



INTERNATIONAL SCHOOL OF PORT OF SPAIN

BOARD POLICY MANUAL

2019-2020

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1. The School and Its Goals



1.1 School Legal Status

The International School of Port of Spain (ISPS) is a not for profit organisation owned by a private company incorporated under the laws of Trinidad and Tobago. The company is operated by a Board of Directors consisting of one corporate director for each shareholder holding 20% of the issued shares of the company and three parent directors nominated by the Parent/Teacher Organisation and approved by the Board.

The company's Articles of Association and Memorandum of Association provide the company with the authority to own and operate the school.

Legal Refs. Memorandum and Articles of Association of The International School of Port of Spain, July 11, 1994

1.2 School Vision, Mission, and Philosophy

Mission - ISPS is a vibrant learning community dedicated to developing passionate learners who strive for excellence and pursue their unique potential. We encourage resilience, innovation and collaboration, preparing students to act with confidence and integrity as caring global citizens.

Vision - Inspiring thinkers and doers to shape a better world.

Motto - Difference Makers, Future Shapers

Section 1.2 revised - February 2016

Educational Philosophy:

ISPS provides a college preparatory, holistic education for children in grades Pre-Kindergarten through Grade 12, providing them with the skills, knowledge and values necessary to be productive individuals in an interdependent world. Focusing on programmes of study and requirements of universities in North America and abroad, ISPS strives to meet the needs of both international families and long term residents of Trinidad and Tobago.

Acknowledging that each learner is unique and valuable, ISPS nurtures love of learning, high self-esteem and appreciation for human diversity in a manner that supports high quality education. The school's Board of Directors works closely with the school's administration to meet the needs of the school community, while actively inviting parent, faculty and student participation in school life.

ISPS offers an international education based upon a US curriculum model. The International School of Port of Spain utilizes the rich and diverse environment of



Trinidad and Tobago and draws on the special qualities of the ISPS community to prepare young people for the challenges they will face as citizens of the twenty-first century.

Goals:

- 1.2.1 **Philosophy Goal 1:** To establish an environment that enables each student to perform at the highest level of which he or she is capable
- 1.2.2 **Philosophy Goal 2:** To promote the skills, knowledge, attitudes and positive self-concept necessary for the lifelong intellectual and physical development of each student
- 1.2.3 **Philosophy Goal 3:** To develop strategies to help students live in an increasingly complex, challenging, interdependent and changing world
- 1.2.4 **Philosophy Goal 4:** To foster awareness of the rights, duties and responsibilities of citizenship as well as respect for other cultures.
- 1.2.5 **Philosophy Goal 5:** To encourage all students to benefit fully from the rich educational opportunities offered in Trinidad and Tobago.

1.3 Strategic Planning

The School will maintain a multi-year Strategic Plan, with a focus on people and communication, governance, quality of education, finance, and growth and resources. This plan will be reviewed annually by the full Board giving full consideration to the recommendation from the Strategic Planning committee.

Section 1.3 approved - March 2018

Updated December 2018

School Improvement Plan, sentence 1, changed to Strategic Plan, March 2019

1.4 School Year

The school year shall consist of no fewer than 180 and no more than 185 days. School opens in August, has one-week break in October, a three week Christmas break, Carnival Monday, Tuesday and Ash Wednesday, two weeks at Easter, and ends in June. All public holidays in Trinidad and Tobago will be observed. Teachers shall be subject to call for 195 working days each school year, to be decided by the school administration.

Section 1.4 approved -March 2018



1.5 **School Calendar**

On or before its regular February meeting, the Board shall adopt the school calendar for the ensuing school year. The Director shall submit a recommended calendar to the Board in advance of the meeting.

1.6 **School Day**

The Director shall arrange and schedule the school day so as to offer the greatest educational return for the time spent, within the limitations of school facilities.

To attain optimum time-use for each student, variations in the daily schedule may be arranged to enable individual students or groups of students to receive special instruction.

1.7 **Emergency Closing**

The Director is authorized to announce the closing of school if actual or potential hazards threaten the safety and well-being of students and employees. The decision to close the school shall be made by the Director or his/her designee upon consultation with the Board of Directors (when feasible), professional staff, and/or other community agencies responsible for the safety and well-being of the community. All public announcements or releases to the news media will be made only by the Director, his/her designee, or the Board Chairperson.

Procedures and guidelines for short and long term closure of the school including Force Majeure closure are outlined in the Faculty Handbook.

*Cross Ref: 7.1.1 Public Information Media
Section 1.4 approved -March 2018*

1.8 **Make-Up of Emergency Closing Days**

During the emergency closing of the school, all faculty are considered to be on leave without pay and students are considered to be on leave. In the event the number of school days lost results in a school year of less than 180 instructional days, teaching days will be made up either through extended school days, or an extended school year. For purposes of calculation, a half day of instruction shall be counted as a full day. The required annual number of teaching days will be reduced only in extraordinary circumstances, and only with Board approval.

1.9 **Parent/Student Handbook**

The Student/Parent Handbook is a resource which documents procedures and guidelines throughout the school. The Student/Parent Handbook shall comply with policies adopted by the Board.



The Board delegates the responsibility of an annual update of the Student/Parent Handbook to the Director. The handbook shall be published on the school's website.



2. Board Powers and Duties



The Board of Directors is responsible for the broad direction and control of the school. It establishes basic school policies and major programmes and delegates to the Director the day-to-day administration and the execution of approved policies and programmes.

Among the specific functions exclusively reserved to the Board are the following:

Actions:

- 1 Hiring the Director
- 2 Governmental and public relations
- 3 Employee welfare and relations
- 4 Review of audits
- 5 Carrying out decisions made at stockholders' meetings
- 6 Determination of the time and place of all meetings of the Board
- 7 Appointment of company officers, auditors and attorneys

Approvals:

- 1 Curriculum context
- 2 Disposition of all assets and liabilities of the company with residual value
- 3 Insurance policies covering assets of the school
- 4 Salaries (ranges and increases), budgets, and personnel policies
- 5 Reports to stockholders
- 6 Capital and financial budgets
- 7 Capital outlay expenditures (except as approved through budget approval), loans, dividend payments, and other important financial matters
- 8 Selection of banks for deposit of the company's funds
- 9 Expulsion of a student as recommended by the Director
- 9 Terms of employee contracts
- 10 Creation, change and elimination of employee positions

Development of Policies, including but not limited to:

- 1 Organisation
- 2 Admissions
- 3 Curriculum and instruction
- 4 Position classification and compensation
- 5 Finance
- 6 Facilities usage
- 7 Transfer of stock

The Board relies upon the Director to administer its policies and programmes. The Director shall provide periodic reports to the Board concerning all aspects of the school's operation. The Director shall report violations of school policy to the Board no later than the time of the Board's next regularly scheduled meeting.



2.1 Board Members' Code of Conduct and Conflict of Interest

The Board commits itself and its members to ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,

1. Members must represent un-conflicted loyalty to the interests of the school. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility. A conflict of interest is defined as any relationship that could interfere with the ability of the Board member to exercise objectivity in the decision making process.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board member, or immediate family members and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - c. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she first must first resign.
 - d. At the beginning of each school year and as appropriate, members will disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interaction with the Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members will give no consequence or voice to individual judgments of Director or staff performance.



4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

This Code of Conduct and Conflict of Interest Policy will be read and signed by all Board members at the first Board meeting of the school year.

2.2 **Company's Legal Counsel**

The Board may appoint legal counsel to serve as the company attorneys at an approved fee plus expenses.

The attorneys are directly responsible to the Board and all of their communications should be directed to the chairperson of the Board.

2.3 **Board/Director Relationship**

The Board holds the Director responsible for the administration of school policies, the execution of Board decisions, the operation of the internal machinery designed to serve the school programme, and for keeping the Board informed about school operations and problems.

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

- a. Give the Director administrative authority for properly discharging all professional duties with full accountability for acceptable results;
- b. Hold meetings of the Board in the presence of the Director except those portions of such meetings pertaining to confidential matters;
- c. Refer any criticisms of any employee directly to the Director or appropriate administrator for resolution.

The Board shall devote part or all of one meeting, at least annually, to a discussion of the working relationship between the Director and the Board and submit a written evaluation prior to the start of the new academic year.

2.4 **Board Meetings**

Proceedings of all Board meetings shall be in accordance with the company's by-laws maintained by the corporate secretary at the registered office of the company.

The chairperson shall ensure that the Board of Directors meets at least six times in the course of each calendar year at intervals of approximately one month, or as necessary.



The school Director will be responsible to ensure Directors and alternates receive meeting agendas and supporting materials in advance of scheduled meetings.

Legal refs. By-laws of The International School of Port of Spain Companies Act 1995

2.5 **Executive Session**

All meetings of the Board are closed unless outside participants are invited to attend by the Board. The school Director is an ex-officio member of the Board and will attend all meetings of the Board. In certain circumstances, and in particular when the Director's performance review is being discussed, the Board may move into executive session, during which time the Director will not be present. Similarly, the Board may move to executive session to discuss complaints, charges or personal matters pertaining to a Board member, at which time that member will not be present.

Minutes taken during executive sessions shall be held confidential in accordance with the Board's policy on minutes. Members of the Board shall be duty-bound to keep confidential all matters discussed in executive sessions.

Cross ref.: 2.8 Guidelines for the Resolution of School Concerns

7.5 Board Meetings

Deletion made December 17, 2018. (See HRGP minutes December 10, 2018)

2.6 **Agenda Preparation, Format and Dissemination**

The school Director shall arrange for the preparation and dissemination of meeting agendas in consultation with the Board chairperson. Members of the Board may propose agenda items. These should be submitted in writing to the Director and Board Chairperson with appropriate documentation, at least eight days prior to the meeting at which the item is to be discussed. The Board chairperson will have authority to determine if a proposed item is placed on the agenda. If the chairperson elects not to include the item, s/he will notify the member who made the proposal in writing, explaining the rationale for not including the item on the agenda.

In cases of emergency, matters may be added to the agenda at the start of the meeting by the Board chairperson if such must be dealt with before the next regularly scheduled meeting.



2.6.1 **Agenda Format**

The agenda for Board meetings should include the date and location of the meeting, approval of the minutes from the previous meeting, and items for approval and discussion.

2.7 **Minutes of Meetings**

Minutes shall be kept by a secretary designated by the Board for all Board meetings, including executive sessions and shall include not less than:

- a. A statement of the time, date, and place of the meeting;
- b. The persons present;
- c. Any decisions made at the meeting, and record of all roll call votes;
- d. For executive sessions, the purpose or purposes for which the session was held.

Minutes will be distributed no later than seven days after the date of the Board meeting.

Minutes will be approved by the Board at the next regularly scheduled Board meeting.

All minutes will be available for inspection by the company secretary and by company officers and directors and maintained at the company's registered office.

2.8 **Guidelines for the Resolution of School Concerns**

The Board of Directors welcomes feedback from the school community. To ease communication and to efficiently address concerns, the Board believes matters should be solved at the level where the concerns can be most effectively addressed. To this end:

- a. Matters concerning a student's academic performance or the curriculum and/or performance of the school shall be discussed first with the student's teacher.
- b. If the matter cannot be resolved with the teacher, it shall then be brought to the Principal.
- c. If the matter is not resolved at this level, it will then be referred to the Director.
- d. If the matter is not resolved at this level, it may then be referred, in writing, to the Board Chairperson, copied to the Director, with a request for Board review and resolution. The Board may go into the executive session to receive presentations by the parent, teacher, or Director as appropriate. The Board will take such matters under advisement and issue responses



after due deliberation, usually no later than its next meeting. Decisions of the Board are final.

*Cross Ref: 4.13 Staff Complaints and Grievances
5.18 Reconsideration of Materials
7.4 Community Complaints*

2.9 **Advisory Committees to the Board**

The Board of Directors may create advisory committees to serve as task forces for special purposes or to provide continuing consultation in a particular area of activity. However, there shall be no standing overall advisory committee to the Board. Each committee shall be clearly instructed as to the service the Board wishes the committee to render and to the extent and limitations of its responsibilities.

The Board of Directors possesses certain powers and prerogatives, which cannot be delegated or surrendered to others. Therefore, all recommended actions of an advisory committee must be submitted to the Board for action, unless authority to act is specifically delegated by the Board.

Cross Ref:7.31 Community Involvement in Decision Making

2.10 **Development of School Policies**

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

School policies of the Board are framed and are meant to be interpreted in terms of the laws of Trinidad and Tobago, the authorities defined by the articles of association and memorandum of association of the company, Board By-Laws and the recognised accrediting authority of the school.

2.11 **Policy Adoption and Dissemination**

The Board recognizes that changes in the needs, conditions, purposes and objectives of the school will require revisions, deletions, and additions to the school policies. Proposals regarding school policies may originate from any of several sources: a parent, an interested member of the community, a professional employee, a member of the policy committee, Board members, the Director, a professional consultant, a civic group, etc. The Board welcomes suggestions for ongoing policy development and improvement.



New policies or revisions to existing policies shall be drafted and agreed to by a committee designated by the Board for this purpose. New policy proposals shall be recommended to the Board in writing.

After a policy is adopted, copies shall be distributed to each Board member for insertion in the Policy Manual.

2.12 Policy Review and Evaluation/Manual Accuracy Check

In an effort to keep school policies up-to-date so that they may be used consistently as a basis for Board action and administrative decisions, the Board shall review these policies on a regular basis.

The Director is given the ongoing responsibility of calling to the Board's attention any policies that are out of date or for other reasons appear to be in need of review and/or revision.

2.13 Administration in Absence of Policy

In cases when action must be taken and the Board has provided no policy to guide such action, the Director shall have the power to act.

His/Her decisions, however, shall be subject to review by the Board at the next Board meeting. It shall be the duty of the Director to inform the Board promptly of such action and of the need for an approved policy.

2.14 Suspension of Policies

The operation of any section or sections of school policies not established by law or contract may be temporarily suspended by four out of seven full voting Board members.

2.15 Board Review of Administrative Regulations

The Board reserves the right to review administrative regulations (i.e. teacher handbooks, parent handbooks and student handbooks) at its discretion, but it shall revise, disapprove or revoke such regulations only when, in the Board's judgement, they are inconsistent with policies adopted by the Board. The Board will be provided with copies of all regulations issued by the administration upon request.

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



3. Fiscal and Operational Management



3.1 Responsibility for School Finances

3.1.1 The Board of Directors

The Board of Directors will annually review and approve the budget, level of school fees, the audited accounts and shall fix the compensation benefits for administrators and teachers and other employees as deemed necessary. The Board shall act in such a way to secure the short and long term financial health of the school and ensure appropriate financial controls are in place.

3.1.2 The Finance Committee

The Finance Committee shall function as a standing committee of the Board of Directors. The committee shall advise the Board in the financial oversight of the school and work with the administration to ensure efficient and accurate financial management and reporting.

3.1.3 The Director

The Director is responsible for the sound financial management of the school.

3.2 Annual Operating Budget

3.2.1 Authority of the Director

The Director is authorized to make expenditures and commitments in accordance with policies and the budget approved by the Board of Directors.

3.2.2 Fiscal Year

The fiscal year shall commence from August 1st and end on July 31st of the following year.

3.2.3 Budget Preparation

The Director is responsible for preparation of the annual budget and may involve staff members in this process as deemed appropriate. The Board of Directors approves staff compensation packages and the upcoming school year fee structures in January of each year. The annual budget will be approved by the Board of Directors no later than May of each year. The operating budget shall be considered as a controlled spending plan for the ensuing fiscal year.

The Director, working with the Finance Committee, will present a revised budget for the current fiscal year in October of each year for Board consideration.



3.2.4 **Line Item Transfer Authority**

The Director has authority to transfer funds among budget line items up to a maximum of ten thousand US dollars (US\$ 10,000) per line item, and this authority may be increased to twenty thousand US dollars, (US\$ 20,000) with the specific approval of the Finance Committee. All transfers must be reported to the Board of Directors and those exceeding these amounts require Board approval.

3.2.5 **Surplus Funds**

Allocations of any surplus funds will normally be discussed after a review of the completed fiscal year. The allocation of surplus funds will be approved by the Board of Directors.

3.2.6 **External Audit**

An audit of the accounts of the school system shall be conducted annually by an independent chartered accountant selected by the school Board. The audit examination shall be conducted in accordance with generally accepted auditing standards, and shall include all funds over which the school board has direct or supervisory control. The external auditing company will hold contract to conduct audits for a period not to exceed three years.

An auditor's fee shall be budgeted in each fiscal year.

3.3 **Accounting and Reporting**

3.3.1 **System of Accounts**

The accounts of the school shall follow standard international accounting practices. The Director is responsible for developing and maintaining accounting systems which conform to best business practice.

3.3.2 **Funds Management**

The school will maintain separate fund accounts for various business activities. Additional fund accounts may be established with the approval of the Board of Directors.

An Operating Fund will be maintained to conduct the day to day operations of the school and is directly related to the operating budget.

A Capital Contribution Fund will be utilized for capital expenditures. Capital expenditures are those items which will be used over an extended



period of time. Apart from tangible assets, capital expenditures also include improvements to the building and land. Unlike current assets (i.e. cash and other items easily converted into cash), these assets have a useful life of more than one year and a value of US \$ 1,000 or more.

In the event any unforeseen or exceptional event causes a funding need beyond the Director's Line Item Transfer Authority, the Finance Committee will determine the amount of funds that should be made available and recommend this amount to the Board for approval.

Section 3.3.2 approved -March 2018

The system devised by the Director should ensure sufficient ready access to funds to enable the school to operate efficiently, yet should also provide for an investment of funds in a manner which will provide a maximum rate of interest on money not needed for the immediate future. The *Finance Committee* will approve investment changes.

3.3.3 **Investments**

At times, the school may wish to make investments outside of the fund categories denoted in 3.3.2. These might include bonds, mutual funds or other investment options. In all cases, investments of such a nature must be approved by the Board of Directors following a recommendation by the Finance Committee.

3.3.4 **Reporting**

The Director will ensure the preparation of monthly financial reports for presentation by the Finance Committee to the Board of Directors. At minimum, these shall include: a Balance Sheet, Profit and Loss Statement, Cash Flow Statement, and Statement of Current Accounts. The Board of Directors, through the Finance Committee, may request other financial reports deemed necessary. The Director will also inform the Finance Committee of any deviations from the approved budget.

3.4 **Depository of Funds**

3.4.1 **Authorized Signatures**

Cheques for less than US\$10,000 drawn on the school's bank accounts shall be signed by the Director and the Accounts/Business Manager.

Cheques US\$10,000 or more drawn on the school's bank accounts shall be signed by any two approved signatories of the Board or the Director and a signatory of the Board unless of a recurring nature, such as salaries, which are accounted for in the school's operating budget. A summary of cheques



and appropriate financial detail signed by the Director that are in excess of US\$10,000.00 or more shall be submitted to the Finance Committee on a monthly basis.

Authorized signatories to bank accounts shall be approved by the School Board and reviewed by the Board at its first meeting of each academic year.

3.4.2 **Banking Facilities**

The Finance Committee will annually review and recommend suitable banking facilities for the safekeeping of school funds. Any recommended changes will require approval of the Board of Directors.

Section 3.4.2 approved -March 2018

3.4.3 **Cash in School Buildings**

All monies collected by school employees, or other organizations for school purposes, shall be accounted for and deposited in the school's bank accounts as soon as possible. All money kept in the school building will be deposited in the school safe. The Business Manager will oversee monthly cash counts and periodically conduct random cash counts. Any discrepancies from account statements and cash counts will be immediately reported to the Director.

3.5 **Income from Tuition and Fees**

3.5.1 **Tuition Charges and Fees**

Tuition and enrollment fees, including fees charged to the children of foreign and domestic employees, shall be established early in each calendar year by the School Board. The tuition fees shall be so calculated that, based upon the projected *enrollment* for the following budget year, estimated total tuition income shall cover the school's total operating expenses. Fees are due and payable on acceptance of students and payment should be paid within thirty (30) days from the date of the invoice. Payments after this time will be charged interest based on a 10% annual interest rate. Tuition and enrollment fees are set in US dollars. Tuition can be paid in TT dollars at the exchange rate of the last date of the preceding month for the following month, e.g. the rate on the last working day of January would be the rate to be used for payments being received in February.



3.5.2 Director's Fund

A Director's Fund is established annually within the approved operating budget. The fund is established to allow grants in tuition based on financial need and the contribution of the student to the school through strong academic commitment and character. The Director shall produce operating criterion that are used to determine the granting of these awards. Grants in tuition up to US\$ 2,000 may be approved by the Director. Grants greater than this amount must be approved by the Board of Directors. No one family shall receive more than two grants without Board approval. All grants are for a one-year period and application for renewal must be made by May 15th preceding the new school year.

3.5.3 Responsibility for Payment of Fees

The enrollment of a student is an individual contract between the parent and the school, regardless of any arrangement a parent may have with his/her employer concerning payment of the fees. As such, the parent bears the ultimate responsibility for the payment of all fees. Educational services may be suspended for a student whose family has not paid tuition owing to the school for a period of 90 days or more. The decision to suspend educational services is at the discretion of the Director who will take into account the particular characteristics of the situation and will be enforced when all other reasonable methods to collect fees have been exhausted. The suspension of educational services for non-payment of tuition fees is understood to be a temporary measure and is not equivocal to either withdrawal or expulsion (reference 6.4.4).

3.5.4 Enrollment during Year

Students entering ISPS after school has started will be invoiced for tuition fees as follows:

	<u>Fees Due</u>
Entrance during the 1 st Quarter	100%
Entrance on or before 1st January	85%
Entrance on or after the 2nd January and before the 4th Quarter	60%
Entrance during the 4 th Quarter	55%

Section 3.5.4 approved -March 2018



3.5.5 Refunds

Refunds will be made only upon written request to the school administration. Refund requests must be made in writing within thirty (30) days after the student withdrawals from the school.

Refunds of tuition for families who leave early will be based on the following:

	<u>Refund</u>
Departure during the 1 st Quarter	25%
Departure on or before last school day in December	20%
Departure during the 3 rd or 4 th Quarter	No refund

Section approved -March 2018

No refunds will be made on tuition, which involves grants in tuition or scholarships.

No refunds on tuition will be made in the case of an extended closure of the school due to force majeure.

3.6 Income from Sources Other Than Tuition

3.6.1 Capital Contributions

Each new student enrolling in grades KG – 12 for the first time in the school, excluding children of full time teachers, shall pay into the capital contribution fund. These contributions are due and payable in advance on acceptance of *the* student. The Board approves the contribution sum. These contributions are non-refundable and will be allocated to the Capital Fund of the School.

Adopted: October 29th 2004

3.6.2 Gifts, Grants and Bequests

A letter should accompany any gifts presented to the International School of Port of Spain from the donor for recognition by the School Board. In all cases, gifts shall only be accepted if the donor is acceptable to the Board of Directors.

Any employee who receives a gift with a value exceeding US\$ 100 must register the gift in a gift register maintained by the school Business Manager.



3.7 **Inventory**

3.7.1 **Equipment**

Detailed inventory records of furniture and equipment located on all school premises shall be maintained. A physical count should be made each year.

All items whose *replacement* value exceeds \$200 shall be included in the inventory, with the exception of equipment permanently fixed in a building such as air-conditioners or lockers. The inventory shall include at least the description, name, date of acquisition, identification numbers, original cost, and location of use of all items. A record of the date and mode of disposal of all equipment removed from the inventory shall also be kept.

3.7.2 **Supplies**

The Director, through the business office, will implement a system of controls for the use of supplies at the school. The business office will periodically review the system of controls to ensure these are sufficient to guarantee supplies are being used appropriately and in an efficient manner.

3.7.3 **Instructional Equipment**

An annual inventory of instructional equipment for each classroom (i.e. Globes, maps, stands, small shop tools, etc.) shall be maintained by the business office.

3.7.4 **Materials Collections**

Books, educational materials, and periodicals shall be catalogued using a recognised standard system. Circulation records shall be kept on a daily, monthly and annual basis.

3.7.5 **Storage of Documents, Computer Programs and Data**

All source documents, general ledger, bank reconciliations, financial statements and related data shall be systematically filed, labelled and stored to ensure easy recovery, accessibility and safekeeping. Such must be retained for six (6) years.

3.8 **Purchasing Authority**

3.8.1 **Purchasing Procedures**

The Director shall develop procedures to ensure purchases of equipment and supplies are fit for purpose, made at competitive prices, and of a



satisfactory quality. In addition, purchasing procedures will include provisions for the timely payment of goods and services received. Procedures will also make provisions for the proper recording of purchases. Procedures will also ensure separation of duties with regard to procurement, purchasing, and payment functions.

3.8.2 **Authorization**

The cost of commodities/services requisitioned must be provided for in the approved budget. Where the cost of such exceeds US\$1,000, the Director must sign the purchase order.

3.8.3 **Soliciting Prices (Bids)**

Bids shall be obtained for purchases where values are US\$ 10,000 and above.

Procedures shall be in place so that when soliciting bids, instructions and specifications are clear and complete, setting forth all necessary conditions conducive to competitive bidding and transparency.

No bids will be accepted after the said advertised time. The bids shall be opened in public at the prescribed time and place and tabulated for review. Acceptance of the winning bid will be at the discretion of the Director and based on price, quality of the product or services, and ability of the bidding company to deliver as determined by the school.

After the bids have been opened and tabulated, they will be available for any member of the Board of Directors to examine. They shall not, however, be removed from the purchasing office.

3.8.4 **Relations with Vendors**

Purchasing personnel shall promptly acknowledge inquiries from suppliers' representatives. The school shall not extend favoritism to any vendors. Each order shall be placed based on quality, price, and delivery, with past service being a factor.

No purchase will be made from an employee of the school or from a member of the immediate household of an employee without approval of the Finance Committee.

No purchase, except for public utilities, will be made from a member of the Board of Directors, or from a member of a Board member's immediate



household, or from any enterprise in which the Board member holds a substantial interest without Finance Committee approval.

No employee shall endorse any product of any type or kind in such manner as will identify him/her in any way as an employee of the school.

3.8.5 **Contracts**

All contracts between the school and outside agencies shall conform to prescribed standards as required by law.

All contracts between the school and outside agencies shall be prepared under the supervision of the Director or designee, and where appropriate, subject to approval of the legal adviser to the school.

The school shall not enter into any contract with a person, agency or organisation if it has knowledge that such person, agency or organisation discriminates on the basis of race, colour, religious creed, age, marital status, national origin, sex or physical handicap or disability, either in employment practices or in the provision of benefits or services to students or employees.

3.9 **Disbursement of Funds**

The Director will develop procedures for the disbursement of funds which comply with standard accounting practices and result in the efficient use of funds. The procedures will include limits on the authorization and limits of authority for expenditures. These will also include procedures for: payment for goods and services, payroll, expense reimbursement and handling of petty cash. The petty cash account balance will normally not exceed TT\$ 5,000.

3.10 **Use, Sale and Disposal of Books, Equipment and Supplies**

3.10.1 **Disposition of Outdated Books**

When equipment, books and materials become worn out, obsolete, surplus, or otherwise unusable in the schools, the Director may authorize their disposal in a manner to the school's best advantage and shall report such transactions to the Board of Directors. Any proceeds from disposition of books, equipment or supplies shall be deposited in the operating fund as income.

When books or other equipment and supplies are given to the Parent Teacher Organization, the PTO may dispose of them as they wish. Any monies received can be retained in the PTO account.



3.10.2 **Authorized Use of School-Owned Materials**

No school equipment may be used other than for school purpose except when approved by the Director. The Board of Directors shall permit school equipment to be loaned to staff members on the Director's approval when such use is directly or peripherally related to their employment and to students when the equipment is to be used in direct connection with their studies. Proper controls shall be established to assure the lender's responsibility for, and return of, all such equipment.

3.11 **Insurance Management**

The school shall maintain adequate levels of insurance against losses through fire, theft, accidents, liability and other risks as the Board sees necessary or as may be required by law. The Finance Committee shall annually review all coverage based on need and quality and submit their recommendation to the Board of Directors.

Insurance quotes shall be requested by bids. However, the board reserves the right to review bids, bidding procedures, and details regarding contractual arrangements.



4. Personnel



Full policy revised and approved by the Board of Directors 31 May 2011

4.1 Staffing Goals

The Board recognises that dynamic and efficient staff dedicated to educational excellence is necessary to maintain a constantly improving program. The Board is interested in its personnel as individuals, and it recognises its responsibility for promoting the general welfare of the staff.

The Board is committed to supporting the provision of a highly competent, well-trained staff, able to fit each discipline and area of responsibility into a balanced, well-run school program. The Board recognizes that formal pedagogic training is a critical element of teacher training.

Duties of school employees shall be outlined by the Director and be provided to the Board. The Board's specific personnel goals are as follows:

- a. To recruit, select, and hire the best qualified people to staff the school system;
- b. To develop and manage a staff compensation program that will attract and retain the best employees;
- c. To provide a professional development program for all employees which will enhance their performance and encourage their professional development;
- e. To provide an environment which fosters quality human relationships necessary to obtain maximum staff performance and satisfaction.
- e. To use staff as effectively and economically as possible for the benefit of the total school program; and,
- f. To conduct an evaluation program that will contribute to the improvement of staff performance.

4.2 Equal Opportunity Employment

It is the policy of the Board of Directors that no person shall, on the basis of race, colour, creed, religion, sex, age or national origin be denied the benefits of, or be subject to discrimination in, any education program or activity of the International School of Port of Spain. This includes employment, retention, and promotion.

The Board reserves the right to select the most qualified teachers to maintain accreditation status in preserving the unique character of the school as an international educational system with a United States curriculum.

4.3 Administration

The Director of the International School of Port of Spain is accountable for the direction, coordination, and control of students and staff in their quest for



educational objectives as established by the Board of Directors. Due to the diverse nature of the educational setting, the Board expects the Director to be flexible and innovative as well as to be able to specialise in;

- a. Communication and decision making;
- b. Planning, organising, implementing, and evaluating;
- c. Coordinating and guiding the various parties within the school system and the community so as to provide the very best available resources for the students.

4.4 **Director Qualifications and Duties**

The Board of Directors, in consultation with staff, will develop criteria for the selection of the Director. At minimum, it is required that s/he meets all standards of the Southern Association of Colleges and Schools as these pertain to the chief administrator of a school.

The Director is responsible for providing leadership and initiative in all aspects of school life and the school program. S/he must propose policy development recommendations and plans for the school's future. S/he shall be responsible for carrying out all policies established by the Board, and all rules and regulations established by the Director in consultation as appropriate with the Council of Employees. When matters arise which are not specifically covered by policy, the Director shall take appropriate action and report such action to the Board at the next regular meeting or earlier when warranted.

The duties of the Director shall include but not be limited to:

1. The Director is responsible for executing goals set by the Board at the beginning of the academic year and for providing measurements regarding the achievement of these goals as per the instructions of the Board.
2. All individuals employed by the school shall be responsible, either directly or indirectly, to the Director.
3. S/he shall make such rules and give such instructions to school employees as may be necessary to make the policies of the Board effective. The Director may delegate responsibilities and assign duties with the understanding that such delegations and assignments do not relieve the Director of his responsibilities.
4. S/he will assist in preparation of a preliminary budget to be submitted to the Board for approval.
5. S/he will be responsible for the hiring of all school personnel. The Director, or his/her delegate shall interview all prospective teachers.
6. S/he shall formulate and submit policies to the Board.



7. S/he shall formulate and administer the means of evaluating the performance of each staff member and make results available to the Board in the form of recommendations for re-employment or dismissal when necessary.
8. S/he is responsible to the Board for the maintenance, improvements and needed expansion for building, sites, and other facilities.
9. S/he will provide leadership for faculty, students, and parents in a cooperative and continuous effort to adapt the school program to the needs of the students and of the community served by the school in accordance with the school's mission.
10. S/he will supervise an effective and structured in-service program in which all teachers participate. The impact of this program will be measured by surveys or other instruments.
11. S/he will maintain records for the student body and will see to it that all controls are fulfilled in accordance with the requirements of the school's accrediting body. S/he will supervise student cumulative files and other records.
12. S/he will administer a student guidance program and will coordinate all testing programs for the school.
13. S/he, or his/her delegate, will represent the school at major functions throughout the year and at those where his presence is important for the success of the event.
14. S/he will be responsible for all equipment, property, and personnel management under his/her jurisdiction. S/he will supervise all building and ground maintenance and cleaning.
15. S/he shall ensure that the Professional Development Program is robust and fully funded with clear procedures in place as noted in section 4.18.
16. S/he shall maintain regular meetings with the Council of Employees so as to ensure their input to the Board and administrative decision making.

4.5 **Staff Rights**

Staff rights include:

- a. Rights to redress of grievances;
- b. Academic freedom to plan and instruct within limits of the curriculum;
- c. Personal freedom whereby legal rights are not restricted by the school;
- d. Adherence to the profession's code of ethics – as outlined in the faculty handbook;
- e. Clear identification of assigned duties approved by the Director with a published job description in the staff handbook.



Any adjustments to an employee's job description will be made in consultation with the employee, or employee group, and approved by the Director. Job descriptions will be available to the Board of Directors for their review.

4.6 **Staff Conflicts of Interest**

Employees shall not at any time engage in any employment that would affect their usefulness as employees in the school, would make time and/or energy demands upon the individuals which could interfere with their effectiveness in performing their contractual duties, would compromise or embarrass the school, would adversely affect their employment status or professional standing, or would in any way conflict with or violate professional ethics.

- a. Employees shall not engage in any other employment or in any private business during the hours required to fulfil assigned educational duties.
- b. Employees shall not sell any books, supplies, musical instruments, equipment or services to any student or to the parents or guardian of a student unless prior approval has been received from the Director.
- c. Any employee who receives a gift with a value exceeding US\$ 125.00 from a member of the school community or associated with the school must register the gift in a gift register maintained by the school Business Manager.
- d. Employees should not teach their own child unless there is no practical alternative.
- e. Moreover, as there should be no conflict of interest in the supervision and evaluation of employees, no administrator or supervisor shall be responsible for the supervision and/or evaluation of an immediate relative. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for an immediate relative as a result of the school's business dealings.

4.7 **Staff Health**

All communicable diseases must be reported to the Director. The Director, in consultation with an appropriate medical expert, will use his/her discretion in sending the staff member home until the illness is no longer a risk to the remaining staff or students.



4.8 **Personnel Records**

Personnel records shall be available only for official use by the Director, the employee's immediate supervisor, or for inspection by accrediting agencies or other groups to verify an employee's training and experience. Authorization for outside group's review of personnel files will be at the discretion of the Director, or with prior Board or legal authorization, when it is permissible. In this event, the employee shall be informed by the Director or his/her delegate.

The employee shall have full access to his/her own records at any time, and shall be allowed to verify their contents and accuracy. Records and documentation may be added to the employees file at any time by the Director or his/her delegate with the prior knowledge of the employee. If there is any question about the content that cannot be resolved by a simple correction, the employee may appeal to the Director, as per policy 4.12, and the Board under policies dealing with appeal procedures (see staff complaints and grievances). In all cases, an employee will be provided the opportunity to comment on formal evaluations of their performance by supervisors as part of the evaluation process.

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

4.9 **Staff Involvement in Decision-Making**

It is the policy of the Board to encourage employee participation in decision-making for the school. Such participation may include, as appropriate, involvement in:

- a. Policy development
- b. Administrative rules development
- c. Budget planning
- d. Facilities planning
- e. Curriculum planning

The school's Council of Employees may be involved in the decision making process in a-e above. In all cases, the Council will be consulted in decisions related to the determination of staff compensation and benefits and the Terms and Conditions of employment.

The Director shall develop avenues for the ready communication of ideas and opinions regarding the operation of the school. He shall weigh with care the counsel given, especially that given by groups designated to represent large



segments of the staff, and shall inform the Board of all such counsel in presenting recommendations for Board action as and when appropriate.

4.10 **Community Activities Involving Staff**

School personnel are encouraged to participate in community activities, so long as they do not accept community responsibilities, which interfere with their regular schoolwork.

The Director is expected to participate in public, civic, social, and professional affairs to enhance public relations and open channels of communication for the school.

4.10.1 **Political Activities**

School personnel have the right to participate as individuals in political activities appropriate to their nationality and/or individual belief. They have the responsibility to ensure that the school is in no way associated with their personal political activity. Before running for an elected government office or appointed position, the Director is to be notified.

4.11 **Reporting of Child Abuse**

The Board views it as essential that safe learning environments be maintained for its students through vigilant employment practices and supervision in the school. Employees who suspect child abuse (physical, sexual or emotional) must report such to their immediate supervisor within 24 hours. Should the supervisor be involved in any way in the suspicions, the employee must report to the next supervisor in line of authority. The supervisor must send a written report to the Director. The Director will develop and implement specific procedures for reporting suspected child abuse for incidents that occur in the school environment and for those that take place outside of the school. This procedure shall respect the need for confidentiality to safeguard the rights of children and employees.

4.12 **Inappropriate Conduct by Staff Members**

All employees at ISPS are expected to display appropriate conduct and adhere to a code of ethics (published in the Faculty Handbook) to create a professional environment conducive to working and student learning. Members of staff are expected to act in an ethical and legal manner both during working hours and outside of the school environment. The school's jurisdiction extends beyond the school grounds and the work day if an employee's engagement in an illegal activity places him or others at risk or brings the school's name into disrepute. Demonstrations of inappropriate behavior by employees may result in disciplinary action, suspension or dismissal.



The Board recognises the importance of health as part of an educational program and the staff as role models. As a result, the use of tobacco products will not be allowed on the school grounds by staff members.

Given reasonable cause, or if the Director is of the view that the employee's work performance or conduct has been, or is, impaired through drug or alcohol abuse, the employer shall be entitled to require the employee to undergo medical examinations by a medical advisor to be appointed or approved by the employer and at the expense of the employer, to provide blood, urine or other like specimens for analysis. This testing may be conducted onsite by the school nurse under the direction of the School Director. The employer authorizes the medical advisor to disclose to the employer the results of the examination and/or analyses as might impair the employee in properly discharging his/her duties.

Employees who are involved in, or who facilitate, bribery or corruption will be subject to disciplinary action, including termination, suspension or non-renewal.

No employee will possess, carry, keep, use or distribute any weapon when in a school location, or while attending or participating in any school activity, including transporting to or from any such activity. A weapon means any object, device or instrument designed as a weapon or through its use is capable of threatening or producing bodily harm or injury. An employee who violates the policy is subject to disciplinary action, including termination, suspension or non-renewal.

Edit to language made to last sentence, 1st para. approved March 2019

4.13 Staff Complaints and Grievances

It is the policy of the Board that problems and questions of staff should be dealt with at the lowest possible level to expedite resolution. In the event a grievance develops the following procedures shall be followed:

- a. Staff members will first take the complaint to their direct supervisor/Principal. Should the complaint involve the actions of a supervisor, the complaint may instead be submitted to the next highest level of authority.
- b. If the problem cannot be resolved with the supervisor, the aggrieved party shall submit the grievance to the Director in writing. The Director shall meet with the aggrieved party within a reasonable time but in no event



later than two weeks. The Director shall respond in writing within five (5) working days of the meeting.

- c. If the problem cannot be resolved with the Director, the aggrieved party may petition, in writing, to the chairman of the Board to have the matter considered by the Board. The chairman shall raise the matter at the next regularly scheduled Board meeting and shall respond in writing within two weeks following the Board meeting.
- d. The aggrieved party has the right to representation.
- e. The Council of Employees may act in concert with the staff member as requested.

4.14 **Staff Compensation Guides and Contracts**

Professional staff compensation scales and contracts will remain on file in the school office for the employee's review with approval by the Director upon request.

4.15 **Staff Recruitment and Selection**

The Director, in consultation with other supervisory personnel, is responsible for the employment of staff. The Director shall establish recruitment and selection procedures consistent with 4.1 (Staffing Goals) to maintain a quality staff to carry out the operation of the school. All vacancies shall be made known to the present staff. Anyone who believes themselves qualified for a position may submit an application.

The Director shall provide a staffing plan to the Board of Directors annually. The Board shall budget for all staff positions in the school on the basis of need and the financial resources of the school.

4.16 **Staff Orientation**

The Director is responsible for planning orientation activities before the start of classes each year. All teachers are required to attend. Principals are required to report to work five working days in advance of the first day for new teacher orientation.

4.17 **Staff Evaluation**

The Board delegates to the Director responsibility for developing and implementing a continuing system-wide program for evaluating work performance and the instruction process:

- a. Evaluation will be based on the total performance and effectiveness of the employee. (It must include, but should not be limited only to, classroom observation.)



- b. Staff evaluations will be a collaborative process which is formally documented.
- c. The evaluation should be a positive process, which enables the employee to become more aware of his/her strengths and weaknesses, and become more effective in their work.
- d. Findings of the evaluations will be taken into account in the assignment of duties and/or determining continued employment with ISPS.
- e. If the evaluation process indicates that there is a deficiency, the employee will be placed on a defined probationary period of not more than one year with a documented program of improvement. The program of improvement will include, but is not limited to, periods and measures of evaluation as outlined by the direct supervisor. If the goals specified in the program of improvement have not been met, the Director, in consultation with the school administrators, may decide that the contract will not be renewed or that the employee may be terminated.

4.18 **Staff Professional Development Opportunities**

The Board of Directors, recognising the value of participation in professional activities, delegates to the Director the authority within approved budgetary limits to organize and select courses and workshops. As such, the Director may grant permission for employees to be temporarily absent from their regular duty and place of employment for the purpose of professional development or the performance of other educational services.

4.19 **Tutoring for Remuneration**

Professional responsibility requires that instructors make themselves available during the school day for student conferences and extra help outside of the regular class periods for the subjects taught. No reimbursement may be accepted for such extra help during the regular school day. Teachers are not allowed to tutor their own students.

Teachers or counsellors may recommend to parents, that a student receive tutorial assistance outside of school hours providing such tutorial assistance is the responsibility of the parents. The administration may assist, when requested by the parents, in arranging for tutorial instruction and in suggesting possible tutors and recommended rates of payment. The Director must be informed and approve any tutoring of ISPS students by school staff. A student's school instructor may not act as the student's tutor outside of school for remuneration.



Individual or group lessons of a non-remedial nature such as art or music lessons may be given during non-school hours for a reasonable fee to students of the school upon request of the parents.

Addition to 1st para. made per HRGP minutes of December 10, 2018.

4.20 Staff Leaves and Absences

The Director shall provide a plan for leaves and absences designed to help members of the staff maintain their physical and mental health, take care of the family and other personal emergencies, improve professionally and discharge important and necessary obligations.

4.21 Staff Arrangements for Substitutes

The Director hires substitutes. No private arrangements can be made between a teacher and a substitute and all payments shall be made through the regular channel of the accounting department.

In filling these temporary vacancies, every effort shall be made to secure substitutes who have full certification, and who at least have training or experience at the teaching level or in the subject specialisation of the teacher who is absent. As much as possible, fully certified substitutes shall be assigned to classes whose regular teachers are on long-term leaves of absence.

Long-term substitute teachers (substitutes hired to fill the position of employees on long-term leaves) shall be entitled to the benefits and privileges of regularly employed employees after twelve months of continuance of employment, except that their term of employment shall ordinarily cease when the regular teacher returns to the position.

Teachers on short-term absences shall be required to leave detailed lesson plans, in their desks for the substitute. If they have not left lesson plans the day before, or in an emergency, teachers may dictate or email an outline of the day's work to the substitute teacher or relevant Principal.

Teaching assistants may only be used for short term substitute needs of no more than five consecutive school days, or more than 20 accumulated days per school year, unless they have appropriate teaching credentials. When teaching assistants substitute, they will receive a substitute's regular pay.



4.22 Staff Benefits

Benefits in addition to basic salary are recognised by the Board as an integral part of the total compensation plan for staff members. Benefits extended to staff shall be clearly stated in the Terms and Conditions of employment.

4.23 Staff Termination of Employment

- a. Termination or non-renewal of contracts of teaching personnel and administrative staff, through causes other than their resignation, shall be by action of the Director, who will insofar as possible inform the Board in advance.
- b. Acceptance of resignations shall be by action of the Director who will inform the Board.
- c. In case of emergency (e.g., Health, economics, personal or family problems), contract termination during the school year may be requested by the teacher, subject to the approval of the Director with formal notification to the Board of Directors.
- d. The Director may at any time dismiss, or suspend with pay, a teacher from active classroom duty for specified written reasons if their continuance in the classroom has the potential to cause immediate harm or is a detriment to students or the school.
- e. If any member of the professional staff is dismissed or suspended during a school year, such action will be reviewed by the Board at the request of the Director and the person involved.
- f. Retirement: Retirement will automatically be initiated at the end of the school year in which the staff member attains the age of 60. The retirement age may be extended by mutual agreement between the staff member and the Director for a period of no more than five (5) additional years.

Section 4.23 revised - February 2016

Original clause f deleted per HRGP minutes of December 10, 2018

Deletion of last sentence of (e) employee given opportunity to resign deleted, March 2019

New clause f, right to appeal by suspended or dismissed staff, deleted per HRGP minutes of March 13, 2019



5. Instructional Programme



5.1 Instructional Goals and Objectives

The instructional goals and objectives of the school are understood to be consistent with the mission and vision of the school.

Mission - ISPS is a vibrant learning community dedicated to developing passionate learners who strive for excellence and pursue their unique potential. We encourage resilience, innovation and collaboration, preparing students to act with confidence and integrity as caring global citizens.

Vision - Inspiring thinkers and doers to shape a better world.

Motto - Difference Makers, Future Shapers

5.1.1 **Instruction Goal 1:** To establish an environment that enables each student to perform at the highest level of which he or she is capable by:

- a. Providing an environment that makes available the highest standard of education from which each student can profit;
- b. Providing a psychologically and physically safe and secure environment for learning;
- c. Providing a broad spectrum of educational opportunities to accommodate the different abilities and interests of children;
- d. Recruiting and retaining the most qualified faculty available and promoting and expecting their continued professional growth.

5.1.2 **Instructional Goal 2:** To promote the skills, knowledge, attitudes and positive self-concept necessary for the lifelong intellectual and physical development of each student by:

- a. Providing opportunities for students to develop intellectual, cultural, aesthetic, social and physical abilities;
- b. Providing a broad program of activities that will encourage social interaction, co-operation and leadership;
- c. Providing opportunities for students to develop skills necessary to evaluate intellectual and ethical alternatives, make responsible decisions and solve problems;
- d. Developing a sense of responsibility and self-reliance;
- e. Developing the ability and desire to communicate effectively in writing, speaking, reading, listening and reflection and to do so in more than one language.



- 5.1.3 **Instructional Goal 3:** To develop strategies to help students live in an increasingly complex, challenging, interdependent and changing world by:
- a. Helping students acquire useful and practical skills to function within society;
 - b. Helping students become lifelong self-disciplined, enthusiastic, organised independent learners;
 - c. Promoting analytical and divergent thinking, intellectual risk taking, curiosity and creative problem solving;
 - d. Promoting an understanding of diverse political, economic, geographic, social and environmental forces that shape world affairs;
 - e. Developing an ability to deal constructively with change and stress;
 - f. Providing learning opportunities and skills to promote student awareness of new developments and discoveries in all disciplines.
- 5.1.4 **Instructional Goal 4:** To foster awareness of the rights, duties and responsibilities of citizenship as well as respect for other cultures by:
- a. Encouraging participation in activities which develop civic consciousness and responsibility;
 - b. Fostering an appreciation of music, dance, visual arts, social and cultural traditions;
 - c. Helping students learn to conserve resources and promote an appreciation for and maintenance of the natural environment;
 - d. Developing the skills needed to function as a citizen of one's own culture and as a global citizen.
- 5.1.5 **Instructional Goal 5:** To encourage all students to benefit fully from the rich educational opportunities offered in Trinidad and Tobago by:
- a. Promoting knowledge of the historical and cultural traditions of Trinidad and Tobago through activities in and out of the school setting;
 - b. Fostering positive contacts with the Trinidad and Tobago environment in a spirit of service to the community and respect for its people;
 - c. Promoting an awareness of student's rights and responsibilities as residents of Trinidad and Tobago and the world.



5.1.6 Instructional Objectives (*Committee comment that the teaching of safety should be included somewhere in the Goals section to be considered when reviewing section 5.1*)

- a. To provide a program of instruction at all grade levels of the school to meet the individual needs of children of varying educational and ethnic backgrounds.
- b. To offer curriculum to encourage students to make healthy life choices and to promote student safety.
- c. To offer a variety of courses within the framework of a college preparatory curriculum at the middle and senior levels which will provide for diversity of abilities and interests.
- d. To provide an instructional program in which students learn academic skills directed toward college admission.
- e. To provide a scholastic atmosphere in which students are expected to meet established standards of academic achievement.
- f. To provide an atmosphere in which students are expected to meet school-established standards of conduct in order to maintain an environment conducive to the learning process.
- g. To provide activities of an extra-curricular and co-curricular nature which encourage the development of creativity, social awareness, individual values, and democratic ideal, and physical maturation.
- h. To achieve these goals, the curriculum of ISPS shall reflect the following guidelines:
 - 1 The ISPS offers an international education aligned to an American curriculum model. The curriculum shall therefore reflect a constructivist and holistic philosophy of education.
 - 2 The curriculum shall be complete and balanced with respect to and within the areas of instruction offered, within the limitations of resources and facilities.
 - 3 The curriculum in each subject area should reflect a coherent, orderly progression through the grades. Particular attention shall be given to curriculum coordination between grade levels.
 - 4 Because many students attend our school only a few years, the curriculum should be designed to permit students to enter this school and subsequent American curriculum schools with minimum academic dislocation.
 - 5 Within the limits of our resources, the curriculum should offer special opportunities for exceptional students.



- 6 The curriculum shall be enriched by wisely using opportunities, which are available in an international setting.
- 7 The curriculum should be continuously reviewed by the administration and periodically evaluated for the Board of Directors to ensure that it meets the needs of our students.

Adopted: September 18, 2007 (G.1.)

5.2 **Cross-Cultural Learning Opportunities**

The International School of Port of Spain is international not only in enrollment and teaching staff, but in its outlook and aims, one of which is to foster in young people an attitude of pride in, and respect for, one's own country while developing an open-minded understanding of the cultures of others. Teaching methods and instructional materials from a wide variety of sources shall be used.

The Board recognises the exceptional opportunities for learning and growth that young people gain from living in an international setting. Every effort shall be made to take advantage of these opportunities, academically as well as socially and culturally. The board shall support special programs and events that promote cross-cultural understanding.

5.3 **Schools and Levels of Instruction**

The International School of Port of Spain offers coeducational and non-sectarian American style education to children of foreign nationals, and host country citizens.

The grade structures are:

- a. Elementary school: prekindergarten through 5th grade.
- b. Middle school: 6th grade through 8th grade.
- c. High school: 9th grade through 12th grade.

Students must be four years of age by September 1st for admission to pre-kindergarten and five years of age for admission to Kindergarten. Students must graduate from high school before their 20th birthday.

5.4 **Evaluation of Instructional Program**

The Board of Directors expects the administration to regularly evaluate the educational program in line with requirements of the accreditation body. Relevant groups and outside agencies may be invited to participate appropriately. Such



evaluation may be expected to lead to recommendations for modifications of practice, changes in content and new courses.

5.5 **Basic Curriculum Design**

The Director, working with the administration, shall be responsible for designing a curriculum for the school within the guidelines established by the Board of Directors in sections 5.1 and 5.2. The proposed curriculum design must have Board approval.

5.6 **Instructional Programs**

The instructional programme will be published for stakeholder and prospective parent information. This will be reviewed by the administration on an annual basis.

5.7 **Program for Students with Limited English**

The International School of Port of Spain offers an English Speakers of Other Languages (ESOL) program. The program provides instruction in English as a second language to speakers of limited English based upon their level of fluency and needs to be successful in the mainstream classroom.

5.8 **Program for Students with Special Needs**

ISPS has limited services for students with special needs through the Student Support Services Department. The level of support required from Student Support Services may not exceed 20% of the time provided in the school program. Admissions decisions take into account the level of assistance required and the existing composition of classes. *Refer to Parent Student Handbook for details.*

Section 5.8 approved -March 2018

Sections 6.43 moved to Section 5.8, revised - May 2016

5.9 **Religious Instruction**

The Board of Directors respects the articulated beliefs of any organised sect that conforms to the laws of Trinidad and Tobago. All religious beliefs are to be respected. Recognition and tolerance of various customs are expected. No student will be required to participate in any activity contrary to the stated tenets of any religion that is recognised by the laws of Trinidad and Tobago. There will be no dissemination of religious tracts or paraphernalia, and students shall not be requested to sign pledges of a religious nature.

The school is secular. Religious instruction is not a part of the scholastic program. Religious issues shall not be injected into classroom discussions; however, if a child initiates a question of a religious nature the teacher should handle the matter in



an appropriate manner. Conversely, religious concepts may be discussed as a part of a planned curriculum about religions.

5.10 **Teaching about Controversial Issues**

The Board recognizes that some issues may be considered controversial. The determination of what constitutes a “controversial issue” will be the responsibility of the Director. With respect to controversial issues, we recognise the right of the student:

- a. To have free access to study all relevant viewpoints including the materials that circulates freely in the community,
- b. To study under competent teachers in an atmosphere of freedom from bias and prejudice, and
- c. To form and express his/her own opinion on controversial issues without thereby jeopardising his/her relationship with his/her teacher or with the school.

Should materials be challenged, such materials will remain in circulation until the challenge process has been completed.

5.11 **Independent Study**

ISPS will offer independent study as an option to the regular curriculum, subject to approval of the Director in consultation with the relevant principal.

The instructional programme will be outlined in the Student/Parent Handbook and on the school’s website. This will be reviewed the by administration on an annual basis

Adopted: November 2006

5.12 **Cooperative Programs with Other Schools**

ISPS administration and staff will take advantage of opportunities to participate in interschool activities, which will benefit all participants.

5.13 **Adult Education**

Adult education and special interest classes may be offered at the International School of Port of Spain. These classes will not be offered during school hours or during any hour of the day, which would interfere with student academic programs.

All adult and special interest classes will earn a percentage for the school to cover the costs of utilities and equipment use in line with the Facilities Usage Guidelines



and Fee Schedule that is periodically updated by the Director and communicated with the Board of Directors.

5.14 **Co-Curricular and Athletic Programs**

The school shall offer extra-class activities for students. The scope and variety of extra-class activities may vary from year to year. Continuity shall be encouraged in the major areas of extracurricular activity, e.g., student publications, dramatics, athletics, and music. A fee may be charged for such activities.

5.15 **Instructional Arrangements**

- a. Grouping for instruction: All students will be assigned to instructional groups according to age requirements, previous records, physical and emotional maturity, and other pertinent considerations. Parental preferences will be considered, but the final determination is the responsibility of the Director in consultation with the relevant Principal.
- b. Class size: The Board of Directors sets a limit on class size because of academic consideration, not simply because of physical space. However, because of physical space, the ideal class size at ISPS is 15 with a maximum size of 17 students. In any exception, the Director should seek approval from the Board of Directors.
- c. Homework: A reasonable amount of daily homework is expected. Guidelines appropriate to specific grade levels will be outlined parent/student handbook.

*Cross ref.: 7.20, admission and placement of students
Student handbook ref.: Homework
Section 5.15(b) approved -March 2018*

5.16 **Instructional Material Selection and Adoption**

The Director will appoint administration and staff to review and recommend textbooks for instructional programmes. The adoption of textbooks will be approved by the Director in consultation with the principals.

5.17 **Library Materials Selection and Adoption**

The library media program supports the mission, goals, objectives, and continuous improvement of the school. Comprehensive and collaborative long-range and strategic planning will be used to develop the library media program.



5.18 **Reconsideration of Materials**

(Reference Board Policy 7.5.2 Community Complaints)

The ISPS School Board supports the principles of intellectual freedom inherent in a democratic society. The Director shall implement operational guidelines with regard to objections made that pertain to instructional and library materials.

5.19 **School Volunteers/Community Resources**

Volunteers may assist in school activities and programmes with approval of the relevant staff members and school administration. Volunteers may not be given primary responsibility for any aspect of school programmes.

5.20 **Field Trips and Excursions**

A field trip is defined as an educational activity that meets the following criteria:

- a. It involves a specific group of students;
- b. It takes the class away from the school;
- c. It has an identifiable educational objective;
- d. It includes preparation of students for the activity and evaluation of outcome.

Written Parental permission is required for **participation** in field trips. Divisional Principals must approve domestic field trip arrangements and schedules in advance. The Director must approve all international field trips and schedules in advance of the field trip. The Director shall provide, to Principals, a system to document field trip arrangements and schedules so that all pertinent information is available in case of an emergency.

In general, parents of participating students are responsible to provide all necessary funding for field trips. A reasonable portion of these funds may also be allocated to supporting trip costs for chaperones.

School transportation vehicles, if available, will be furnished for all trips. Seat belts must be provided and worn by all students and adults.

On all school-sponsored trips involving students, only certified teachers or administrators will serve as lead organizers for field trips at ISPS. Parents are permitted to assist in such supervision.

5.21 **Grading Systems**

The administration and teaching staff shall devise, and the Board shall approve, a grading system for use throughout the school.



5.22 **Reporting Student Progress**

The Director, in consultation with the school principals, will develop a reporting system of student progress which includes a minimum of two written reports and two parent teacher conferences every academic year.

5.23 **Graduation Requirements**

The Board upon the recommendation of the Director establishes requirements for graduation which are outlined in the Student/Parent Handbook. These requirements shall be consistent with the stated goals of the school and the requirements of accreditation agencies and for admission to institutions for higher education.

The school shall grant its diploma only to students who have satisfactorily completed all graduation requirements.

5.24 **Student Awards**

Students will be recognised for academic and community achievement throughout the year.

5.25 **Guidance Program and Testing**

The school will provide adequate resources to ensure that a guidance programme is in place for students K-12.

5.26 **Host Country Holidays**

The Board recognises locally observed holidays as school holidays.

5.27 **Testing**

The Board recognises the importance of external validation of student progress as one means of measuring the quality of the academic programme. The Administration will ensure that external assessments are administered regularly throughout the academic year annually in all grades.



6. Students



6.1 **Equal Opportunity**

No student in this school shall be denied the benefits of any education program or activity offered by the school or be discriminated against on the basis of race, colour, creed, religion, sex, sexual orientation, or national origin.

6.2 **Student Records**

Student records are defined to be all official records, files, and data directly related to children, including all material that is incorporated into each student's cumulative record folder, and intended for school use or to be available to parties outside the school. These include, but are not necessarily limited to: identifying data, academic work completed, level of achievement (graded, standardized test scores), attendance data, scores on standardised intelligence, aptitude and psychological tests, interest inventory results, health data, family background information, teacher or counsellor ratings and observations, and verified reports of serious or recurrent behavior patterns.

The intent of this policy is to establish procedures for granting requests of parents for access to their child's records, use of those data, and procedures for their transmittal within 45 days or sooner if practical.

a. **Access to records**

The parent or legal guardian of a student will have access to these records upon written request to the Director. If the student is 18 years or older, only the student has the right to determine who, outside of the school system, has access to his/her records. The parent, legal guardian or student does not have the right to view confidential references.

School personnel having access to those records are defined as any person or persons under contract to the school and directly involved in working with the student.

6.3 **Student Input in Decision Making**

The Board of Directors shall consider student opinions in establishing policies, particularly those in the area of student privileges, and other areas of special importance to students.

The administration shall set up channels of communication with students through whom the students may voice their views and suggestions on school regulations and programs.



6.4 Admission Process

At the International School of Port of Spain, we seek to enroll motivated students of high character with diverse talents and backgrounds, who can benefit from the school's program. ISPS also looks for students who have the ability and desire to further the school's mission. The Admissions Committee at ISPS makes its decisions on the basis of testing, previous school academic and behavioral records, confidential recommendations, and a personal school interview. ISPS admits students of any race, national and ethnic origin. ISPS is a non-sectarian school that welcomes students and families of all religious faiths. In making its decision for admission, the Admissions Committee shall consider the needs of the applicant for an international education based on an American curriculum model; the potential of the applicant to benefit from the educational services available; the capacity of the school to meet the applicant's educational needs; and a determination that admission would be in the best interest of the school.

During the admission process, ISPS will strive to maintain a mix of students according to the following guidelines. If enrollment in any section of the school varies by more than 10 percentage points from the guidelines, the Director shall promptly consult the Board.

ES	70% International and 30% Domestic
MS	50% International and 50% Domestic
HS	50% International and 50% Domestic

Amended: April 2010, Revised – February 2016

6.4.1 Entrance Age

Children should be five on or before the first day of September of the year of entry into kindergarten.

Children should be four on or before the first day of September of the year of entry into prekindergarten.

6.4.2 Limited English Speaking Students

The Director is responsible to enact an admissions process which includes an assessment of non-native English speakers English language skills. The assessment will be used to determine admission and the level of ESOL services to be provided.

Students entering prekindergarten and kindergarten are not required to have a basic knowledge of English due to the limited cognitive academic



language required to be successful at these grade levels with relatively low levels of support. For students in grade one and two, a maximum of five students with limited English proficiency may be enrolled in each classroom.

Students entering grade three or higher must demonstrate an intermediate level of English proficiency, as determined by ISPS' admissions assessment. ESOL classes may be offered to support students who, although able to participate in mainstream lessons, require extra assistance with English to ensure rapid integration into the school community and aid academic achievement. In certain circumstances, students may be given provisional acceptance on the condition that additional support is provided at an additional cost to the family.

6.4.3 Students with Special Educational Needs/Learning Differences

Applicants with special educational needs or learning differences may be considered for admission into ISPS. Decisions will be made at the school's sole discretion, after consideration of the student's ability to succeed in a normal classroom setting following the standardized curriculum as well as the availability and sustainability of school support services.

Parents are required to provide all relevant information at the initial contact with the school. Where students are determined, after enrollment, to require support beyond the capacity of existing support services, parents will be invited to discuss available options. These discussions may result in the student not being invited to re-enrol in the following academic year.

Approved at Board meeting August 28, 2019

6.4.4 Reenrollment

1. Any student who has been asked to withdraw or who has been expelled from ISPS may apply for reenrollment. A period of one year must elapse before a student may reapply. The date of reenrollment will be governed by the official date of withdrawal.
2. Reenrollment procedures are similar to the regular admissions process and all necessary procedures must be followed. In addition to the regular procedures, reenrollment of students who have been asked to withdraw or have been expelled from ISPS will include the formation of a Review committee. This committee will review the application, the history behind the withdrawal or



- expulsion, academic and behavioral records over the last year, recommendations from current school, and indicators that an attempt has been made to reconcile the reason for withdrawal.
3. The capital contribution for students who are reenrolling at ISPS will be waived, provided that this was paid during the initial enrollment. Should the amount of the capital contribution be higher than the amount previously paid, the difference between the previous and current rate will be paid upon reenrolment.
 4. New students determined after enrollment to require tier 4 or 5, Student Support Services may not be invited to re-enroll in the following academic year.
 5. Registration for reenrollment of returning students for the next academic year will be completed in March. Parents confirm their children's registration for the next academic year by paying a non-refundable reenrollment deposit towards annual tuition.

Section 6.4.4 (4) and (5) approved May 2018

Section 6.4 revised - February 2016

6.4.5 Admission of Students When Space is Limited

Admission to ISPS is conducted according to procedures outlined on the school's website and all students who are seeking admission follow the same procedures. However, when space is limited, the following guidelines will apply:

1. One space in each class will be reserved for shareholding companies until April 30th of the year preceding the year of admission. After that date, space 15 will be offered according to the guidelines outlined in 6.4.
2. When a class reaches 15 students, enrollment will be restricted.
3. One space, 16, will be reserved until 30 June for international, non-shareholding companies and this space will be allocated to international students who meet the admissions requirements outlined in 6.4.
4. When enrollment reaches 17 in any class, it will be considered closed to all further applications and a waiting pool will be created. This cap will not be applied to elective courses for students already enrolled in the school.
5. If a space becomes available, preference from the waiting pool will be given to shareholding companies first, then to other expatriate families.
6. The Director has the discretion to increase the class size to accommodate children of shareholding companies who apply for



admissions after 30 April and who meet the Admissions requirements outlined in 6.4.

Section 6.4.5 revised - February 2016

6.5 Student Transfers

6.5.1 Transfer of School Records

Student records will not be forwarded to other schools until all outstanding payments with ISPS are settled.

6.5.2 Acceptance of Records from Other Schools

Students are not officially enrolled into the International School of Port of Spain and cannot attend classes until records from previous schools have been received.

6.6 Students Rights and Responsibilities

Each student in the school has the right:

- a. To be secure and safe in his/her person and property.
- b. To be treated with respect, courtesy, and consideration by every student, teacher, administrator, and adult in the school.
- c. To know the rules of student behavior.
- d. To benefit and be recognized for his/her own efforts.
- e. To appeal decisions of teachers and principals in a known, specific, and orderly way.

The order of appeal shall be followed strictly in every case.

6.6.1 Student Due Process Rights

The rules and regulations of the board governing student conduct shall be distributed to the students in the student handbook.

6.7 Student Conduct

All members of the school need to understand that the school requires an atmosphere which is conducive to learning. It is our joint responsibility to create and protect the well-being of each member of our group. Rules and expectations for student behavior will be published in school handbooks facts produce certain expectations and rules, to which we are all held. In cases of extreme violation of school rules and regulations or repeated violations, the Director may recommend expulsion of a student to the Board of Directors. In all cases, expulsion must be approved by the Board. Parents may appeal a decision to expel a student and appeal procedures will be published in school handbooks.



6.7.1 **Areas of the School's Jurisdiction**

The area of the school's jurisdiction includes school property and its surroundings, school sponsored functions held off campus, and all other school-related events including field trips. The school's jurisdiction extends beyond the above if a student's behavior places him or others at risk or brings the school's name into disrepute.

6.7.2 **Student Absences and Excuses**

Students are expected to attend 85 % of the instructional days during any given quarter, semester, or academic year to be eligible to earn credit from the school. In cases of serious illness, the school will provide work to be completed at home, if possible. Also: Parents may appeal a decision to retain a student or the denial of credit if based on the provisions of this policy. An appeal process will be published in school handbooks.

Procedures regarding student absences, tardiness, and extended leaves shall be outlined in the student handbook.

Note: see student handbook; absence, arrival and dismissal

6.7.3 **Students Leaving School Grounds**

Students are not allowed to leave the school grounds during school hours unless accompanied by a parent, teacher or other adult authorized by the administration. Seniors, and select juniors based on school effort grades, with the written approval of their parents, may be allowed to leave the campus within the guidelines established by the administration.

6.7.4 **Dress Code**

Clothing must fall within the uniform guidelines. The Director and faculty members are responsible for the implementation and compliance of uniform policy.

6.7.5 **Forfeiture of Tuition**

Parents of suspended or expelled students are not entitled to any refund of tuition.

6.7.6 **ISPS Drug and Alcohol Policy**

The purpose of this policy is:

1. to ensure that all community members - students, parents, teachers, and support staff –are educated about the dangers of the use-of tobacco, alcohol, controlled and illegal drugs;



2. to establish such preventative measures, including urine testing of students perceived to be at risk, as will ensure that the school is seen not to tolerate the misuse of controlled and/or illegal drugs or any form of substance abuse;
3. to ensure that firm and consistent disciplinary measures will be taken against students who possess, use or sell any of the following: tobacco, alcohol, controlled drugs or illegal drugs.

Prevention

The school's curriculum will each year provide age-appropriate education, including counselling services, for all students about the nature of tobacco, alcohol, controlled and illegal drugs and the dangers of their use/misuse.

Students found possessing, using or selling these substances within the school will receive mandatory education and counselling by the counsellor in addition to disciplinary action.

The school will provide opportunities for teachers, parents, and support staff to learn about these substances and the dangers of their use.

Definitions

Substances not tolerated for student use or possession are as follows:

1. all tobacco products;
2. all alcoholic beverages;
3. all illegal and controlled drugs.

(This is not applicable to students who are taking medicines as legitimately prescribed by a physician. In this case, a letter is required from a doctor and medication taken at the school needs to be regulated by the school nurse.)

Reporting of Use of Prohibited Substances

It is expected that students, parents, teachers and support staff will report suspected cases of violation of this policy to a school counsellor or a member of the school's Administration.

6.7.7 Anti-Bullying Policy

To protect the rights of all students and groups for a safe and secure learning environment, the Board prohibits acts of bullying, harassment, and other forms of aggression and violence. Bullying is defined as a form



of aggression involving unwanted, negative and hurtful actions by one or more persons against another who feels unable to prevent it or make it stop. It involves a real or perceived imbalance of power and is intentional and often repeated. The scope of this policy includes the prohibition of every form of bullying, harassment, and cyberbullying/harassment, whether in the classroom, on school premises, when a student is traveling to or from school, or at a school-sponsored event. Bullying or harassment, including cyberbullying/ harassment, that is not initiated at a location defined above is covered by this policy if the incident results in a substantial disruption of the school learning environment for one or more persons and/or the orderly operations of the school.

The Board recognizes that in order to have the maximum impact, it is critical to provide annual training for school employees and those volunteers who have significant contact with pupils on school policies and procedures regarding bullying and harassment. In addition, anti-bullying education programs are to be provided to students annually.

The school administration shall develop and implement procedures that ensure both the appropriate consequences and remedial responses to a student or staff member who commits one or more acts of bullying and harassment. The following factors, at a minimum, shall be given full consideration by school administrators in the development of the procedures for determining appropriate consequences and remedial measures.

- Age, development, and maturity levels of the parties involved
- Degree of harm (physical and/or emotional distress)
- Nature and severity of the behavior(s)
- Incidences of past or continuing pattern(s) of behavior
- Context in which the alleged incident(s) occurred

Consequences and appropriate remedial actions for a student or staff member who engages in one or more acts of bullying or harassment may range from positive behavioral interventions up to and including suspension or expulsion, in the case of a student, or suspension or termination in the case of an employee.

All school employees are required to report alleged violations of this policy to their immediate supervisor or his/her designee.



This policy shall be disseminated annually to all school staff, students, and parents.

6.7.8 **Child Protection Policy**

All schools hold a particular institutional role in society to protect children and to insure that they are afforded a safe and secure environment in which to grow and develop. The abuse and neglect of children is a violation of children's human rights and an obstacle to their education and development. This Policy will be guided by the UN Convention on the Rights of the Child and the Republic of Trinidad and Tobago Children's Act 2012.

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

All staff employed at ISPS must report suspected incidences of child abuse or neglect whenever the staff member has reasonable cause to believe that a child has suffered abuse or neglect. Staff members must also report suspected or identified child abusers and sex offenders.

Reporting and follow through of all suspected incidences shall proceed in accordance with administrative procedures and guidelines respective to this policy. Furthermore, the Director, after consulting with the Board President, may determine to report cases of suspected child abuse/abusers and neglect to the appropriate employment sponsor, to the respective embassy, to the child protection department of the local authorities, if that is determined to be the appropriate course of action.

Definitions, procedures, and guidelines for this policy are outlined in the Student Parent Handbooks, Faculty and Staff Handbooks, The "Child Protection Programme pamphlet", and the School's website. This policy and all definitions, procedures and guidelines will be reviewed annually by the school's Administration, the Child Protection Management Team, and the Board.

Approved by Board on March 13, 2019



6.8 Student Discipline

- a. Discipline at ISPS will be administered in a fair, dignified, and respectful manner.
- b. Corporal punishment shall not be used in any circumstances.
- c. Student's right to due process shall be protected at all times.
- d. School staff members have the right and obligation to physically restrain a student from doing harm to themselves, others, the property of others or the property of the school. All such incidents must be reported immediately to the Director.

6.9 Student Welfare and Safety

The safety of students shall be managed through regulation and close supervision of students on school property or at school sponsored events.

- a. Students shall receive safety education as part of their education programme particular to laboratory courses in science, health and physical education.
- b. Prompt and competent first-aid care shall be available for children, staff and visitors in case of an accident or sudden illness.
- c. School administration shall provide regular reports on student welfare and safety to the Board of Directors.

6.9.1 Students and Host Country Law Enforcement Agencies Relations

The school shall co-operate with law enforcement agencies in the interest of the larger welfare of all citizens. The school has the responsibility for the welfare of the students while they are in the care of the school.

- a. A female student shall only be questioned in the presence of a woman police officer, who must be present if the student is taken into custody.
- b. The school administration shall immediately notify parents if legitimate authorities request to interrogate any student.
- c. The school administration does not have the authority to consent to the interview of a student in the absence of his parent or legal guardian and shall take all reasonable steps to ensure that no student is interrogated by legitimate authorities except in the presence of the student's parent or legal guardian.
- d. A student may only be released into the custody of a parent, legal guardian, or appropriate law enforcement authority.
- e. A parent shall be notified immediately any time a student is released into the custody of appropriate law enforcement authority.



Clause a. added per HRGP minutes of December 10, 2018.

6.9.2 Communicable Diseases

The parents of any student with an infectious disease are required to contact the school and, if necessary, remain at home until he/she is no longer infectious to other students. The school administration has the authority to send students home in this circumstance.

Section 6.9.1 Student Insurance Program deleted. Approved May 2018



7. School Community Relations



7.1 **Community Relations**

The Board of Directors believes that the school community of parents, students, faculty, and staff should be well informed about the school's activities, organisations, and operations. Therefore, communication between the members of the school community shall be actively encouraged.

7.1.1 **Communications to the School Community**

The Director shall be responsible for disseminating information to the school community.

The Board of Directors shall disseminate information as it sees fit.

The Director shall keep the public informed of the goals, programmes, achievements, and needs of the school by appropriate means of communication.

The Director may delegate communication responsibilities to his staff as appropriate, but the Director retains ultimate responsibility.

7.1.2 **Communications from the School Community**

The Board of Directors and the administration welcome discussion, questions, compliments, and constructive criticism concerning the school.

Individual educational concerns should be properly discussed between parent and teacher as outlined in section 2.8 (a-d).

Concerns of a general nature not related to a specific child or staff member also may be appropriately channelled to the Director.

The Director shall have responsibility for establishing and making known procedures that ensure that communications from the school community to the school are effectively handled.

Adopted: Cross ref.: 2.8, guidelines for the resolution of school concerns

7.2 **Public Information Programme**

The Board of Directors shall make every attempt to:

- a. Keep the public informed about the policies, administrative operations, objectives, and educational programmes of the school;



- b. Provide the means for furnishing full and accurate information, favorable and unfavorable, together with interpretation and explanation of the school plans and programmes.

The board places great importance upon the role of the faculty and administration as communicators and interpreters of the school programme to parents and the general public. The Director shall develop procedures and techniques for ensuring continuous, accurate and free communications.

7.2.1 **Public Information Media**

The board of directors in conjunction with the Director must authorize any public communication of information directly or indirectly involving the governing of the school or its operations.

The Director is responsible for routine school announcements to the school and local community. The Director will keep a file of all such releases for future reference.

The school's weekly newsletter is the designated means for regular communication between the school and the parents. The newsletter is electronically communicated weekly.

7.3 **Board Meetings and the Community**

7.3.1 **Public Attendance at Board Meetings**

Meetings of the Board of Directors are open to the public only by individual invitation. Parents and/or community members desiring to address the Board of Directors shall follow the guidelines noted in section 2.6. This will give the board an opportunity to consider proposed statements and requests and to invite the concerned party/parties to attend.

Any person addressing the board shall identify himself by name and address. The number of persons addressing the board on any subject, the order in which they shall address the board, and the length of time to be allotted to each, shall be determined by the chairman of the board, and it shall be the right of the chairman to bring any such presentation to a close, when, in the judgment of the chairman, the orderly conduct of business before the meeting so requires.

Complaints about school community or its operations shall not be brought before the board unless they have first been pursued through regular administrative channels at the school.

Adopted: Cross ref.: 2.8. Guidelines for the resolution of school concerns



7.4 **Community Involvement in School Affairs**

7.4.1 **Community Involvement in Decision Making**

Residents of the community who are especially qualified because of training, experience, or personal characteristics, shall be encouraged to take an active part in school affairs.

Such persons, when not connected to the school as directors or employees, may be invited to advise or assist, individually or in groups. They may be invited to be members of any of the standing committees of the Board of Directors (subject to board approval). Their assistance may be requested by the Director, staff, or by a member of the Board of Directors:

- a. In clarifying the general ideas and attitudes held by our residents, regarding schooling, and ISPS in particular;
- b. In assisting with the development of board policies under which the school system is to be managed;
- c. In establishing administrative arrangements and regulations designed to implement the policies;
- d. In determining the purposes of courses of study and special services to be provided for students;
- e. In evaluating the extent to which these purposes are being achieved by present practices;
- f. In giving active assistance to the professional staff in the actual operation of classes and services where the staff deems such aid valuable;
- g. In solving a specific problem or set of closely related problems about which the Board of Directors makes a decision;
- h. In the operation of school-related agencies.

The Board of Directors invites such assistance in specific cases after consultation with the Director. The board and the staff shall give substantial weight to the advice, which they receive, from individuals and community groups interested in the school, especially those individuals and groups which they have invited or created to advise them regarding selected issues. However, the board and staff shall use their own best judgement in arriving at decisions.

7.4.2 **Community Volunteers**

The Director welcomes volunteer help in the school. The school will train and organise volunteers as needed for activities associated with the school's operations



Volunteers may be called on to help conduct special trips and excursions that will expose students to the many cultural resources and events that Trinidad and Tobago offers, suitable to the students' age and levels of maturity.

Volunteers at the school will be covered under the school's liability insurance.

7.4.3 Gifts and Bequests

The Board of Directors may accept on behalf of and for the school any bequest or gift of money or property for a purpose deemed by the board to be suitable, and may utilise such money or property so designated.

The Director shall insure that the criteria set out in section 3.6.2 has been met in the acceptance of gifts, and that the procedure for examining and evaluating the offer of gifts to the schools is in compliance.

7.4.4 Community Service Activities

The board supports appropriate community service projects for the social development of students and the betterment of the general community. The Director in co-operation with the student government and the teaching faculty shall approve an annual programme of community service activities.

7.5 Community Complaints

7.5.1 School Personnel

Constructive criticism of the school is welcome when it is motivated by a sincere desire to improve the quality of the educational programme and to equip the school to perform its task more effectively.

Any concerns or complaints regarding faculty or staff should follow the procedures as outlined in section 2.8 or whenever a complaint is made directly to the Board of Directors or to an individual board member, it shall be referred to the Director for study and possible solutions as noted in the Guidelines for Resolution of School Concerns, section 2.8.

7.5.2 Instructional Material

It is recognized that opinions differ concerning appropriateness of instructional materials. Occasionally an individual or group may find instructional materials used in the school in conflict with their views.



Whenever a complaint is made directly to the Board of Directors, or to an individual board member, it shall be referred to the Director and be guided by the “Process for Reconsideration of Materials” as found in the Library Procedures Manual.

7.5.3 **Other Matters**

Complaints about school community or its operations shall not be brought before the board unless they have first been pursued through regular administrative channels at the school.

Whenever a complaint is made directly to the Board of Directors, or to an individual board member, it shall be referred to the Director for study and possible solutions as noted in the Guidelines for Resolution of School Concerns, section 2.8.

7.6 **Community Use of the School**

The purpose of this policy is to provide criteria to be followed by the ISPS administration when responding to requests for the use of ISPS facilities for functions other than those sponsored by ISPS or the Parent Teacher Organization (PTO). The policy is in no way intended to alter the Director's existing procedures and authority for deciding the use of ISPS facilities for ISPS/PTO sponsored functions.

The Board and Administration have two primary objectives in making ISPS facilities available for wider community use: 1) To be a "good citizen" of the local Westmoorings and broader Trinidad and Tobago communities; and 2) To raise funds to help offset the costs of the facilities.

In furtherance of these objectives, ISPS facilities are to be made available to organizations and companies that have an existing affiliation with ISPS and to non-affiliated charitable and non-profit organizations. (It is envisaged that the former group will primarily encompass businesses and other organizations that are supporting students at the school.) The facilities are specifically not available for use by political organizations. In all cases, availability is subject to prior approval by the Director and to the organization's adherence to the following requirements:

1. Facilities available for use are limited to general access areas: the grounds, gymnasium, assembly hall, meeting rooms, and at the discretion of the Director, the library.



2. The facilities can be used only for sporting, educational and cultural events, and for meetings.
3. Requests to utilize the facilities must be received in writing by the Director at least 30 days in advance of the planned date of the event or meeting. The administration at ISPS is in no way obliged to offer any organization repeat access to the facilities of the school or continued access on the basis of precedent or historical pattern of rental space being granted.
4. The scheduling of the event or meeting must be such that it does not interfere with ISPS activities. ISPS school activities and ISPS/PTO sponsored functions always take precedence. The event or meeting must not have a significant negative impact on the school or neighbouring community. Events cannot be held between 0:00 and 6:00 hours.
5. Alcoholic beverages may not be served or sold. ISPS is a drug and alcohol free campus. Cigarette smoking is not permitted by any person on any part of the ISPS property.
6. The rental of ISPS facilities may only be granted if adequate parking, security, and janitorial arrangements have been agreed to in advance. The Director will provide organizations with a standard notice that provides: the highlights of this policy; rules regarding parking, security, and clean up; and a fee structure. The fee structure will be market based and more than sufficient to cover incremental ISPS costs associated with the event or meeting. ISPS administration reserves the right to require that the organization provide funding for such security personnel as the Director deems appropriate. The selection of said personnel shall be at the discretion of the Director or his/her delegate. Costs incurred to the organization may exceed those indicated in the aforementioned fee structure. The Director shall be responsible for outlining security requirements prior to the event being booked.
7. Prior to the event or meeting, a responsible officer of the organization must sign an agreement indemnifying ISPS against any liability for injuries or other incidents.

Any deviations from the above requirements, including reductions in fees for a specific event or meeting, must be approved in advance by the Board.

FINAL – Approved by BOD Dec. 14, 1999

Adopted: 01/11/2002

7.7 Host Country Government Relations

The company seeks to foster positive relationships between the school and the government and with other educational institutions of Trinidad and Tobago. In order to foster this relationship, the Director, the staff, and the various



committees established by the board are directed to take the initiative in establishing positive contacts with such officials. The Director as the executive head of the school conducts representational events and other cordiality's.

The Director shall from time to time report on the current relationship with the government and with other educational institutions of Trinidad and Tobago.

7.8 Local Education Agencies

The Director shall supervise school participation and shall foster activities with local educational institutions that will improve the education programme of the school. Financial commitments to any programme, if not provided for in the budget, require prior approval of the board.

7.9 Schools, Universities, and Colleges

The Director shall supervise and foster activities with U.S. and or international educational institutions that will enhance the educational programme of the school. Financial commitments to any programme, if not provided in the budget, require prior approval by the Board of Directors.

7.10 Accrediting Associations

- a. The Board of Directors shall seek the highest status of membership for the school in recognised U.S. regional accrediting associations, co-operating in the association's evaluations of the school system and considering its recommendations for accreditation standards.
- b. The Board of Directors shall access national and or international accrediting associations to facilitate academic programmes.

7.11 Alcohol On/Off Campus

The Board reaffirms its position of prohibiting the possession or consumption of alcoholic beverages on campus.

The Board prohibits the possession or consumption of alcoholic beverages on campus.

Section 7.11 approved May 2018.

7.12 Parent-Teacher Organizations

The Parent-Teacher Organization shall be considered an auxiliary to the school, and not as an "outside" group. The PTO. shall be permitted to hold its regular meetings in the school building and it shall be the duty of the Director and the teachers of the school to further the work of parents in every way practicable. Meetings may be held in the school building under the permission of the Director, without the necessity of any special permits.



The purpose of the PTO is to enhance and support the activities of the school in a spirit of community building. In addition, the PTO defines and orchestrates the process for the election of Parent Directors to the Board in accordance with its by-laws. In the event that the PTA is unable to fulfil its obligation in electing Parent Directors, the Board shall have the authority to appoint Parent Directors.