance and Operations is appointed by the Head of School with the approval of the Board. The Board shall approve a general contract framework, compensation guidelines, benefits and other terms of the contract for the Director and Finance and Operations upon the advice of the Head of School.

5. The Director of Finance and Operations shall prepare proposed operating budgets, provide financial management advice to the Head of School, Finance Committee, and Board, implement expenditure decisions, prepare financial management reports for presentation to the Finance Committee, and supervise the Business Office staff. The full duties and responsibilities of the Director of Finance and Operations shall be set forth in a position description to be included in the Director of Finance and Operations' employment contract.

### **3.2.2 Annual Operating Budget**

The School's fiscal year shall run from July 1 to June 30. The proposed annual budget for the ensuing fiscal year, including faculty and staff salaries and benefits and the transportation budget, shall be prepared by the Director of Finance and Operations, in consultation with the Head of School and Board Treasurer, for presentation by the Head of School to the Board Finance Committee in September.

The Finance Committee shall review the proposed budget and present the final budget to the full Board for approval in November.

The annual operating budget should be adequate to finance ongoing programs. In addition, it should include a contingency fund of at least five percent of yearly revenue to provide for emergencies and other additions or changes dictated by the needs of the School.

The approved budget shall be considered as a controlled spending plan for the ensuing year. All expenditures to be taken from the contingency fund must be approved by the Board.

Annual operating budget surplus allocations: The approved budget will include provisional allocations to the contingency fund and/or capital fund of any budget surplus at the end of the fiscal year to meet future needs of the School.

Quarterly review: The Director of Finance and Operations each quarter shall prepare a review of budget performance (budgeted funds and actual expenditures), including the impact on the ensuing year's budget. The review shall be presented to the Finance Committee by the Head of School and then to the Board for approval and amendment of the ensuing year's budget, if necessary. The form and content of this quarterly review shall be determined in consultation with the Treasurer.

### **3.2.3 Banking Services (Depository of Funds)**

All funds received by the School shall be deposited in secured accounts in banks designated by the Board of Directors. Upon the recommendation of the Head of School and the Board Treasurer, in consultation with the Director of Finance and Operations, the Board shall authorize the establishment of checking, savings and investment accounts for the depositing and investment of School funds.

The bank depository decision along with any investments shall be reviewed by the Head of School and Finance Committee quarterly, to determine the safety and liquidity of the funds on deposit or invested as well as the investment rates offered along with other services of value to the School. The results of that review and any recommendations for change shall be presented to the Board for approval. In addition, other accounts may be opened as necessary with the approval of the Board.

School funds that are not anticipated to be needed for periods in excess of one year may be deposited in investment accounts authorized by the Board and in accordance with Board policy. No investment of School funds with a maturity of more than 12 months shall be made without the approval of the Board.

### **3.2.4 Investment Policy**

The following principles shall apply to the School's investment decisions:



1. Safety of Capital – Preservation of capital is the highest priority in the placing of investments for the School. All other objectives are secondary to preservation of capital.

2. Maintenance of Liquidity – The School’s investments must be structured and timed in such a manner that will provide sufficient liquidity to meet obligations as they fall due.

3. Return on Investments – The School will seek to optimize return on investments within the constraints of safety and liquidity.

4. Risk Tolerance – The School will continue to have a low-risk tolerance in its investments, and in its portfolio will favor a preponderance of fixed income investments over equities or other more speculative investments.

The Board of Trustees is ultimately responsible for setting the School’s Investment Policy. The Board delegates to the Head of School (who will be assisted by the Director of Finance and Operations) the authority to negotiate investments. The Head shall consult with the Treasurer regularly in connection with investment decisions.

The Director of Finance and Operations will execute the School’s investment plan. The investment plan will be reviewed monthly by the Head of School and the Finance Committee.

### **3.2.5 Tuition and Fees**

The Board will adopt a schedule of tuition and other School fees, including transportation, in US dollars, for the ensuing School year. The schedule for tuition and other fees will be based on estimated student enrollment, available financial resources, budget requirements and available reserves. In order to supply the Board with the necessary background data, it is the responsibility of the Head of School to submit to the Finance Committee for Board review an annual report on enrollment projections, an overview of the School’s financial status, and a proposed schedule of tuition and fees, together with payment plan schedules and procedures.

The Board will set such additional fees and charges as may be required to operate the School program.

Procedures and rules regarding the payment of tuition and other fees are set by the Board. Before a student is admitted, parents will be advised of all fees at their child’s current grade that they will be charged for the year that they will be attending. This process will be repeated each year.

The current Tuition and Fees Schedule is set forth in Appendix 3.2.5 of this policy manual.

### **3.2.6 Gifts**

The Head of School may accept, on behalf of the School, any unconditional gift of money or property for a purpose deemed to be suitable. The Board of Trustees will be informed by the Head of School on gifts accepted by the School. Gifts with a value over \$10,000 will need Board of Trustees approval. All money gifts accepted by

the School will be spent in a manner consistent with Board policies. To be suitable, a gift must satisfy the following criteria:

- It must have a purpose consistent with those of the School.
- It must not lead to, or involve, unacceptable costs to the School.
- It must place no restriction on the School program.
- It must not be inappropriate or harmful to the best education of the students.
- It must not imply endorsement of any business or product.
- It must not be in conflict with any provision of Board policy or public law.
- It must be in the best interests of the School and in keeping with its nonprofit status and educational goals.

Any gift presented to the School should be accompanied by a note or letter from the donor stating the purpose of the gift. A letter of appreciation signed by the Head of School shall be sent to the donor acknowledging the gift and its purposes. Any significant gift will also be acknowledged by the chairperson of the Board of Trustees.

### **3.2.7 Accounting and Reporting**

Accounts shall be kept in accordance with generally accepted accounting practices and be subject to external audit. The accounting system shall be designed in such a way as to provide information required by the Head of School and the Board.

Monthly financial reports to the Board will compare actual expenditures and income with the amount budgeted as well as a current forecast of projected revenues and expenditures.

The Board will appoint a recognized firm of auditors, preferably with knowledge of School accounts, to carry out an annual audit of the accounts, both in Istanbul and in the USA. The fee for their services will be approved by the Board. The signed auditor's report and the management letter will be presented to the Board for approval no later than the October Board meeting.

### **3.2.8 Purchasing Authority**

Acting within the framework of the approved annual operating budget, the Head of School, in consultation with the Director of Finance and Operations, shall have decision-making authority regarding all operational expenditures. The Head of School may delegate this authority to the Director of Finance and Operations for expenditures described in Appendix 3.2.8, Purchasing Policy and Procedures Manual. The Director of Finance and Operations shall be responsible for implementation of expenditure decisions.

Purchasing procedures are the responsibility of the Director of Finance and Operations and will be operated according to Appendix 3.2.8.

### **3.2.9 Disbursement of Funds**

All payment instructions (purchase orders, requests for payment, invoices, etc.) shall require the approval signatures of both the Head of School and the Director of Finance and Operations before any funds can be released.

Signatories to the School's bank accounts will be the Head of School and the Director of Finance and Operations, both of whose signatures are required for any withdrawal (check, wire transfer, etc.) from the School's bank accounts within Turkey or abroad. In the absence of Head of School and/or Director of Finance and Operations, alternate signatories to the School's bank accounts will be the Board Chair, Treasurer of the Board, or their written designees.

### **3.2.10 Disposal of School Assets**

When equipment, books, or materials become worn out, obsolete, surplus, or otherwise unusable in the School, the Director of Finance and Operations may authorize their disposal in a manner to the School's best advantage.

Items having resale value will be sold to approved dealers, with or without closed bids, in accordance with applicable laws and with the Board's policy and procedures pertaining to purchasing (see Appendix 3.2.8).

Items of no resale value, or of insufficient value to justify the time and cost involved in selling them, may be disposed of by the Director of Finance and Operations for junk value, or offered to charitable agencies, or simply placed with the School's refuse for collection. It will be the task of the business office to ensure that all local laws and regulations pertaining to the selling or disposal of School property are observed.

A quarterly summary of property disposals shall be submitted to the Head of School and in turn to the Finance Committee.

### **3.2.11 Capital Expenditures and Fund**

Capital expenditures are defined as expenditures made for long-term major educational investments such as land and buildings. They are extraordinary expenditures not covered by the annual operating budget. Unless otherwise determined by the Board, capital expenditures are made from the capital fund maintained by the School.

Capital funds are collected and replenished by the capital levy income, capital fundraising donations and loans, and/or any other liquid resources committed or designated by the Board of Directors.

The capital fund will be used to acquire, improve, replace and maintain the physical facilities of IICS and/or to pay principal, interest and bank fees on bank loans incurred by the School for approved capital expenditures. Capital expenditures include, but are not limited to:

1. acquisition of property to operate a school, such as land, land improvements, buildings and buildings improvements
2. acquisition of furniture and equipment to operate a school as part of a capital development improvement
3. non-routine maintenance of the functional adequacy of the physical facilities and making sure that the value of the physical facilities are kept at a standard level

The capital fund will be maintained as a separate term deposit in a bank recommended by the Head of School and Treasurer, and authorized by the Board of Directors.

The Head of School will determine which capital expenditure projects to propose to the Finance Committee and Board for approval. The Board may at times choose to establish a Facilities Committee or receive professional services for advice on such projects prior to rendering a final decision.

### **3.2.12 Advertisement and Sponsorship**

Advertising and sponsorship should be consistent with the generally accepted values, purposes, and goals of IICS and should reflect the aims put forth in the IICS mission statement. It is the intention of this policy that participation in advertising and sponsorship will not generate pressure on children, parents, or the School to purchase particular goods or services, subscribe to particular beliefs or attitudes, or pursue particular courses of action.

Complete IICS policy and procedures concerning advertising and sponsorship appear as Appendix 3.2.12 of this policy manual.

## **Section 4 Teaching personnel and Academic Staff**

### **4.1 Categories of Teachers**

The following categories of teachers are recognized: foreign hired, foreign teachers and locally hired teachers. Once determined, this category will remain the same throughout the period of the teacher's employment at IICS, even though a change in declared residence, citizenship or other status may occur.

### **4.2 Definitions**

A teacher's status for purposes of determining eligibility for housing, travel, baggage allowance, and insurance benefits will fall within one of the following categories.

#### **4.2.1 Foreign – Hired, Foreign Teacher**

A citizen of any country other than Turkey who is offered employment while she/he is outside of Turkey and whose primary purpose in coming to Turkey is to be employed by IICS. A citizen of any country other than Turkey who is offered employment while she/ he is in Turkey and who can demonstrate to the satisfaction of IICS that continued residence in Turkey will be primarily dependent upon employment at or by the School.

#### **4.2.2 Locally-Hired Teacher**

A person whose primary reason for being in Turkey is not employment at or by the School. In every case the final determination of such status shall rest with the Head of School.

#### **4.2.3 Full-Time and Part-Time Teachers**

Full-time teachers are those whose schedules consist of teaching 5 days per week in Primary and 7 days per cycle in Secondary. Teachers who teach less than 80% of a full-time load per week will be considered as part-time. Part-time teachers' pay is prorated and calculated on the number of periods or hours taught per week and their placement on the salary scale. Recognizing the impact that planning time has on student learning, teacher schedules will be designed to allow for planning, classroom preparation, and collaboration. Schedules of teachers with areas of extra responsibility (such as Team Leaders, Heads of Department, or IB Coordinators) may reflect the need for additional time to complete those responsibilities.

#### **4.3 Salaries of Teachers**

Teachers' salaries shall be determined by their placement on the official salary scale according to their qualifications and experience. The Head of School shall annually prepare a new salary scale for the Board's approval.

#### **4.4 Duration of Contracts**

A regular contract for a full-time teacher shall be for a period of two years. One-year contracts will be the exception, to be negotiated by the Head of School and reported to the Board.

#### **4.5 Additional Qualifications**

A faculty member shall be responsible for providing the Head of School with an official copy of any additional degree earned. If a new degree is relevant, it may result in a new position in the salary scale. In this case, salary adjustments shall be effective starting from the following month after the Head of School is provided with an official copy of the degree.

#### **4.6 Foreign-hired teachers' Compensation and Benefits**

Foreign-hired teachers, in addition to their salaries, shall receive the following benefits as defined in their contracts:

#### **4.6.1 Initial / Final Travel**

The School shall provide an economy class airfare to the employee and one qualified dependent, as defined in Policy 4.8, from the designated Point of Origin to Istanbul and return upon final termination of the contract period. Point of Origin is determined at the initial signing of the contract.

#### **4.6.2 Baggage Allowance**

Employees will be reimbursed for actual costs of excess of baggage up to 95 KG (210 lbs.) or the equivalent number of bags, upon initial travel from the Point of Origin to Istanbul, and upon final termination of employment with the School. Additionally, faculty members will be reimbursed with an amount, to be reviewed regularly, to cover the cost of shipping for educational materials, whether brought as accompanied baggage or acquired while in Istanbul. This additional amount shall apply to both initial and final allowances.

#### **4.6.3 Housing**

The School shall provide the employee with furnished housing, but does not cover the cost of utilities. Should a teacher be forced to move under circumstance beyond his/her control (ex: the landlord decides to sell the apartment), the School will pay the cost of relocation. Costs for the voluntary relocations will not be covered by the School.

#### **4.6.4 Settling-In Allowance**

The School will also provide each newly contracted employee with a settling-in allowance to be established by the administration and reviewed regularly. Contracted couples will received a combined allowance to be established by the administration and reviewed regularly.

#### **4.6.5 Dental**

Employees will be provided with Dental Coverage as defined in appendix 4.6.5.

Reimbursements will be made for 60% of actual dental costs indicated by paid bills/receipts, up to an annual limit per employee. This amount will be established by the administration and reviewed regularly.

#### **4.6.6 Medical and Health Insurance**

All full-time expatriate employees and one qualified dependent of each employee are provided with major medical health insurance benefits.

Employees, but not their dependents, are provided with other health insurance benefits covering:

- Life
- Accidental death
- Long-term disability

#### **4.6.7 Retirement Plan**

After the completion of the initial two-year contract, employees will be eligible to participate in a voluntary retirement program, to which the School contributes an amount equal to 10% of the total annual gross salary and the employee contributes a minimum of 5%. Should the employee choose not to join this retirement plan, she/he will be asked to sign a waiver absolving the School of any and all future responsibility for retirement benefits or claims.

#### **4.6.8 Educational Benefits for Dependents**

Free tuition will be provided for one dependent who is eligible and qualified to attend IICS, as defined in Policies 4.8 and 5.1, per contracted employee.

#### **4.6.9 Home Leave**

Teachers will be provided yearly with a round-trip economy class airfare, or its equivalent, between Istanbul and the point of origin, as established at the time of the initial contract. This will also apply to one qualified dependent. See Appendix 4.6.9 for Home Leave ticketing procedures.

#### **4.6.10 Incentive Bonus**

An extension of a contract beyond the initial two-year period will entitle the employee to an incremental bonus payment. Amounts will be established by the administration and reviewed regularly. This does not apply to initial one-year contracts.

### **4.7 Full-time Locally-hired Teachers' Benefits**

#### **4.7.1 Dental**

See paragraph 4.6.5.

#### **4.7.2 Medical and Health Insurance**

All full-time employees are provided with certain health insurance benefits covering:

- Major medical
- Life
- Accidental death

- Long term disability

### **4.7.3 Retirement Plan**

See paragraph 4.6.7.

### **4.7.4 Professional Development**

Upon renewal for an additional two-year period, following a previews two-year contract, the employee will be offered a stipend of an amount to be established by the administration and reviewed regularly. This is intended to be used for professional development and travel costs, as approved in advanced by the Head of School, and substantiated by evidence of the attendance.

### **4.7.5 Incentive Bonus**

See paragraph 4.6.10.

### **4.7.6 Educational Benefits for Dependents**

Full tuition at IICS will be provided for two eligible and qualified dependents, as defined in Policies 4.8 and 5.1, and with a 50% reduction in tuition fees for any others to be enrolled.

## **4.8 Dependents**

A “qualified dependent” is defined as a legally recognized spouse of the contracted employee, and/or a natural or legal child up to the age of eighteen years or graduation from Secondary School, whichever comes first. Special situations outside the scope of this definition will be determined by the Head of School in consultation with the Board of Directors.

## **4.9 Academic Staff**

The School will employ appropriately qualified faculty to support the delivery of its Mission, Philosophy and Objectives. There will be a generic job description prepared by Administration that outlines the expectations for teachers. There will be position specific job descriptions for, but not limited to, the following positions:

Primary Counselor, Primary Team Leaders, Primary Maths Coordinator, Librarian, IB Coordinators, Student Life Coordinator, and Secondary Heads of Department.

## **4.10 Personnel Files**

Employees shall have access to their personal files except for confidential information sent to the School. Upon termination of employment, an employee may request and receive a copy of his/her documents excluding said confidential materials.

## **4.11 Responsibilities of Teachers and Academic Staff**



Employees are expected to comply with all the policies, procedures and regulations of the School. Teachers, in addition to their classroom responsibilities, are expected to meet any other professional obligation or related duties that may be requested or assigned by the Head of School and/or the Division Principals, such as attendance at study halls, faculty and parent's meetings, workshops and extracurricular activities.

#### **4.11.1 Field Trips**

Teachers are expected to take students on field trips designed to broaden their knowledge and appreciation of the city and the country. All trips must be approved well in advance by the Head of School, and in all cases written permission must be received from the parents beforehand. In exceptional cases, final approval may be given by someone other than the Head of School, e.g., the Principal(s). Any expenses incurred by the teachers in charge will be reimbursed when properly documented.

#### **4.11.2 Tutoring Regulations**

Tutoring School pupils for pay may take place only after School hours and with the written approval of the Head of School. Teachers may not tutor their own students for pay. With the approval of the Head of School, School facilities may be used for extra tutoring.

#### **4.11.3 Gifts**

Teachers and Staff may not accept gifts of more than a token value from students and parents. Gifts to the School shall be reported to the Board by the Head of School for official acceptance or rejection. The acceptance of a gift shall not in any way compromise either the individual employee or the School.

#### **4.11.4 Distribution of Non-School-Related Materials**

Teachers and Staff may not distribute brochures and/or other printed materials without the permission of the Head of School.

### **4.12 Absences from School**

#### **4.12.1 Illness**

For illness or emergency in the immediate family, a full-time teacher may be absent from the School for a maximum of ten days per year, which can accumulate for up to 30 days. The maximum number of days for part-time teachers shall be prorated. Should a teacher become seriously ill or injured, and as a result be unable to work, the School will continue to pay the full salary and full benefits for up to three months. At that time, assuming the teacher's condition meets requirements, the School-provided disability insurance policy shall commence.

#### **4.12.2 Personal Business Leave**

The School will provide substitutes for up to two days of absence per year due to circumstances beyond the control of the teacher, and these can be considered Personal Business Leave without loss of pay upon approval by the Head of School. Requests for Personal Business Leave before or after holidays and/or long weekends will be approved only under extraordinary circumstances. Such requests must be submitted to the Head of School at least one day prior to the expected day of absence. Personal Business Leave may be granted for, but is not limited to:

- Traditional religious holidays
- Immigration, customs and other government office appointments;
- Mandatory obligation such as court appearances, etc.

#### **4.12.3 Bereavement Leave**

Up to ten working days of paid leave shall be allowed for death or life threatening illness in the immediate family. The immediate family is defined as mother, father, spouse, brother, sister, son or daughter. Bereavement leave may also be granted for other loss at the discretion of the Head of School.

#### **4.12.4 Leave Without Pay**

Teachers may be granted days of leave without pay, at the discretion of the Head of School and notification to the Board, with continued participation in the School's insurance and retirement plans. Any payroll deductions will be calculated by dividing the annual gross salary by 185 days.

#### **4.12.5 Sabbatical Leave**

A teacher who has completed at least seven consecutive years of full-time teaching at School and who intends to remain at the School for a minimum of two years (or more) may apply to the Board, through the Head of School, for a Sabbatical leave. The Board, upon the recommendation of the Head of School, may award a sabbatical leave on the basis of a proposal submitted by the eligible teacher that offers demonstrable and measurable teaching and learning benefits to both the teacher and the School. Once approved, the School shall provide the teacher with one half of his/her annual salary, based on the current salary scale, as well as the actual cost of health insurance coverage and a retirement contribution based on the above-mentioned salary. There is no guarantee that a teacher returning from Sabbatical Leave will return to their original teaching assignment.

#### **4.12.6 Maternity Leave**

The School will provide a teacher who becomes pregnant with maternity leave benefits consistent with Article 74 of the Labor Law as amended by Law No. 4857 and dated May 2003. A teacher who becomes pregnant is entitled to maternity leave for a period of 8 weeks before the delivery and 8 weeks after the delivery- a total of 16 weeks. In the case of more than one child (twins, etc.) the total is 18 weeks. If the

employee is in good health, and with medical approval, the employee can choose to work up to the last 3 weeks of her pregnancy, with the remaining maternity leave added after the birth.

However, with the consent of the employee, the Head of School may propose a specific plan for how the 16 weeks are distributed.

During the pregnancy the teacher is entitled to paid leave for periodic check-ups.

Upon the request of the mother up to 6 months unpaid leave will be given following 16 weeks of maternity leave. This period will not affect the annual paid leave time.

The employee can choose to take one and a half hours off per day until the child is one year old to breastfeed. The time of day when this breast-feeding will take place is at the discretion of the employee.

#### **4.12.7 Paternity Leave**

An employee whose wife becomes pregnant is entitled to 5 working days of paternity leave at the birth of the child.

#### **4.13 Assignment of Teachers**

Assignments and reassignments of the Staff may be made by the Head of School in accordance with the needs of the School. Consideration shall be given as far as possible to a teacher's qualifications, experience and preference for subject areas and/or grade levels.

#### **4.14 Teaching Day**

Teachers are expected to remain on campus during School hours, which shall be communicated to them by their administrators. Meetings and in-service training sessions are held weekly, and teachers are expected to attend such meetings.

#### **4.15 School Calendar**

The official School calendar is approved by the Board of Directors. The School year consists of approximately of 180 days of classroom instruction, plus up to 10 days of in-service training, orientation days, etc.

#### **4.16 Teacher Evaluation**

Teachers shall be evaluated by the Division Principals throughout the academic year. At the beginning of each new year, teachers will be provided with the evaluation forms which may be used as guides for self-evaluation. The Principals may visit classes at any time throughout the year, and will do so at least once during the first term, and will schedule a conference with each teacher thereafter. A formal, written evaluation will be annually prepared, copies of which shall be signed by both the teacher and the Principal. The evaluation will be kept in the teacher's file, and made

available to the teacher. Should the Principal not be satisfied with a teacher's performance, additional conferences will be held with the Head of School and suggestions made for improvement. Following these, if a teacher's performance continues to be unsatisfactory, the teacher may be notified that his/her contract will not be renewed.

#### **4.17 Contract Renewals**

##### a) Renewal of Contract:

Any contract may be renewed if, at its expiration, both parties are in agreement concerning the duration and terms of the renewal period.

##### b) Non-Renewal of Contract:

By the last working week in December before the winter holidays, employees shall notify the Head of School whether they intend to renew their contracts or not, or the Head of School shall give notice if a contract is not to be renewed. If an employee is not notified he/she may assume that a new contract will be offered. Failure of an employee to notify the Head of School by the deadline could result in a loss of benefits.

#### **4.18 End of Employment**

##### **4.18.1 Resignation**

Employees may break their contracts only in exceptional circumstances and only after notifying the Head of School. Should the employee resign and unilaterally terminate his/her agreement with the School before the completion of the contract period, he/she shall forfeit all remaining benefits and may be liable for the costs of a replacement.

##### **4.18.2 Termination For reasons of "Force Majeure"**

Should changes in the curriculum or a drop in enrollment occur, which eliminate or fundamentally alter a specific position, the affected teacher will be given the first consideration for any other openings that may develop, but in all such cases, the needs of the School shall take priority.

##### **4.18.3 Termination for Due Cause**

In the event that it should become necessary to terminate an employment in mid-contract for reasons of "due cause," the following procedures shall be applied:

"Due cause" (see below) shall be established by an official letter of warning from the Head of School setting forth the nature of the offence, to which the employee shall be given an opportunity to respond.

Should the matter not be solved or the behavior modified, however, the Head of School will write a second letter clearly stating the School's intention to terminate the contract and giving reasons therefore. Receipt of this second letter shall result in the employee being suspended from all further duties at the School. The employee may then request a hearing from the Head of School within 10 days of receiving the second statement, and the Head of School shall immediately schedule such a hearing at which the employee may present evidence and/or cross-examine any witness testifying against him/her. A commission of four adults shall be appointed to hear such evidence, consisting of the Head of School, a Representative of the Board of the Directors, the Principal of the appropriate Division, and the elected representative of the Faculty. The final decision shall lie with the Head of School, to be implemented following confirmation by the Board of Directors.

Should this process result in termination of the contract, the School shall be under no obligation to continue payment of salary or any other benefits normally provided during the course of the contract period.

“Due Cause” shall include (but not be limited to): dereliction of duty, or other professional misconduct; direct insubordination; immoral or criminal behavior; or any deliberate violation of the policies, procedures or regulations/directives of the School, the Ministry of Education, or the Laws of Turkey.

#### **4.18.4 Termination by the School**

An occasion may arise, at any time, when the School may have to terminate a contract for reasons other than those specified in the “Due Cause” clause (No. 4.18.3 above), when, in the judgment of the Head of School and the Board of Directors, such action is in the best interest of the School.

In the event of such termination, the School shall give the employee written notice of termination. The School may then require that the person leave the School forthwith. In such a case, the School will pay the employee only his/her salary for up to 90 days, and will provide for return travel and baggage to the Point-of- Origin.

#### **4.18.5 Retirement**

A teacher's mandatory retirement age shall be deemed to have been reached on the last day of the academic year in which the age of 65 years has been attained.

#### **4.19 Formal Handling of Grievances or Complaints**

Any employee who has a professional or personal grievance should refer to appendix 4.19 for details of the grievance procedures.

## **Section 5: Students**

### **5.1 Admission of Students**

#### **5.1.1 Admission Requirements**

IICS accepts students from diverse school backgrounds and with a range of academic abilities. No student, however, may be registered who has not met the School's academic and social requirements. The School reserves its right to refuse candidates for admission whose educational or physical needs may not be best served by the School, or those whose references indicate that their enrollment may be detrimental.

Students who have met the admission requirements shall be registered (or placed on a waiting list) in the order in which they complete the application process, including completed application forms, previous school records, and payment of a non-refundable application fee. Students may be required to provide letters of recommendation from their previous schools.

Upon registration, all new students must complete a Health Card and provide a Doctor's Report as evidence of a recent medical examination.

#### **5.1.2 Priorities for Admission**

- Dependents of American U.S. government employees;
- Faculty children holding foreign (non-Turkish) passports and Children of Robert College foreign faculty;
- Children of expatriates (i.e. those eligible for Resident Permits) living in Turkey; and
- Children with a foreign passport and one parent who is reasonably fluent in English.

These children may be in either of the following categories:

Category A: Applicants holding a foreign passport, but without a foreign Resident Permit, one of whose parents holds a foreign passport, and who satisfy all other Admission Requirements will be admitted into grade levels where their admission will leave at least three places vacant for expatriate children applying at a later date, and where their admission would result in no less than 67% expatriate students at that grade level.

Category B: Applicants holding a foreign passport, but without a foreign Resident Permit, who do not qualify under Category A but do satisfy all other

Admission Requirements, may be admitted only after June 1st, and only into grade levels where their admission would leave at least three places vacant for expatriate children applying at a later date, and where their admission would result in no less than 67% expatriate students at that grade level.

### **5.1.3 English Proficiency Requirements**

The School has established an ESL Programme in grades 1-12, which is aimed at developing English language proficiency to support effective learning. Students entering grades 1 through 8 may be accepted regardless of their proficiency in English. Admission to grades 9-12 shall require an appropriate level of English proficiency, as evaluated through testing and interviews with the Principal and appropriate staff.

### **5.1.4 Grade Placement**

The School reserves the right to place students at the most appropriate grade level. This decision by the administration is based upon careful consideration of the student's age, previous educational history and records, and references. Students, newly enrolled in the Pre-School, Preparatory or First Grade shall be three, five, or six years of age, respectively, on or before September 1st.

### **5.1.5 Re-Enrollment**

Re-Enrollment contracts are issued in February and must be returned by the deadline determined by the Administration, along with a non-refundable deposit. Unless parents hear otherwise from the School, they may assume that their child will be enrolled the following School year. However, the School reserves the right to deny re-enrollment to a student whose behavior disturbs the learning environment and/or threatens other students' safety and well-being, or to a student whose continued lack of effort results in unsatisfactory academic progress, or to a student whose educational or physical needs cannot be well served by the School.

### **5.1.6 School Fees**

School fees are set annually by the Board of Directors with payments based on an established scale. An extended payment schedule may be agreed upon, and will include an additional interest charge. A place for a returning student can be secured by payment of a tuition deposit by the deadline determined by the Administration. A place for a newly admitted student is secured by making payments according to the published schedule.

A one-time Capital Levy charge is applicable to all new students entering grades 1-12. New students in Pre-School are exempt of the charge until their promotion to first grade.

## **5.2 Student Attendance**

### **5.2.1 Class Size**

Class size generally does not exceed 20 students.

### **5.2.2 School Calendar**

Students' holidays and vacations shall follow a yearly School calendar as approved by the Board.

### **5.2.3 School Hours**

School hours are generally from 8:30 a.m. to 3:00 p.m. at the Hisar campus and 8:30 a.m. to 3:30 p.m. at the Marmara campus, except on Tuesdays, when School ends at 1:30 at Hisar and 2:30 at Marmara.

### **5.2.4 Punctuality**

Students shall arrive on campus by 8:20. Once having arrived on campus, students may not leave the campus before the end of the School day without permission of their principals. Students shall be expected to report to all classes promptly, and repeated tardiness shall be unacceptable.

### **5.2.5 Absences and Excuses**

At IICS, students are expected to attend every day that School is in session. Missing classes has a negative impact on students' social and academic development. Students who are absent from School shall bring to their Homeroom Teachers written explanations from their parents as to the cause of their absence.

Students who do not meet attendance requirements may face the possibility of not advancing to the next grade level. Situations of this nature will be reviewed on an individual basis and a final decision about advancement will rest with the Head of School after consultation with the appropriate principal.

### **5.2.6 Maximum Acceptable Days Missed**

The maximum acceptable number of days missed from School shall be limited to 15. Not more than 8 days shall be missed in either semester. Students registered as late arrivals shall be credited with one full day absence for each three late registrations.

When students are in breach of the attendance policy the School administration may apply sanctions as deemed appropriate.



## **5.3 Students' Responsibilities and Conduct**

### **5.3.1 Behavior**

Respect for self and others, and cooperation with peers and staff, are required of all students. Students shall respect authority, and conform to School rules, regulations, and community standards. Students shall respect the rights and privileges of others and cooperate with all members of the School community. Students will be issued a copy of the Standard Rules and Code of Behavior on their initial acceptance at IICS and at the start of each School year thereafter. The goal of both disciplinary policy and practice shall be for each student to develop self-discipline and accept responsibility for his/her actions. Inappropriate public displays and/or inappropriate demonstrations of affection will not be tolerated on the School campus.

### **5.3.2 Plagiarism**

Plagiarism is the act of presenting other people's work as one's own. IICS takes a very serious approach to academic misconduct. There are serious consequences for plagiarism, including but not limited to failing grades. If the IBO determines that a candidate has engaged in plagiarism, eligibility for credit with the IBO will be revoked.

### **5.3.3 Dress Code**

Students are expected to wear clothing for School that is appropriate for a learning institution, the student's age, and the culture of the community in which we live. The key to proper appearance is modesty and neatness. The School administration reserves the right to make final judgment on acceptable attire for students.

### **5.3.4 Smoking, Alcohol and Drug Abuse**

Students are not permitted to use, possess or be under the influence of alcohol on the IICS campus during the School day or at any School function, including field trips, nor are students to possess or use tobacco. The School day begins the moment a student steps on a School bus or arrives on campus, whichever comes first, until such time as the student officially leaves campus or steps off the School bus, whichever comes later. Any student in violation of this rule will be suspended.

IICS takes the position that a student who uses illegal drugs is not welcome in the School. This also includes use away from School, including weekends and holidays. The School reserves the right to require a confidential medical examination (urine analysis) of any student suspected of using illegal drugs or using legal drugs without a prescription. The child shall be tested in such a manner as to maintain confidentiality. Refusal to comply with this request will be reported to the Chairman of the Board and will result in immediate expulsion.

If the School becomes concerned that one or more students may be taking any of the types of drugs listed below without a doctor's prescription, the Head of School will call a meeting of the Drug Testing Advisory Committee. This committee is composed of: Head of School, Secondary Principal, and two teachers selected by the Head of School, with the Secondary Principal. A majority of this committee may decide to

instigate drug testing (urine analysis) of the student(s). In case any student tests positive, his/her parents will be informed and the family will be given three options:

- To withdraw the student permanently from IICS; in such case no further action will be taken by the School;
- To agree to periodic urine analyses, at the parents' expense; should a second test prove positive, the student shall be immediately and permanently expelled; or
- If the parents and student do not agree to cooperate with the testing, the student will be expelled permanently from the School.

#### Drugs Covered by the Policy:

The drugs referred to in this policy include any from the following categories:

Amphetamines, including cocaine; Barbiturates; Hallucinogens, including hashish and marijuana; Opiates; and Tranquilizers, and other illegal synthetic drugs and substances.

None of the drugs listed above are to be taken without a Doctor's prescription. This includes out-of school as well as in-school hours. For example, IICS students are not permitted to use these drugs on a weekend or holiday.

If IICS students are taking any drugs of the types listed above with a Doctor's prescription, the School must be notified immediately, thus allowing the School to monitor the student's behavior and to notify the parents if the drug seems to be affecting the student's behavior.

##### **5.3.4.1 Possession**

Any IICS student on the School campus or at any school-related activity found to be in possession of any of the drugs indicated above shall be expelled from the School.

##### **5.3.4.2 Search Policy**

The search of a student's property in School or on School-sponsored activities – including but not limited to lockers – may be made at the discretion of the Head of School or his designate. Such a search may be conducted if there arises a reasonable suspicion that a student has committed a theft or is keeping, at School or on a School-sponsored activity, items considered illegal, dangerous, disruptive or a general nuisance to the educational process. In the case of suspected theft, the Administration must exhaust all reasonable measures to locate the item(s) in question prior to conducting a personal search.

Personal searches of a student may only be made in the presence of the Head of School or his designate and one teacher of the same sex as the student(s) being searched. Subsequent to the search, a written report will be made to the parents.

##### **5.3.5 Library Use and Regulations**

The library is a quiet place for the School community to read, study or do research. The library is open during School hours. The librarian is available by arrangement for special research projects outside these hours.

So that everyone can take maximum advantage of this School facility and resource, the following rules shall apply:

Willful misuse of library resources shall be unacceptable;

Students with overdue library materials at the end of any quarter or term shall not receive a grade report until the materials are returned or replaced.

### **5.3.6 Transport/Bus Regulations**

Over 80% of IICS students use the bus services contracted through the Business Office. Every registered student rider, and his/her parents, shall read and sign the bus regulations each year.

Students who are not registered for the bus service may not ride on a bus without express permission.

Students who are disruptive shall be reported by the bus monitor to the appropriate principal, who shall contact the parents. A student shall be removed from the bus for five days after a second report, with a third report resulting in the student's being removed from the bus for one month, with no refund for that period.

## **5.4 Student Discipline/Suspension/Expulsion**

### **5.4.1 Referrals**

Infractions of School rules and regulations are usually dealt with by the class teacher, but if the misbehavior continues or is of a serious nature, it shall be reported to the Dean of Students and/or to the principal. The consequences of such a referral depend upon the nature and severity of the offense and upon the student's previous behavioral record. For lesser infractions, the principal may arrange a conference with the student. A second offense may lead to a parents' conference and a note being placed in the student's cumulative file.

A third offense of a similar nature or repeated referrals may lead to suspension or expulsion.

### **5.4.2 Infractions of School Rules**

Major infractions include leaving campus without permission, stealing, wanton destruction of property, physical violence, plagiarism, use or possession of tobacco, alcohol or non-prescribed drugs, insubordination or behavior that disturbs the learning environment or endangers the well-being of others.

Students who commit major infractions shall be subject to immediate suspension or expulsion. Suspensions are from one to three days. Suspensions can be either in School or out of School with the determination to be made by the Principal in consultation with the Head of School. The student may receive a failing grade on any assignments, tests or quizzes missed during a period of suspension.

Lesser infractions of rules, regulations, or community standards may result in detentions, restrictions, or counseling as appropriate.

### **5.4.3 Expulsion**

Expulsion from School shall be permanent and irrevocable. The Board shall be kept fully informed about all decisions involving expulsions.

## **5.5 Student Welfare and Safety**

### **5.5.1 Supervision**

During School hours and all School activities there are teachers on duty at all times to exercise general responsibility and to ensure student welfare and safety.

### **5.5.2 Field Trips**

Teachers organize curriculum-related field trips during the School year and care is taken to provide adequate supervision. Although every student is expected to participate in these scheduled trips, each student must nevertheless obtain parental permission each time he/she participates.

### **5.5.3 Fire and Earthquake Procedures**

Fire and earthquake procedures and emergency drills have been developed. Each room has a framed set of instructions explaining what students must do, and drills are held at least twice a year.

### **5.5.4 Insurance**

Parents are informed that the School does not carry health, accident or property insurance for its students.

## **5.6 Student Health Services**

### **5.6.1 Regular Health Care/Medical Examination Procedures**

Admission or re-enrolment into the School is contingent upon the student submitting a Health Card or Doctor's Report. Students will not be admitted until such time as these documents have been submitted.

### **5.6.2 Illness**

Students with a communicable disease are not to attend School until the period of contagion has passed. The School should be advised of any appearances of infectious diseases in order to inform the School community.

No medications may be administered by class teachers. A note from the doctor to the School nurse and the appropriate principal is required to dispense all medicines.

### **5.6.3 Injuries**

Students requiring first aid shall be treated by the School nurse or qualified teachers. In case of any apparently serious injury, the School ambulance service shall be called, and the appropriate principal and the parents immediately notified.

### **5.6.4 HIV/AIDS**

Should the School accept a student who is HIV positive or has AIDS, the parents shall be expected to reveal this student's condition to the Administration, who shall inform the teachers and instruct them to keep this information confidential.

## **5.7 Student Performance**

### **5.7.1 Records**

It is the responsibility of the Registrar to maintain accurate and up-to-date records of all students who attend IICS. These records are to be stored for 15 years after the student leaves IICS.

### **5.7.2 Promotion and Performance Review**

During the first semester of the School year, the appropriate principal shall monitor any student with a record of poor conduct, effort or achievement and, in consultation with the student, parents, faculty and counselor, shall develop a remediation plan.

At the end of the second semester of the School year, the appropriate principal has the authority to promote to the next grade, to promote under terms of probation, to require a repeat of the grade or to advise withdrawal from the School, with the Chairman of the Board being informed of the decision.

### **5.7.3 Academic Credit**

#### **5.7.3.1 Expectations for Student Advancement In Secondary School at IICS**

##### Grade 7 to 8 and Grade 8 to 9

Students must have:

- Met IICS Attendance requirements;
- Gained at least a **grade 3** in at least one subject per subject group;
- Gained a grade total of at **least 28 from a possible 56**. If one or more subjects have been taken in a given subject group, only the single best grade will count;
- Met the expectation of Community and Service to the satisfaction of the School's requirements (2 or more activities of approximately 10 hours in total);
- **Completed all assignments.**

##### Grade 9 to 10

Students must have:

- Met IICS Attendance requirements;
- Gained at least a **grade 3** in at least one subject per subject group;
- Gained a grade total of at **least 28 from a possible 56**. If one or more subjects have been taken in a given subject group, only the single best grade will count;

- Met the expectation of Community and Service to the satisfaction of the School requirements (3 or more activities of approximately 15 hours in total);
- **Completed all assignments.**

### Grade 10 to 11

Students must have:

- Met IICS Attendance requirements;
- Gained at least a **grade 3** in at least one subject per subject group;
- Gained a grade total of at **least 28 from a possible 56**. If one or more subjects has been taken in a given subject group, only the single best grade will count;
- Gained at least a **grade 3** in the personal project;
- Met the expectation of Community and Service to the satisfaction of the School requirements (3 or more activities of approximately 15 hours in total);
- **Completed all assignments.**

Note: This requirement differs slightly from the IBO requirements for the exit year of the MYP. IBO requirements allow a student to acquire the MYP Certificate even if a student scores a '2' in one subject provided other conditions are met.

In the case of ESL students at all grade levels 7 through 10:

- Students with only 7 subjects must have gained a grade total of 24, and
- Students with only 6 subjects must have gained a total of 21.

Any student not meeting the criteria will automatically be withheld from advancing. An appeal, however, can be made directly to the Secondary School Principal.

HS Academic Credit: For grades 9 through 12 inclusive, a student must acquire a score of at least '3' to acquire IICS credit for any particular course.

### **5.7.3.2 Procedure for Communication and Execution of Academic Policy**

At the end of the first semester a reminder of the exit criteria will be distributed with the reports. This will ensure communication of the status of the student relative to the exit criteria. Students at risk of not meeting the exit criteria will be given a final notice of their status in the second semester.

Any student not meeting the criteria will automatically be withheld from advancing, however, an appeal can be made directly to the Secondary School Principal. Students

with diagnosed learning disabilities recognized by IICS will be considered to fall under extenuating circumstances and as such will automatically be considered within the appeal process or prior to that if deemed necessary. The appeal process follows.

### **5.7.3.3 Process for Appeal**

1. Upon notification from the School that a student will be withheld from advancing, the student/parent must submit to the Secondary School Principal a written request to re-consider advancement. The student/parent should explain their reasoning for the appeal in this letter.
2. The Principal will review the records of the student and convene an advisory panel consisting of:
  - a. The Student's Homeroom Teacher
  - b. The Dean of Students
  - c. The MYP Coordinator in the instance of 7<sup>th</sup> to 10<sup>th</sup> grade students
  - d. The DP Coordinator in the instance of 10<sup>th</sup> grade students
3. The Principal will consult with the advisory panel and the Head of School, who will render a decision on the appeal and communicate this to the Board Chairperson. It is possible that a reversal of the decision, with conditions, will occur.

The final decision will be communicated in writing to the student and parent.

### **5.7.4 Transfer to Another School, Transcripts**

A student's transcripts shall be made available upon request from his/her parents or, given parental consent, on request from a school to which the student is applying to continue his/her education. Transcripts shall be withheld if a student has an outstanding debt with the School. Furthermore, students shall complete a Withdrawal Form several days before their departure to ensure that all classroom textbooks and materials, and all library books, have been returned in good condition. Final documents will not be released or forwarded to new schools until the completed Withdrawal Form is given to the appropriate principal.

## **5.8 Student Organizations and Clubs**

### **5.8.1 Student Councils**

Students are offered the opportunity to participate in self-government, decision-making and project planning through the Primary and Secondary Student Councils. Primary School representatives are chosen by their peers and their teachers. Representatives to the Secondary School Student Council consist of the homeroom presidents (7-12), and the Secondary Executive Committee, whose members are elected in February of each year. The Secondary Executive Committee consists of the president, vice-president, secretary and treasurer.

### **5.8.2 Community Service**

This School-wide program helps students integrate into their social environments through service activities inside and outside of School.

### **5.8.3 Co-Curricular Programme**

A variety of co-curricular activities is available to students.

### **5.8.4 Interscholastic Sports and Activities**

IICS students have the opportunity to take part in local and international sports and activity leagues.

### **5.8.5 Publications**

The yearbook is published annually and is supervised by teachers who solicit input from teachers and students.

### **5.8.6 Student Solicitations**

Student fund-raising activities on campus, or on behalf of the School off campus, must be approved by the Head of School and the principal. Any solicitation of funds, services or sponsorship from outside companies and organizations must be coordinated through the appropriate principal.

**ISTANBUL INTERNATIONAL COMMUNITY SCHOOL**

**APPENDICES TO POLICY MANUAL**



## **List of Appendices:**

- A 1.1 IICS By-Laws
- A 2.2.2 Head of School Appraisal
- A 2.4.3 Election Procedure
- A 2.6.6 Robert's rule of Order
- A 3.2.5 School Fees
- A 3.2.8 Purchasing Policy
- A 4.6.5 Procedure Dental Coverage
- A 4.6.9 Home Leave Benefit Procedure
- A 4.19 Teacher's Grievance