



**THE INTERNATIONAL SCHOOL OF
AZERBAIJAN**

BOARD POLICY MANUAL

2024-25

Abbreviations used in the Board Policy Manual

AIOC — Azerbaijan International Operating Company

CIS — Council of International Schools

HR — Human Resources

DP1-DP2 — IB Diploma classes

IBA — International Bank of Azerbaijan

IB — International Baccalaureate Organization

M1-M5 — Middle School (Secondary) classes

P1-P8 — Primary School classes

PTA — Parent-Teacher Association of TISA

PSCM — Procurement and Supply Chain Management

SOS — the “SOS” Clinic

SC — Staff Council



BOARD POLICY MANUAL

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1.00 THE SCHOOL AND ITS GOALS

1.10 History

The International School of Azerbaijan (TISA) opened in September of 1996 to serve the needs of the growing business and diplomatic community in Baku. The school is operated by the first oil consortium to begin operations in Azerbaijan after the country's independence in 1992, the Azerbaijan International Operating Company (AIOC). During the first two years of operations, the European Council of International Schools managed the School under contract with AIOC, and the school was located in the AIOC guesthouse on Nigar Rafaballi Street in the city.

From September of 1998 the School began operating as a department within AIOC, and later within BP-Amoco (now BP) when it became the single operator in June 1999. AIOC initiated the construction of a purpose-built structure designed for 200 students in the Stonepay development on the edge of the city in the Yeni Yasamal district. The school moved to the new site in January 1999.

Between 1999 and 2001, TISA went through an intense period of curriculum development and gained authorization from the International Baccalaureate Organization (IBO) for each of the three International Baccalaureate Programs: the Primary Years Programme (PYP), The Middle Years Programme (MYP) and the Diploma Programme (DP). In 2003 TISA was accredited by the Council of International Schools (CIS).

In November of 2000, the introduction of an IB Diploma programme and increase in numbers in the school caused the school to undertake a second stage of primary construction funded by BP, Statoil and others. TISA 2 was completed in November 2001 and added classrooms, laboratories and a dining/assembly hall, sufficient for a school of over 350 students. Growth continued and TISA 3 was built in 2003 and extended in 2006. TISA 4 and the ELC opened in 2007. A new sports centre (TISA 5) opened in April 2014.

In 2017, TISA became a licensed and registered school by the Ministry of Education and Science in Azerbaijan. In 2018, TISA was re-accredited by Council of International Schools and re-authorized by the International Baccalaureate Organization. TISA maintained operations during COVID and the war and provided online instruction for students in 2020 and for the majority of the 2020-2021 school year. During the 2021-2022 school year, a new strategic plan was developed and preparations began for the IB programme visit and re-accreditation by CIS scheduled for the Fall of 2023. The new strategic plan has been finalized and the IB programme visit and CIS re-accreditation were successfully completed with our accreditation renewal valid until 2028.

Updated: August 2024

1.20 Goals & Mission

The goals of the school, both academic and non-academic, are articulated in its Mission Statement below.

Updated: August 2024

1.201 Mission Statement

We engage as thoughtful, generous and resilient members of our local and global communities, taking action in Azerbaijan and beyond.

We empower one another to pursue personal and academic challenges with courage and a growth mindset.

We inspire life-long and principled learning to create our best future together. In order to fulfill our

Mission we will:

- Develop in our students the attributes of the IB Learner Profile.
- Foster a friendly and supportive learning atmosphere.
- Enable students to transition successfully to and from TISA.
- Prepare IB Diploma students to embark on higher education courses in suitably challenging universities.
- Promote positive relationships with other schools and organizations in Azerbaijan and abroad.
- Recruit and develop well-qualified and effective teaching staff.
- Provide appropriate forms of assessment and international benchmarking.
- Integrate technology into the curriculum in order to develop skills according to internationally recognised standards.
- Inform and educate parents about all aspects of their child's education and encourage active parental participation.
- Continue to improve the school's learning environment, facilities and resources.

Updated: August 2024

1.202 Mission Statement Review Cycle

Periodically, a team of diverse stakeholders meets to review the TISA Mission Statement in order to assess the extent to which the TISA objectives are standing the test of time. It is not normally expected that significant changes will be made.

Any change to the mission statement is submitted to the Board of Governors for consideration and approval.

At the same time consideration is given to the degree of alignment between the TISA Mission Statement and the IB Mission Statement and the means by which the TISA Mission Statement and the IB Mission Statement are promoted to the whole school community.

Updated: August 2024

1.30 School Legal Status

The International School of Azerbaijan operates as TISA Educational Complex LLC TISA LLC provides services to AIOC, which owns the school. TISA LLC holds the educational license with the Ministry of Education and Science in Azerbaijan.

Updated: August 2024

1.301 Corporate Articles, Control and Purpose

AIOC set up an interim board in 1998, which began the process of formalizing the operation and governance of the school embodied in this Policy Manual. A formally adopted Board began operating in September 1999 with a Board Chairman appointed by the President of AIOC. In 2017, TISA LLC was created with Bakhtiyar Aslanbayli, a vice president at bp, serving as the Director. The TISA director serves as the executive director in TISA LLC. A Service Level Agreement is in place between AIOC and TISA LLC. TISA LLC operates with an appointed Board of Governors. BP appoints the board chairperson. BP appoints two additional members with an additional member nominated from an AIOC company. The US and UK embassies nominate one representative each. The PTA and Staff Council also nominate one representative each. The Board itself is at liberty to add up to 5 "members at large."

Updated: August 2024

1.302 Powers Delegated to the School Board

Governance of the school is delegated by the President of AIOC to the Board of Governors. TISA LLC serves as a service provider to the AIOC.

Updated: August 2024

1.303 School Ownership and Tax Status

The school is owned by BP-AIOC Exploration (TISA) LLC and pays taxes in accordance with the local legislation and ACG PSA

Updated: August 2024

1.304 Dissolution of the School

Should the school be terminated or dissolved, the fixed assets will be distributed as prescribed in the governance documents of AIOC and local legislation.

Updated: August 2024

1.40 School Purpose

TISA seeks to provide a high quality well-balanced educational programme to its diverse student body in accordance with the universally recognized educational principles, practices and beliefs of the International Baccalaureate Organization.

Our Mission is to prepare our students for higher education, to enable them to become life long learners and positive contributors to their local and global communities.

Updated: August 2024

1.401 Instructional Programme

The school offers the Primary Years Programme (PYP) of the International Baccalaureate Organization from ages 3 to age 10 (P1 to P8), the Middle Years Programme (MYP) of the International Baccalaureate Organization from ages 11 to 15 (M1 to M5) and the International Baccalaureate (IB) Diploma Programme from ages 16 to 18 (DP1 to DP2).

TISA has been authorized, since 1999, to offer the Primary Years Programme (PYP) and the Middle Years Programme (MYP) of the International Baccalaureate Organization (IBO). IB Diploma authorization was granted in the summer of 2001. The IB Diploma is an examination- based course that is widely recognized around the world for admission to university education. The Primary and Middle Years Programmes are developed specifically for younger learners and aim to provide common learning experiences for students in international schools worldwide.

The IBO will validate the programmes as delivered at TISA by periodic visits to the school, the provision of in-school training with IB appointed consultants, and the training of teachers at workshops in Europe.

The aims, format and methodology of the three programmes are prescribed by the IBO, but IB schools are expected to develop their own curriculum at PYP and MYP level. The IBO has a set syllabus for the Diploma courses that includes internal assessment as well as external examinations. At TISA the programs of study and grade-level student performance objectives have been developed utilizing the best aspect of European, North American and Australian/New Zealand

curricula as source material. In this way, TISA aims to meet the needs of those students who have come from and may be returning to the United States, UK and elsewhere. All programs promote an inquiry-based approach, which forms the basis of all activities at TISA. The acquisition of the fundamental skills of literacy and numeracy receive due emphasis but our students are also encouraged to apply these skills in scenarios requiring the use of higher-thinking and problem-solving strategies.

Updated: August 2024

1.402 Host Country Government Relations

It is the policy of the Board and the school administration and faculty to do all in its power to maintain and develop excellent relations with government authorities and agencies.

As a school registered and licensed by the Ministry of Education and Science in Azerbaijan, the school will work diligently to stay current on the latest curricular, safety, and legal requirements in order to maintain compliance. The School will work to build positive relationships with the Ministry of Education and Science, as well as other schools and universities within Azerbaijan to both learn and serve as a thought leader within the local educational landscape.

Updated: August 2024

1.403 Parent Involvement in Decision-Making

The Board supports parent participation in the affairs of the school. All parents are encouraged to express ideas, concerns, and suggestions about the school and its policies to the Director, Principals and other staff.

The Parent-Teacher Association of TISA (PTA) is an organization open to all parents which is committed to providing such input. The elected PTA Executive Committee is made up of four parents each representing a section of the school (Lower Primary P1-P3, Upper Primary P4-P8, Lower secondary M1-M3, and Upper Secondary M4-DP1). The Chairperson of the PTA Executive Committee serves as the parent representative to the Board. The Chairperson organizes regular open meetings for parents and meets regularly with the senior administrators of the school.

Updated: August 2024

1.404 Student Involvement in Decision-Making

The Board believes that students - as individuals and as members of the school community - should have opportunities to take responsibility for their own learning. Learning to participate constructively in group decision-making is an important part of growing up. Therefore, students should be encouraged, in keeping with their level of maturity, to take part in the development of educational policies and regulations that affect them.

In general, such participation is best channeled through class or school organizations, which offer practice in self-government and serve as forums for the expression of student ideas. Students may also be asked to serve on advisory committees to the Board or the administration

The Board will consider student opinions in setting policies that directly affect student programs, activities, privileges, and responsibilities. However, the authority to govern the school remains with the Board and with the Director, as consistent with the best interests of the school as a whole.

Updated: August 2024

1.405 Non-Discrimination

In accordance with legal framework of Azerbaijan, no person in the school shall be discriminated against on the basis of race, national or ethnic origin, color, religion, sex, age, or mental or physical disability. Human rights law shall be carefully observed, enforced, and supported, so that all members of the school community may work together in an atmosphere of tolerance and respect for individual differences. Specifically, the Board prohibits the distribution of any materials based on racial or religious prejudice, either inside the school or on school grounds, or those materials in contradiction with the laws of Azerbaijan.

It is recognized that the school is not equipped to offer a program for all students and therefore will restrict entry to those for whom a suitable academic program is provided and these decisions do not constitute discrimination.

However,—this policy does not preclude any policy, program, or activity that has as its aim the improvement of conditions for disadvantaged individuals or groups, ie..special education or language support.

This policy of non-discrimination shall prevail in all matters.

Updated: August 2024

1.50 School Organization

TISA is organized in three divisions: the Primary Years (P1-P8), the Middle Years (M1-M5) and the Diploma groups (DP1-DP2). The Primary Section (P1-P8) has a Principal as does the Secondary section (M1-DP2). The Director has overall responsibility for the academic programs which are supervised by the Principals. The Director is also responsible for the support services provided by the secretarial, accounting, maintenance and other support personnel. Coordinators will be appointed for each of the IB programmes and teachers may also be appointed to positions of responsibility for subject areas.

Updated: August 2024

1.501 Schools and Levels of Instruction

The school provides education for children from ages 2 through age 18 (Pre-Pre-Kindergarten through Grade 12).

Updated: August 2024

1.502 Director's Powers and Duties

The Executive Officer of the school shall be called the 'Director'.

The Director shall implement all school policies as described in the Board Policy Manual and as amended by subsequent Board actions. The Director shall direct all school operations. The Director shall implement all School Employee relations policies. The Director shall assure compliance with the school's student policies. The Director shall assure educational excellence in line with the School's objectives. The Director shall advise and make recommendations to the Board. The Director shall perform such other tasks as may from time to time be assigned by the Board.

Updated: August, 2024

1.503 Evaluation of the Director

At the time of employment and updated annually, as necessary, the Board shall determine with the Director, measures that will be used to assess performance, and bonuses dependent on successful achievement. Performance indicators will be reviewed with the Director prior to the start of each school year. Written evaluation shall be provided to the Director from the Board annually after the review of the performance indicators and/or prior to contract termination or renewal.

Updated: August 2024

1.5031 Termination or Non-renewal of Employment of the Director

Termination or non-renewal of the Director's contract shall be governed by the standard terms and conditions found in the TISA Educational Enterprises, LLC contract for the Director.

Updated: August 2024

1.504 School Principals

The Principals shall have responsibility for the academic program of the appropriate section, and for the day-to-day operation of these sections. The Principals are directly answerable to the Director.

Updated: August 2024

1.5041 Formulation of Administrative Regulations

The administration shall formulate regulations for use in the school in the context of approved Board Policy, which will be included in faculty, student and parent handbooks for distribution at the start of each school year. Copies of current handbooks will be provided to Board members at the beginning of each school year.

Updated: August 2024

1.505 School Publications

The administration shall be responsible for preparing and reviewing on an annual basis the following handbooks:

- Faculty Handbook
- Primary and Secondary Faculty Handbooks
- ELC, PYP, MYP and Post-16 Programme Handbooks
- Parent-Student Handbook
- School Profile

These publications will contain current information about the school, as well as procedures, rules and regulations relating to its operation.

Updated: August 2024

1.506 Administrative Reports

The administration is responsible for preparing regular reports on student attendance, achievement, and the financial stability of the school, including regular reports to the Board on all aspects of school operation.

Updated: August 2024

1.60 Schedules of Instruction

The Principals, in consultation with the faculty, shall create a master timetable allocating teachers and contact times across subject areas in conformance with the recommendations issued by the IBO in each program area. The administration will have available, teacher, room and subject timetables for use in the day-to-day running of the program. In addition duty rosters will be maintained allocating teachers and support staff to supervise students during recess and lunch periods.

Updated: August 2024

1.601 School Year

The school year shall run a minimum of 180 instructional days to meet the good practice expectations of the CIS accrediting agency. These instructional days will be divided into academic terms.

Updated: March 2024

1.602 School Calendar

The school administration shall be responsible for drawing up an annual school calendar, observing wherever practicable those public holidays observed by AIOC, consistent with 1.401. This calendar will be issued after Board approval.

Updated: August 2024

1.6021 Extended School Year and Summer School

In the event of circumstances requiring the cancellation of classes for any reasons, the school may extend the school year to meet the requirements of 1.401 or may make such other arrangements as the Director and Principals see fit.

Updated: August 2024

1.603 School Day

The administration shall arrange and schedule the school day so as to offer the greatest educational return for 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.

Updated: August 2024

2.00 THE SCHOOL BOARD

2.10 School Board Legal Status

The International School of Azerbaijan (TISA) is owned by AIOC. The President of AIOC has delegated the authority to exercise executive control over all aspects of the management of TISA to the Board of Governors. As such, the Board of Governors constitutes the highest body for the School and its approval is required for all major legal, policy and financial business conducted by the school in achieving its educational aims.

The number of Board members shall be fixed from time to time by the Board of Governors, provided that such number shall be at least five and not more than nine excluding non-voting faculty, parent and administration representatives. No person may become or remain a Board member unless such person is either a temporary or permanent resident of Azerbaijan. The Director shall be a non-voting member of the Board of Governors (see 2.20).

Board members are expected to serve three-year terms, and are (with the exception of the Director, Principals and teacher representative) not remunerated in any way for their work, although certain approved expenses may be reimbursed in accordance with Board policy.

The Director, as the chief executive officer of the Board of Governors, carries the responsibility for the day-to-day administration of the School. The Board has delegated certain powers to the Director in the areas of administration, personnel management, and educational programme. However, the Board of Governors retains the ultimate legal, policy and financial responsibility for the school.

Updated: August 2024

2.101 Board Powers and Duties

The Board of Governors is responsible for protecting and ensuring the continued existence and future of the school. It sets the School's strategy, establishes basic policies and major programs, and delegates to the Director the implementation of approved strategy, the day-to-day administration of the school and the carrying out of the approved policies and programs (see 2.305).

According to Best Practice, the Board of Governors has three primary areas of responsibility:

- creating Board policy to guide day-to-day operations by the the school administration
- approval and oversight of the budget and financial health of the school
- hiring and evaluation the Director of the School

To accomplish the above areas of primary responsibility, the TISA Board of Governors has defined the executive powers and duties exclusively reserved to the Board of Governors as the following

1. Ensuring that By-Laws as set out in the Board Policy Manual are respected, and reviewed regularly;
2. Supervising the finances of the school including but not limited to:
 - a. Establishing tuition fees and development fee;
 - b. Approving Annual Operating and Capital Budgets;
 - c. Reviewing the Director's regular financial reports; and
 - d. Reviewing audits.
3. Selecting and annually evaluating the School Director;
4. Approving strategic plans;
5. Electing its officers (such as Secretary) other than the Chair (the Chair is appointed by AIOC President and not elected.);
6. Ensuring compliance with all governmental and local regulations and statutes;
7. Establishing compensation for school faculty and administration through the annual approved budget;
8. Setting overall admissions criteria for students;
9. Governmental and public relations;

10. Employee welfare and relations;
11. Health, Safety, and Environmental Management System;
12. Approving
 - a) Policies relating to hiring;
 - b) Curriculum goals;
 - c) Disposition of all property (above a Board-approved minimum level), including mortgages and leases;
 - d) Insurance policies covering assets of the School;
 - e) Policy relating to class size (see 6.702);
 - f) Expulsion of pupils and dismissal of personnel;
 - g) Personnel and business office policies within the Board Policy Manual;
13. Maintaining the reputation, integrity and traditions of the School.

Updated: August 2024

2.102 Individual Board Member Authority and Liability

Because all powers of the Board of Governors are granted in terms of action as a group, individual members exercise authority only insofar as they take action collectively at a duly convened, official meeting of the Board or through decisions or votes through digital means that are required due to timing and urgency of the situation.

Because they have no individual authority or responsibility for the legal or financial affairs of the school, Board members are not individually liable for Board of Governors' actions, except as Azerbaijan law may apply.

Updated: August 2024

2.103 Board Member Ethics

Members will adhere to the TISA Code of Conduct as outlined in the Faculty Handbook.

Updated: August 2024

2.1031 Board Member Conflicts of Interest

Board Members shall have no substantial financial or other interests that conflict with the interest of the School. In any given case, the Board shall decide whether or not a conflict of interest is 'substantial', and whether it warrants any special measures, such as requiring the member to refrain from voting on a particular matter, or requesting his or her resignation.

It is the responsibility of Board members to make known to the Board any circumstances that could involve a potential conflict of interest between themselves and the School.

The remuneration received from the school by ex-officio Board members, such as the Director, Principals and the teacher representative, shall not be considered a conflict of interest for the purposes of this policy.

Updated: August 2024

2.20 Structure and Election of Board Members

The Board of Governors shall be a self-perpetuating institution, and all members shall hold office at the pleasure of the majority of the Board.

The Board shall have a minimum of five and a maximum of nine voting members at any one time. The actual number of voting members greater than five chosen to serve on the Board shall be determined by the Board from time to time.

Voting members shall be responsible persons of the community chosen on the basis of intelligence, experience, reputation, integrity, and interest in school welfare. Additionally, every effort shall be made to ensure that:

- a. The major interests supporting the school are duly represented on the Board;
- b. Other interests supporting the school within the community are represented on the Board whenever appropriate;
- c. BP as operator of the AIOC consortium shall appoint one member

Updated: August 2024

2.201 Voting Members

The Board will be made up as follows:

- Chair – a BP employee as appointed by the AIOC President
- Two BP employees' members – BP employees appointed by the Chair
- American Embassy member – as appointed by the US Embassy
- British Embassy member – as appointed by the UK Embassy
- Major/other interest members – up to four as agreed by the Board

When there is a vacancy for the BP appointed member (the Chair), it shall be the responsibility of the President of AIOC to appoint a replacement. When there is a vacancy for a BP employees' member, it shall be the responsibility of the Chair to make an appointment. When there is a vacancy in an Embassy appointed position, it shall be the responsibility of the Chair to approach the Embassy in question to seek a replacement appointee.

Updated: August 2024

2.202 Non-voting Members (all serve ex-officio)

- The Director
- Staff Council member – a TISA professional staff employee selected by the Staff Council serving for a one year term from August through June. When the Staff Council Committee, in consultation with the Director, feels an alternate Staff Council member could better address Board questions on or speak to a particular topic an alternate may attend in addition to or in place of the regular representative.
- PTA member – the Chair of the Parent-Teacher Association.

Updated: August 2024

2.203 Attendance

Members who are absent or for three consecutive regular Board meetings, or for four Board meetings in a six-month period, may be considered as having resigned, unless the Board determines that such absences occurred for justifiable reason.

Updated: August 2024

2.204 Elections

Whenever a vacancy occurs on the Board, the remaining members of the Board shall ensure the vacancy is filled in accordance with the By-Laws and with Board policy. Because the Board is a *self-perpetuating* body, regular members shall serve a 3-year term until they resign or are removed from membership or are re-confirmed for a further period, all in accordance with these By-Laws.

Updated: August 2024

2.205 Observers

The Board may decide to grant observer status to any person for any period of time.

Updated: August 2024

2.206 Board Member Orientation and Development

The Board will make provision to orient new members, including an explanation of the members' duty of confidentiality and collective decision making. The Board will make provision for its collective continuing development by undertaking suitable training and development exercises on an as needed basis.

Updated: August 2024

2.207 Board Member Compensation and Expenses

Board members serve on a voluntary basis and receive no monetary compensation for their services. Expenses incurred by members of the Board in the conduct of duties related to the School may be reimbursed on submission of a fully substantiated business expense claim, signed by the Chair of the Board.

Updated: August 2024

2.208 Vacancy by Resignation of Board Member

Except for the three members who are appointed, whenever a vacancy occurs among the members of the Board **by reason of resignation**, the resigning member and/or any other Board member may propose a replacement for confirmation by the Board. Should confirmation be withheld by the Board, the Chair shall select a different person for membership after carrying out such consultations as the Board considers appropriate. The person so selected shall then be put forward by the Chair for the approval of the Board.

Updated: August 2024

2.209 Vacancy by Board Member Removal from Office

Whenever a vacancy occurs among the members of the Board *by reason of the displeasure of the Board*, the procedure followed for filling the vacancy shall be that the Chair will either appoint a new member or approach the Embassy to request a new appointment if the board member is an embassy appointed member.

Updated: August 2024

2.210 Vacancy by Expiry of Term

Except for the three members who are appointed, whenever a vacancy occurs among the members of the Board *by reason of expiry of the three-year term*, the member whose term is expiring may either (a) declare his / her interest in continuing or (b) confirm his / her intention to stand down. In the case of (a), the Chair may propose the member for re-confirmation by the Board. In the event of (b), the member whose term is expiring and/or any other Board member may propose his replacement for confirmation by the Board. Should confirmation be withheld by the Board, the Chair shall select a different person for membership after carrying out such consultations as the Board

considers appropriate. The person so selected shall then be put forward by the Chair for the approval of the Board.

Updated: August 2024

2.211 Nominating Committee

The Chair of the Board may delegate the powers entrusted to him or her under paragraphs above to a Nominating Committee appointed by the Chair. In such an event, the Nominating Committee shall be guided by the following procedures which may be amended as the Board considers appropriate:

1. Depending on the vacancy, BP or Major / Other Interests supporting the School should be contacted to propose the names of potential candidate(s);
2. The Nominating Committee shall determine the eligibility of the potential candidate(s);
3. Potential candidates should be interviewed and their willingness to serve confirmed;
4. The Nominating Committee shall submit a list of candidates with full details on each for consideration of the Board; and,
5. Selection of the new member(s) remains the prerogative of the Board.

The Nominating Committee is for the sole purpose of the existing Board vacancy and shall be disbanded once the vacancy or vacancies are filled.

Updated: August 2024

2.30 Organization of the Board

2.301 Board Officers

The President of AIOC will appoint a Chair for the TISA Board.

The Board may elect such other officers as it sees fit. Whenever a vacancy occurs among the elected officers of the Board it shall be the duty of the Board to fill the vacancy from among its members. Should there be more than one candidate nominated, the candidate receiving the majority of votes cast shall be duly elected.

Updated: August 2024

2.302 Board Committees

The Board may set up sub-committees of members as may be required. (See Appendices 3, 4 and 5 for current Board sub-committees.)

Updated: August 2024

2.303 Advisory Committees to the Board

The central purpose of all advisory committees to the Board is to contribute to the educational program and operational needs of the school by conducting studies, identifying problems, or developing recommendations to assist the Board in making decisions. The ultimate authority to make those decisions, however, remains with the Board.

Advisory committees may be formed by the Board at such times and for such purposes as the Board deems necessary. They will be given a clear charge, and will be dissolved upon accomplishing that charge. The Board may provide advisory committees with a suitable meeting place and administrative assistance if resources permit.

Membership in advisory committees will be broadly representative of the educational community's populations, and will be chosen from among residents who have shown an interest in education or who have special knowledge or expertise relating to the committee's purpose. The Board may also appoint one or more Board members to serve on advisory committees on behalf of the Board.

Membership in official *representational* committees (representing staff, student, or parent groups), and membership in special *invitational* committees established by the Board (based on expertise or experience relevant to the charge of the committee) will be determined according to regulations relating to such committees as identified at the time of the formation of the committee.

Once activated, an advisory committee will report periodically to the Board through the School Director. Any announcement to the press or the public must be made through the Chair.

Updated: August 2024

2.304 Board's Legal Counsel

The President of AIOC may nominate a BP lawyer to act as legal counsel to the Board; or the Board may elect to retain an external lawyer or law firm to serve as the attorney for the School.

The attorney should be available for consultations on general routine matters relating to actions or decisions of the Board. He or she will be kept fully familiar with the legal and tax problems of the School, and his/her services will be called upon in connection with these as needed.

In addition, the attorney should be available to advise on or to directly handle matters related to include but not limited to the collection of unpaid School fees, labour problems, claims by or against the school or its staff, insurance problems, juvenile discipline problems involving police or other public officials, and corporate and tax matters.

The attorney may be called upon to deal with matters relating to building site acquisition contracts for building construction or renovation, and disputes with contractors. He/she may also be called upon to prepare or review contracts entered into by the Board.

The attorney will be directly responsible to the Chair of the Board. Specific arrangements regarding compensation, time sheets, expense records, and billing shall be set out in a written agreement between the Board and the attorney.

Updated: August 2024

2.305 Board - Administration Relationship

The Board shall delegate certain of its executive powers and duties (see 2.101) to a Director to manage the School according to the Board's policies. The Board shall hold the Director responsible for the implementation of strategy, the day-to-day administration of the School, the carrying out of its policies and programmes, the execution of its decisions, the operation of the school's procedures and systems designed to support and deliver the school program, and for keeping the Board informed about school operations and problems.

The Director is required to bring to the attention of the Board:

- a. Any matter likely, in the Director's judgment, to have a substantial impact on any of the Board's powers or duties as set in Board policy;
- b. Any matter referred to him that cannot be resolved administratively;
- c. Any administrative decision which he/she believes, in his/her judgement, should receive prior approval of the Board; and
- d. Any other administrative decision that he/she feels should be brought to the attention of the Board.

The relationship between the Board and the Director may be characterised as the split between strategy / policy and operations / administration. The Board limits itself to setting out the strategic direction of the school and to broad considerations of policy; the Director operates the school to implement the strategy and these policies. Board members, the Director, and all school staff members will act on an ethical basis, respecting at all times the established line and staff relationships set out in the approved organizational chart for the School. It is the function of the Board, Director, and the staff to interpret intelligently and to apply equitably the Mission of the school, its policies, its procedures, and its relationships to the parents and the students.

Updated: August 2024

2.306 Board Self-Evaluation

In the interest of continuous quality improvement, the Board will conduct an annual evaluation of its own work. Standards against which performance is measured will be developed by the Board prior to the beginning of each school year. The outcome of the evaluation should be a written, composite report on how the Board views its own performance. This report should then lead to the development of the new objectives and strategies for improvement for reference in the following year to develop Board goals and expectations as well as in-service programs for Board members, and a sound orientation program for new members (see 2.201)

Ideally, the Board's self-evaluation session will precede or coincide with the evaluation of the Director. In either case the Director's view of the Board's performance will be sought, and is expected to add a helpful dimension to the evaluation procedure.

Updated: August 2024

2.307 Board Communications Strategy

In accordance with Clause 2.101 of the Board Policy Manual noting the basic duties, the Board of Governors of The International School of Azerbaijan functionality has four principle means of communicating with TISA stakeholder groups:

1. Through the representative members of the Board of Governors that includes:
 - Staff & Teachers (Staff Council member)
 - TISA Administration (Director, Primary & Secondary Principals)
 - Parents (PTA Member)
 - Diplomatic Corps (American and British Embassy Members)
 - Community (Members at large).
2. Through annual newsletters from the Chairman of the Board of Governors and board meeting summaries published to staff.
3. Through Board participation in community and staff events
4. Through Ad-hoc Advisory Committees chartered by the Board from time to time for specific purposes.

Limitations: The authority and accountability for the day to day administration and running of TISA is delegated by the Board to the Director. As such, the Board does not become involved with individual issues from any stakeholder unless through formal process as described in Board Policies.

Updated: August 2024

2.40 Board Meetings

2.401 Annual Organizational Meeting

The first meeting of the school year shall be regarded as the Board's annual organizational meeting

and should address the Director's opening report, financial report, enrollment figures and major plans as well as other items that have been included in the confirmed agenda.

Updated: August 2024

2.402 Regular Board Meetings

The Chair shall ensure that the Board of Governors meets at least eight times in the course of one calendar year at intervals of approximately one month.

Unless otherwise specified all Board meetings shall be held in the conference room at TISA. Meetings of the Board are conducted to carry on the strategy and necessary business of the School as set forth in the agenda and are not public. However, all meetings except for periods when the Board is in executive session may, at the discretion of the Board, be carried out as public meetings. Meetings that are to be opened to the public shall be deemed open after a duly made proposal and majority vote of the Board.

Updated: August 2024

2.403 Special Board Meetings

The Chair may convene special meetings of the Board of Governors when intensive consideration of a timely subject is desirable or to allow time for special study. Special meetings, except for periods during which the Board is in executive session, may be open to the public at the discretion of the Board.

Apart from meetings convened by the Chair, the Board may meet in special meetings at the request of at least two members to the full Board. The request shall indicate the subject(s) proposed for discussion and the date proposed for such meetings.

Notice of special meetings called by the Chair may be given orally at a regular meeting (in which case the Secretary shall ensure that absent members are notified), or in writing. Special meetings called by request of members shall be announced in writing.

No business other than that stated in the call of the meeting shall be transacted unless all members are present and agree to consider and transact other business.

Updated: August 2024

2.404 Executive Sessions

The Board Sessions are deemed to be executive sessions unless the Board determines otherwise in order to open the meeting to the public. Executive sessions are not opened to the public. The purpose of the executive session will be announced to the Board in advance, and can be on any topic chosen by the Board, such as but not be limited to the area listed below:

1. Employment and personnel related conversations, including but not limited to evaluation for continued employment, disciplinary action, and collective bargaining
2. Capital and building projects
3. Legal action or issues, potential litigation, and discussion of attorney advice
4. Fundraising and donations to the school
5. Confidential topics and documents
6. Student related issues and cases, including disciplinary response and expulsion

7. Boarding training and orientation sessions
8. Emergency and security related matters
9. Preliminary budget and financial discussions

Board members are duty-bound not to disclose any details of discussions held in executive session.

Updated: August 2024

2.405 Procedures for Board Meetings

1. The Board of Governors shall attempt to meet eight times in the course of one school year at intervals of approximately one month.
2. A simple majority of the voting members of the Board present in person shall constitute a quorum. Email voting is a valid alternative to in-person voting where deemed necessary by the Board members.
3. Agreed upon rules of order shall be used to conduct Board meetings.
4. The Chair of the Board shall preside at meetings, and in the absence of the Chair the members in attendance will elect an acting chair for that meeting alone.
5. Except as otherwise provided in this Board Policy Manual, the Board of Governors will take its decisions by a simple majority of those voting members present and voting.
6. In cases where the votes cast are equally divided, the vote of the Chair (or the acting chair) shall be decisive.
7. Minutes of all meetings of the Board of Governors shall be kept, and shall be approved by the Board members attending the next Board meeting who were present at the meeting where the minutes were taken.
8. Any Board member who has been absent from each of three consecutive regular meetings of the Board or from four meetings within any six-month period may be removed from his/her position by majority vote of all other voting members of the Board.
9. The Chair shall have the discretionary right to exclude members of the Board from any part(s) of meetings where the topic under consideration constitutes a potential conflict of interest.
10. Board meetings may be opened to the public after a duly made proposal and majority vote of the Board. The Chair shall have the discretionary right to exclude all or any members of the public from all or part(s) of Board meetings.

Updated: August 2024

2.406 Notification of Board Meetings

The Director or the Board Secretary shall notify Board members in advance by whatever means appropriate of all official meetings of the Board, including the time and place.

Updated: August 2024

2.407 Agenda Preparation, Format and Dissemination

The Director shall prepare all agendas for the meetings of the Board. Items to be placed in the agenda should be given to the Director on or before the seventh day preceding the meeting.

Items of business may be suggested to the Director by any Board member, staff member, student, or parent.

The Board shall follow the order of business set up by the agenda unless the order is altered by a majority vote of the members present and voting. Items of business not on the agenda may be discussed and acted upon if a majority of the Board agrees to consider them. The Board, however, may not revise Board policies, or adopt new ones, unless such action has been scheduled.

The agenda, together with supporting materials, shall be distributed to Board members no less than two days prior to the Board meetings, to permit them to give items of business careful consideration.

Updated: August 2024

2.408 Votes and Voting Method

Each voting member shall have one (1) vote. Open ballots shall be used on all matters and results recorded in minutes by the Secretary duly approved by the Chair. No secret balloting will be used.

Updated: August 2024

2.409 Minutes and Release of Meeting Information

The Secretary is responsible for preparing minutes of Board meetings in collaboration with the Director. Minutes shall be distributed to Board members for approval at the subsequent meeting. The Director is responsible for keeping the original set of minutes. A summary report on each Board meeting adapted from the meeting minutes is distributed to TISA staff members. All matters and opinions discussed in Board meetings are considered confidential and may only be made public in a manner explicitly agreed upon by unanimous decision of the Board (voting and non-voting members) on a case-by-case basis.

Updated: August 2024

2.410 Public Attendance at Board Meetings

Because the Board regards itself as a representative body of the community, it wishes to provide opportunities for members of the school community to express interest in and concern for the school. Accordingly, the public (that is, a person with a reasonable interest in the school who is not a Board member) is cordially invited to attend meetings of the Board when a meeting is designated and notified open to the public.

Meetings will be opened to the public at the discretion of the Board in accordance with Board policy.

Although the Board wishes to encourage attendance at its open Board meetings, it must be remembered that Board meetings are conducted to carry on the business of the school; they are, therefore, not 'public meetings' but meetings held in public. The Chair shall have the discretionary right to exclude all or any members of the public from all or part(s) of Board meetings.

A member of the public wishing to make requests, presentations, or proposals to the Board should direct an inquiry to the Director not less than ten days before the open Board meeting, who will respond appropriately in order to:

1. allow anyone a fair and adequate hearing;
2. allow the Director to take direct action under existing policies of the Board, so that the matter need not be brought to a Board meeting but can be resolved at once;
3. minimize the possibility that the Board may make ill-advised, illegal, or improper rulings due to hasty action in the absence of adequate information and study, especially in instances where no clear policy exists;
4. see that time devoted to public participation is used effectively, without interfering with the Board's scheduled business.

A member of the public may also present any subject at a Board meeting after the completion of the agenda or at any other appropriate time during the meetings, but *only at the discretion of the Chair*, who may rule the question out of order or who may set a time limit on any presentation in the interest of efficiency. These presentations must be scheduled in advance at a meeting declared to be open to the public.

A decision of the Chair in respect of any matter pertaining to the conduct of Board meetings opened to the public shall be final.

Updated: August 2024

2.50 Board Policy Development and Adoption

Adoption of new policies or changing existing policies is solely the responsibility of the Board. Adoption, deletion, or amendment of policies shall require a simple majority of voting Board members for a quorum and a majority vote of voting members present.

Updated: August 2024

2.501 Policy Adoption and Dissemination

The formal adoption of policies will be recorded in the minutes of the Board meeting. Only those written statements so adopted and so recorded will be regarded as formal policy of the Board. Policies will be effective immediately upon adoption, unless a specific effective date is provided in the motion to adopt.

Updated: August 2024

2.502 Emergency Procedure for Policies

If a situation arises in which the Board must act quickly, the Board may, by majority vote, waive the requirements of the adoption sequence described above, and may propose, discuss, and adopt a policy or a policy change at a single meeting. However, the Board shall reconsider such 'emergency' policies after they have been in force for three months, to ensure that the policy is well considered and is still appropriate for continued use.

Updated: August 2024

2.503 Board Review of Administrative Procedures and Regulations

The development of procedures and regulations to support the implementation of Board Policy are operational and the responsibility of the Director. However, the Board reserves the right to review administrative procedures and regulations at its discretion, for clarity on whether they are inconsistent with policies adopted by the Board. The Board will, upon its request, be provided with copies of all

procedures and regulations issued by the administration.

Procedures and regulations need not be reviewed by the Board in advance of issuance except as required by law or when the Board deems it necessary or advisable.

Updated: August 2024

2.504 Policy Review and Evaluation/Manual Accuracy Check

In an effort to keep its written policies up-to-date so that they may be used consistently as a basis for Board decision and administrative action, the Board shall review its policies continuously in accordance with the established schedule and on an ad hoc basis as necessary. The Director has the continuing duty to call to the Board's attention all policies that are out of date or for other reasons appear to need revision.

Updated: August 2024

2.505 Administration in Policy Absence

In cases when action must be taken and the Board has no policy for such action, the Director shall have the power to act in his / her sole discretion. The Director shall inform the Board promptly of such action and of the need for policy at the earliest possible opportunity. Such decisions of the Director shall be subject to review by the Board at its next regular meeting in order to ratify or amend the policy decision taken by the Director in reliance on this policy.

Updated: August 2024

3.00 FISCAL MANAGEMENT

3.10 Annual Operating Budget and Capital Budget

TISA is organized as a non-profit department within AIOC and is charged to operate on a positive cash flow basis until such time as the School becomes independent. The operating budget and the capital budgets of the School are set up to support the whole school program and to provide sufficient funds to satisfy its obligations under AIOC for operations.

It is the Board's responsibility to approve the annual operating and capital budgets for the ensuing year. The budget should be adequate to finance ongoing programs, provide for reasonable rates of replacement, provide for additions or changes dictated by the projected needs of the school, and include a contingency to allow for the uncertainties of forecasting.

In addition it is the policy of the Board to:

1. Encourage advance planning through the budgeting process;
2. Explore all practical sources of income;
3. Provide policy guidance to budgeting and management of school finances, so that adequate financial strength is maintained;
4. Expect top quality accounting and reporting procedures;
5. Maintain the level of expenditure to provide high quality education.

Updated: August, 2024

3.101 Fiscal Year

The School will operate on a financial year that begins August 1 and ends on July 31. The fiscal year has been chosen to parallel the contractual dates given to the majority of faculty and administration and to align with the school year.

Updated: April 2024

3.102 Budget Preparation

The preparation of an annual operating and capital budget is the responsibility of the Director, after consultation with the Board and representatives of the professional staff. The preliminary budget may be reviewed by a Finance sub-committee prior to its submission to the full Board.

Professional staff salaries form the largest expenditure in the budget. Recognizing this, the Board not later than at its November meeting shall review salaries in light of a survey of comparable international schools and will approve salary scales for the ensuing school year that shall keep TISA in the top quartile of the schools surveyed. Such salary reviews will be undertaken every two years or at such time as the Director deems the scales to be non-competitive.

Updated: August 2024

3.103 Budget Deadlines and Schedules

The Board shall approve the preliminary budget for the ensuing school year no later than its June meeting.

Updated: April 2024

3.104 Budget Adoption

The budget will be adopted no later than the June Board meeting and may be reviewed by the Board with amendments during the first semester of the school year. Amendments can be made at any time to the approved budget based on Board discretion. Proposed amendments shall be reviewed by either a finance committee or in a Board meeting before adoption by the Board.

Updated: August 2024

3.105 Periodic Budget Reconciliation

The Director will report monthly on the financial performance of the school against budget on a schedule agreed with the Board.

Updated: August 2024

3.106 Line Item Transfer Authority

The Director has the authority to reallocate contingency money within the budget. Budget revisions and transfers beyond the contingency require Board approval upon recommendation of the Director, supported by the Finance Committee.

Updated: August 2024

3.20 Authorized Signatures

The Director is authorized to approve transactions of up to \$250,000 for items and categories planned for and included in the budget. Unbudgeted items or categories and transactions for amounts in excess of \$250,000 require the approval of one of the BP members of the Board. Transactions involving payments to the Director such as business expenses or petty cash reimbursements require the approval of a BP member of the Board.

Updated: August 2024

3.30 Income from Tuition Fees and Other Charges

It shall be the responsibility of the Board to set the annual tuition fees and the schedules for payment of these fees. Tuition fees and other charges will be reviewed by the Board annually, and may be adjusted in individual instances in accordance with established Board policy and as deemed necessary by the Board.

The tuition fee schedule and other charges will be established annually according to estimated student enrolment, available financial resources, and budget requirements. In order to supply the Board with the necessary background data, it is the responsibility of the Director to submit, for Board review, an annual report on community growth and enrollment projections and an overview of the School's financial status.

The Board will set such additional fees and charges as may be required to operate the school program and to generate such reserves necessary to accomplish the Board's long-term goals and to provide for uncertainty and risk associated with operating an international school.

The administration will develop, and the Board will approve, procedures and rules regarding the collection of payments for tuition and other charges set by the Board. Before a student is admitted, parents will be advised of all fees that will be charged for the upcoming year of enrollment.

Updated: August 2024

3.301 Registration and development fee

All students will be required to pay an annual registration fee and tuition fees as set by the Board.

A one time development fee will be paid by all students entering grades P3 and above as set by the Board. This development fee is paid on entrance and is charged to support capital loans and to and to invest in additions, renovations, and new construction as well as the purchase of capital assets to support learning.

Updated: August 2024

3.302 School Fees for Children of Teaching Staff

TISA offers exemption from school fees, defined as tuition fees, registration fees, and development fee as defined through employment contracts and the Staff Handbook.

Updated: August 2024

3.3021 Non-Payment of School Fees and Other Charges

All School fee payments must be made no later than thirty working days before the beginning of each term.

The school reserves the right to withdraw enrollment for a student when there is a failure to meet financial obligations by the school designated due date. Students who are withdrawn for non-payment will not be allowed to return to active enrollment until all school fees are paid in full, including the assessment of any late penalties which are assessed as noted in the paragraph below.

If there are any school fees outstanding from the current school year, a student will not be allowed to re-enroll for the next academic term and/or school year. Late payment of fees may be subject to a 1.5% per month penalty.

Beyond ongoing school fees, the school can assess other operating fees that are warranted, such as examination or IB diploma fees, with full notification to families of these fees in advance.

Updated: August 2024

3.3022 Refund of School Fees and Other Charges

A student who leaves before the October break of Term 1 will be liable to pay 50% of the term fees. A student who leaves after the October break in Term 1 will be liable to pay 100% of the term fees. A student who enrolls after the October break in Term 1 will be liable to pay 50% of the term fees.

In Terms 2 and 3 a student who attends school for any number of days is liable for that term's fees. Fees paid on account for billing periods for which a student does not attend may be refunded provided notice of non-attendance is received before the start of the billing period in question.

Registration Fees are not refundable. Development fees may only be refunded in the case that the student does not appear for classes at the beginning of the school year and the school is provided 30 days notice.

In the case of transfer or withdrawal of a student, the School requires at least 30 day's written notice to be given to the Admissions Officer. Verbal communications will not be accepted as official. If no such written notification is received within this timeframe, the term's billing will take place as usual and all amounts billed will be due.

Official school records will not be released to other schools for students who have an outstanding balance with TISA.

Updated: August 2024

3.3023 Bad Debts

The Board will authorize the Director to write off specific bad debts after all reasonable efforts to recover the monies in question are exhausted.

Updated: August 2024

3.40 Income from Sources other than Tuition Fees and Other Charges

3.401 Aid and Grants to the School

The Board may accept aid and grants to the school provided that such awards are not accompanied by restrictions that materially affect the mission or program of the school. Aid and grants are subject to the same general criteria as gifts and bequests and will be planned for as a part of the budget or will be reported and confirmed with the Board for additional expenditures beyond budget.

Updated: August 2024

3.402 Fund Raising

The school may decide to raise funds for a specific purpose or a special project that is not provided for in the budget and cannot be paid for by regular school funds.

In such cases, a fundraising program may be approved by the Board, which has the authority to raise funds, accept gifts and donations, and manage school finances.

It is the explicit policy of the Board that no staff member will solicit donations or contributions from any agency or institution without the approval of the Director or, if the Director deems it necessary, of the Board itself.

Updated: August 2024

3.403 Gifts and Bequests

The School may from time-to-time receive gifts. Any gifts presented to the school should be accompanied by a letter from the donor for recognition by the Board.

To be acceptable, a gift must satisfy the following criteria:

1. It must have a purpose consistent with those of the School;
2. It must not lead to, or involve, unacceptable costs to the School;
3. It must place no restrictions on the School program;
4. It must not be inappropriate or harmful to the best education of the students;
5. It must not imply endorsement of any product or business;
6. It must not be in conflict with any Board policy or applicable law.
7. It must comply with bp policy.

A letter of appreciation signed by the Director or the Chair of the Board shall be sent to the donor.

Updated: August 2024

3.404 Use of Reserve Funds

Reserve funds may arise and accumulate from normal operations over time. These reserve funds will have been deposited and recorded through operational revenue collections and should be

designated in the accounting records as appropriate. The Board will determine and authorize the appropriate use of these funds through budget transfers or approval of specific projects.

Updated: August 2024

3.50 Accounting and Reporting

3.501 Types of Funds

The school operates as a SAP cost centre within AIOC of which BP is the operator. At the end of each month, the accumulated costs from school operations are transferred to the appropriately designated account as determined by BP.

Updated: August 2024

3.502 Individual School Accounting and Reporting

The School maintains a subsidiary set of accounting records that constitute the official School accounting records of income and expenditures. These income and expense items are recorded separately between the operating and capital budget. Budget limits are established and approved annually by the Board. A budget review is presented to the Board on a monthly basis.

Updated: August 2024

3.503 Audits and External Financial Reviews

The Board may, upon the advice of BP/AIOC's finance department, select a firm of accountants to carry out an annual review or audit of the accounts and financial control systems in alignment to bp/AIOC policy. Their services and the related fee will be included in the budget and approved by the Board.

Updated: August 202

3.60 Purchasing Authority

3.601 Bids and Quotations

Based on the amount of each purchase or ~~and~~ service orders will be accompanied by a quotation. Supporting documents indicating the value of the purchase or service will be a part of the documentation for each purchase. The procedures for all school purchases are set out in the BP PSCM User Guide. These procedures-apply for materials in excess of \$5,000 (LVM) and services in excess of \$25,000 (LVS).

Updated: August 2024

3.70 Disposal of School Property

3.701 Real Property

Any disposal of real property shall be proposed by the Board to BP/AIOC who shall proceed as is deemed appropriate.

Updated: August 2024

3.702 Equipment, Material and Supplies

It shall be the policy of the Board to dispose of surplus or obsolete equipment, materials and supplies no longer required to accomplish the objectives of the school.

Disposal of such items shall be the responsibility of the Director or his designee after it is assured that they are of no longer any use to the School and that the disposal of such items is consistent with any cost recovery restrictions under the AIOC PSA (e.g. school vehicles).

Surplus items shall be classified and disposed of by the Director based on their value of more or less than \$ 500 within the financial guidelines- Items disposed of will be summarized and shared as a part of the regular financial reporting to the Board.

Records of the disposal shall be kept for five years or longer if required by local law.

Updated: August 2024

4.00 FACILITIES MANAGEMENT

4.10 Facilities Capitalization Program

4.101 Facilities Evaluation and Planning

It is the policy of the Board to provide for school buildings and grounds that will offer the safest and best possible environment, within financial and site limitations, for learning and teaching. This commitment includes:

- Planning new buildings and renovations so that they support the school's educational philosophy and goals;
- Building and renovating facilities so that they provide a safe and healthy environment for the people who use them;
- Choosing building and renovating designs that will lend themselves to low maintenance and the conservation of energy.

In planning new construction and renovations, the Board will ensure a collaborative process in consultation with school community members.

Relevant sections of (host country laws), local building codes, and directives of government and education agencies, (insofar as the school is subject to them), will be observed in planning school facilities.

Updated: August 2024

4.102 Facilities Construction

Evaluation and inspections of the existing school facilities and planning for rectification and renovation as well as new construction will be the responsibility of the Director, in consultation with the Board.

Updated: August 2024

4.103 Development of School Facilities

The Director, in consultation with the Board, shall develop a facilities plan designed to accommodate anticipated enrolment over the next few years after careful consideration of:

- Projected enrolment, by age group and school division and analysis of relevant population trends;
- Assessment of current school capacities and summaries of space utilization rates in current facilities;
- Review of special uses of school space, including adult and recreational use after school hours, and rentals;
- Consideration of maintenance and operating requirements;
- Evaluation of traffic patterns, traveling distances, etc.;
- Consideration of special or unique risks, including an analysis of proposed transfers of students and staff if a facility were to be closed.

If facilities must be closed, temporarily or permanently, because of an emergency or force majeure, the Board will seek to protect the best interests of the School and the people connected with it in accordance with Board policy.

Updated: August 2024

4.20 School Buildings and Grounds

The Board recognizes that the education of children depends on many factors, including a proper physical environment that is clean, safe, attractive, pleasant, and functional. The school is proud of its campus and facilities, and of its efforts to establish a tradition of providing the best possible physical environment for teaching and learning.

In keeping with the Board's policy on facilities planning and evaluation, the Board is committed to maintaining the buildings and grounds to the same high standards that the Board sets for all aspects of the school program, within the limitations of its financial resources and in proportion to its present and projected enrolment.

Updated: August 2024

4.201 School Housing

It is not the policy of the Board to purchase faculty housing. All faculty housing requirements are met by using apartments rented in the name of BP Exploration (Caspian Sea) Ltd.

Updated: August 2024

4.202 Buildings and Grounds Maintenance and Repairs

The school will keep buildings, grounds and equipment in a safe and functional state of repair, both by conducting a regular program of preventative maintenance and by regular rounds of inspection.

Updated: August 2024

4.203 Buildings and Ground Safety

The school will operate a Health, Safety, Environmental and Security Management System which will cover risk assessment and management, plant inspection and maintenance programs, site safety inspections, training of staff, incident reporting and investigation, emergency procedures and mechanisms for feedback and continuous improvement.

Updated: August 2024

4.2031 Security and Key Control

Because the buildings and grounds are among the most important assets, and because security is vital in a school, steps must be taken to guard against access by unauthorized persons and against damages or losses caused by carelessness, vandalism, or theft. In the interest of protecting property, the Director is authorized to set regulations that will ensure safe and secure facilities.

With respect to the personal security of students, staff and visitors, the Director is authorized to take such steps and secure appropriate resources to most effectively ensure the security of those in the buildings as well as of students on their way to and from school buses and other transportation. Details of security conversations at the Board level will be in Executive Session to maintain confidentiality.

Updated: August 2024

4.204 Emergency Plans and Drills

The Board and Director consider the safety of children and staff as a top priority. Ensuring their

safety in the school building or getting them home, if possible, in an emergency situation, is one of their most important serious responsibilities.

In the event of an emergency situation, students and staff must be prepared to respond, whether to evacuate or lock down, without panic and in the least possible time. To that end, the Director shall develop a plan to ensure the safe and orderly response. Special drills shall be planned to prepare and make everyone familiar with procedures to be followed in particular types of emergency.

The school will coordinate all emergency response with the Incident Commander of the Emergency Response Call Out unit. Once an incident is handed over to the Emergency Response Team, the Director or his delegate shall act as the on-site incident commander and will be subordinate to the BP Emergency Response Team whose responsibility will be to deploy company or other resources to deal with the emergency.

Updated: August 2024

4.2041 Fire Prevention and Drills

Orientation programs for employees and students shall include instruction in the school emergency plan and the use of emergency equipment. Particular attention shall be given to:

1. How to respond to specific alarms or drills
2. Where equipment and supplies are located and how to use this equipment and supplies
3. Where exits are located for evacuation and the posting of emergency information

The Director will establish a drill schedule for each school year that includes practicing for potential emergency situations, such as fires, earthquakes, lockdown, etc., at least once per year. This schedule will include enough emergency drills during the school year to ensure that students and employees thoroughly understand the procedures and evacuation routes. The Director will oversee all drills and collect feedback on each drill to make an evaluation for improvement as appropriate.

Updated: August 2024

4.2042 Bomb and Active Shooter Threats

The Board acknowledges its responsibility to ensure the safety of the children under its care taking all potential threats of danger seriously and ensuring the school evaluates and responds appropriately.

Therefore, procedures for dealing with these threats shall be followed and updated periodically in collaboration with BP Emergency Response Team. The Director will contact the BP Incident Commander to confer regarding appropriate actions for any bomb threat. Local authorities will be notified as necessary. Decisions will be made in alignment with the Emergency Response guidelines.

Updated: August 2024

4.2043 Emergency Closings

The administration shall be responsible for establishing policies under which the school shall close due temporary or permanent circumstances, including but not limited to weather, safety, medical, or political emergencies. Strategies for notification of faculty, students, and parents will be included in the applicable handbooks.

The Board, upon the recommendation of the Director, shall close the school indefinitely, or for such

duration as it may determined necessary if the Board's evaluation determines:

1. the continued operation of the school will present an unacceptable level of risk or uncertainty that the safety and/or effective education of the students becomes impossible;
2. that the continued operation of the school is not in the best interest of the school itself.

In either case, the Director shall be responsible for developing, practicing, and activating contingency plans to deal with such temporary or permanent closing of the school.

Updated: August 2024

4.205 Use of School Facilities by Outside Groups

TISA buildings and grounds may be used by outside groups subject to signing and accepting a written agreement giving details of their usage with certain conditions that apply. Those wishing to use the facilities at TISA to run or organize any activity or event are required to:

- complete the Facility Booking Request Form;
- sign the statement accepting responsibility for loss or damage;
- sign the waiver statement;
- submit the completed form to the Primary Secretary
- accept the conditions presented by TISA ensuring the priority of facilities for students

The Director reserves the right to deny and cancel any activity at any time.

Updated: August 2024

4.30 Insurance Management

It is the policy of the school to arrange for adequate insurance coverage for the buildings and property of the school, for its employees and students, and for any liabilities it or its employees or Board members may have under applicable laws.

It is the duty of the Director, working with the Business Manager and with appropriate representatives of sponsoring agencies, to ensure that proper coverage is obtained and maintained, and that insurance policies are in order at all times.

Updated: August 2024

5.00 PERSONNEL

5.10 Staffing Philosophy and Goals

The school will endeavor to employ a dynamic, effective, well-qualified, and efficient staff to carry out a consistently improving educational program through ensuring the attraction of the best qualified staff through competitive compensation packages, providing equal employment opportunities, creating diversity in staff, and expectations related to quality relationships with high levels of performance to achieve school goals as measured through regular evaluations.

Updated August 2024

5.101 Equal Opportunity Employment

It is the policy of the school that all decisions about staff assignments, promotion, demotion, transfer, determination of salaries, benefits and selection for training shall be taken without regard to race, color, religion, national origin, sex, or disability. Individual merit and suitability for the particular job shall be the only considerations.

Updated August 2024

5.20 Staff Policies - General

5.201 Staffing Expectations

The effectiveness of the educational program is significantly impacted by the degree to which the teacher meets the needs, interests, and abilities of the students. This Board considers the teacher a key individual contributing to the success of the students in the school. Teachers should be mentally, physically, socially and emotionally healthy and mature individuals who can provide an education at a highly effective level and consistent with the School's guiding statements and goals.

The professional expectations, rights and responsibilities of all staff at the school are set out in the Contract and Terms and Conditions of Employment.

Updated: August 2024

5.2012 Staff Conflicts of Interest

Employees shall not at any time engage in any activity that would affect their ability to meet expectations of or adversely affect their employment with the School (including other employment) or interfere with their effectiveness in performing their contractual duties, or would compromise or embarrass the school or violate professional ethics.

Employees shall not engage in any other employment or in any private business during the hours required to fulfill assigned educational duties.

Employees shall not sell any books, supplies, musical instruments, or equipment to any student or to the parents or guardian of a student

An administrator or supervisor should not be responsible for the supervision and/or evaluation of a relative or spouse.

Updated: August 2024

5.2013 Staff Relations With Our Host Country and the International Community

The school expects all staff to conduct themselves in a professional manner at all times. All staff

conduct should reflect their representation as a member within the community and the school. As guests in Azerbaijan, respect must be given to the customs of the host country.

The International School of Azerbaijan is an international school with an international curriculum based on the framework and recommendations of the International Baccalaureate Organization. Staff members are expected to respect the customs and cultures of all students and colleagues and to demonstrate their support of the international curriculum in their programs of study.

Updated: August 2024

5.2014 Staff Health and Safety Policies

The school will provide Health Insurance Benefits as outlined in their employment contracts. The school expects all staff to be aware of and to proactively implement current health and safety regulations and recommendations, as outlined, posted, or communicated by the school, and to model safe behavior for their students.

Updated: August 2024

5.2015 Personnel Records

The school maintains two kind of personnel files: finance files and HR files. The finance files contain business forms such as expense reimbursements, professional development, trips, etc. The ; and HR files, contain personal and employment data, such as copies of employees' and dependants' ID, diplomas, professional and medical certificates, employment contracts, performance appraisal forms, etc. Access to these confidential files are restricted. Employee requests for access to their own files can be made to Finance and/or HR with one day's notice. Any believed discrepancies should be submitted to the employee's supervisor and/or Finance or HR administrator for resolution, as appropriate. Files will be maintained for as long as legally required.

Updated: August 2024

5.2016 Staff Involvement in Decision Making

It is the policy of the Board to encourage staff participation in decision-making for the school.

The Director shall develop with staff, channels for the communication of ideas and feedback regarding the development of curriculum and the operations of the School, such as, but not limited to, the elected staff council representative committee.

Updated: August 2024

5.202 Staff Complaints and Grievances

The Director will be responsible for addressing individual complaints or grievances relating to contractual issues, terms and conditions of employment or re-employment. No employee may approach the Board with a contractual complaint or grievance.

The formal Grievance Practice and Procedure shared in the Staff handbook applies to all TISA employees and can be initiated by an employee when they have a personal grievance related to their employment and attempts to resolve their grievance through informal procedure have failed.

Updated: August 2024

5.2021 Child Abuse Reported by Staff

It is the policy of the Board that every student has the right to a safe and secure environment. To this extent the school's curriculum will incorporate information that will help students to protect themselves from abuse or neglect.

The Board recognizes that child abuse is a complex issue balancing the protection of children with respect of rights of the accused and for the school to be a climate free of fear and suspicion. School personnel who suspect that a student may be the victim of abuse are directed to report their suspicions only to the Principals and Director. The Director, consistent with best practices and experts, will establish the procedures for investigating the case and taking appropriate action. These procedures will be captured in the Child Protection Handbook.

Updated: August 2024

5.30 Definition for Professional Staff

The following definitions apply to professional staff members.

Expatriate professional staff member- citizens of a country other than Azerbaijan who are not permanent residents of Azerbaijan; shall also be used as a combined term for a locally hired expatriate faculty member and an overseas hired expatriate faculty member

Overseas-hired professional staff member- an Employee who is recruited from abroad specifically to work at the school and who is not an Azerbaijan passport holder

Locally hired expatriate professional staff member- an Employee who was hired in Azerbaijan, but is not an Azerbaijani passport holder

Professional staff member- an employee who teaches or serves in a professional leadership role or a combination of both

Full time professional staff member- an employee who teaches full time; serves in a professional leadership role full time; or teaches and serves in a professional leadership role to equal a full time position.

Updated: August 2024

5.301 Professional Staff Compensation and Contracts

All employment of expatriate individuals will be through contracts administered by the HR department of TISA Educational Enterprises, LLC. All employment of Azerbaijani individuals will be through contracts administered by the HR department of KMT.

Updated: August 2024

5.302 Professional Staff Evaluation

Evaluation instruments identified and implemented by the Director for professional staff shall be focused on professional growth to support high quality learning for students.

The evaluation instrument, the timeline, the process, and the responsibility for the appraisal of all members of staff rests with the Director of the school with the evaluation being delegated as appropriate to other administrators. Information at a summarized level will be shared with the Board periodically.

Updated: August 2024

5.303 Professional Staff Consulting and Non-School Employment

Teachers' contracts stipulate that during the term of the contract, the teacher agrees to devote his/her professional efforts exclusively to the services of the school, and not to perform any other work except as may be approved in advance and in writing by the school.

In accordance with the above, and with the Board's policy on conflicts of interest, no teacher shall be engaged in any outside employment or private business that would affect his/her effectiveness as a school employee, would jeopardize his/her work permit/visa status, would make time or energy demands that could interfere with their attentiveness to school work, could compromise or embarrass the school, or would in any way conflict with professional ethics.

Updated August 2024

5.304 Professional Staff Termination of Employment

5.310 Director's Authorization

The Director is authorized to take all such action regarding the employment of the school's employees which is not within the authority of the Board nor precluded by law. This authorization power includes, but is not limited to, the following actions:

- To request the resignation of an employee;
- To act upon the resignation of an employee;
- To discipline an employee;
- To suspend an employee prior to taking final action;
- To reduce the number of employees;
- To terminate the contract of an employee;
- To decide not to renew the contract of an employee.

Updated: August 2024

5.3101 Reduction in Number of Employees

If the need arises to reduce the number of employees, decisions will be made on an individual basis taking into consideration the enrollment of the school and the needs of the school alongside the effectiveness of the employee. These decisions will be communicated by the Director.

Updated: August 2024

5.3102 Procedures for Dismissal or Non-renewal of Contract

Before exercising his/her authority to terminate or not to renew the contract of an employee 'for cause', the Director shall inform the Board of these intentions before taking action.

Updated: August 2024

5.3103 Appeal of Administrative Decisions

Appeals of administrative decisions other than dismissal for cause shall be conducted according to

the procedures set out in the Staff Handbook for staff complaints and grievances.

Updated: August 2024

5.40 Policies Pertaining to Support Staff

5.401 Support Staff Positions and Qualifications

The term "support staff" in this manual is used to mean those employees who serve the school in a support (rather than a teaching or administrative) function. There are three broad categories of support staff: (1) General Support Staff (2) Professional Support Staff (3) Teacher Support Staff

Updated August 2024

5.50 Staff Representation and Negotiations

There is no legal obligation for the Board to carry out any formal 'negotiations' with staff members or representatives of staff organizations. However, the Board supports the work of the Staff Council in its work and discussions with the Administration and welcomes the attendance of a staff representative at Board Meetings.

Updated August 2024

6.00 INSTRUCTIONAL PROGRAM

6.10 Instructional Goals and Objectives

6.101 Academic Freedom

The Board supports the concept of academic freedom for the instructional staff with the following further definition:

- 'Academic freedom' may be defined as the right of qualified scholars, in their own field of expertise, to pursue the search for truth in its many forms, and to make public their methods and findings.
- In a school setting, academic freedom also means the right of classroom teachers to encourage freedom of discussion of controversial questions in the classroom and to develop in students a love of knowledge and a desire to search for truth.

Teachers should remember that academic freedom is not a guaranteed right. Teachers should keep in mind the relative emotional and social maturity of their students, and the need for guidance in studying the issues and arriving at balanced views.

'Academic freedom' is not absolute and subject to the further details identified in the Staff Handbook.

Updated: August 2024

6.102 Cross-Cultural Learning Opportunities

The school is firmly committed to offering an international education and one that fosters internationalism consistent with the IB learner framework. The School is international not only in enrolment and teaching staff, but also in its outlook and goals, 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 culture of others.

The teaching methods and materials used at TISA are selected to achieve this goal. The school recognizes the exceptional opportunities for learning and growth that young people gain from living in a country such as Azerbaijan. Every reasonable effort will be made to take advantage of these opportunities, academically as well as socially and culturally, to promote cross-cultural understanding.

Updated: August 2024

6.20 Schools and Levels of Instruction

The School will be organized into three sections as follows:

| | |
|------------------|------------|
| Primary Years: | Ages 2-11 |
| Middle Years: | Ages 11-15 |
| Diploma Program: | Ages 16-18 |

Updated: August 2024

6.30 Curriculum Development

While the Director is the educational leader of the school, the Principals are essential collaborators in all curriculum development done at the school level and directly supervise the work of the three IB

Program Coordinators and teachers at the school. Ideas and feedback from individuals within the community are welcome for consideration at the administration level.

'Curriculum change' is defined as a departure from the current course of study with the intent of improving, updating, or expanding the curriculum in order to meet students' needs or to reflect changes in best practices and relevant learning. The final approval for major curriculum change is to be decided by the Board upon the proposal of the Director, with the advice of the Principals.

Updated: August 2024

6.40 Evaluation of Instructional Programs

The instructional program is viewed as a dynamic one. It is consistently reviewed by the educators in the school and its quality assessed through appropriate tools and as a part of the regular accreditation visits by external agencies such as the IBO and CIS. In addition, the administration of the school will monitor learning through the instructional program through an on-going process making revisions as necessary to support the needs of the current students.

Progress reports on curriculum and learning will be presented to the Board by the Director at least once every two years at a designated Board meeting.

Updated: August 2024

6.50 Basic Curriculum Design

The school, according to its educational philosophy and instructional goals, exists to provide the best possible all-round education for *all* of its enrolled students.

The International Baccalaureate Primary, Middle and Diploma programs form the framework of the curriculum, designed to form well-balanced, well-disciplined, creative and responsible persons with a sense of international citizenship. Within this framework, educators will work together to develop a curriculum that is flexible, creative, and intellectually stimulating without neglecting the duty of the School to prepare its students for further study in their home countries or elsewhere.

The Board assigns to the Director and Principals the responsibility of preparing and recommending the course of studies in collaboration with the School's teachers and other resources that are deemed necessary. The curriculum will be based upon adopted and relevant best practices consistent with the purpose of the school.

It is the policy of the Board that the basic language of instruction shall be English. In order to help students who do not have an adequate working knowledge of English, the School will provide appropriate language support as far as school resources allow.

The school recognizes the individual nature and needs of each child. The School's curriculum will be designed to meet the needs of enrolled students through current best practices and available resources.

Updated: August 2024

6.501 English as a Second Language Program

In recognition of its enrollment of children drawn from many different national and education systems, the school will endeavor to provide English as a Second language support to those children that need it, insofar as school resources allow. The school will employ specialist teachers, who will determine, in conjunction with the classroom teacher, other specialist educators, and section Principal, a program of support. Additional charges for intensive English learning needs may be assessed to parents.

Updated: August 2024

6.502 Additional Instructional Programs

It is the responsibility of the school to safeguard the health, character, and personality development of its students. The Board and the administration recognize that this requires a rich, diverse, well-rounded program. The school will provide social and emotional learning experiences, as well as life and career skills through additional instructional programs as needed. Parents may opt out of additional learning experiences based on personal preference but may not opt out of core curricular learning. Some of the topics discussed in the additional learning experiences may include:

- Career Education to support students learning about potential future workplaces
- Family life/sex education to learn the facts about reproductive health, safety and aspects of personal relationships based on age appropriateness
- Alcohol, tobacco, and drugs education to ensure student awareness of the dangers of these substances alongside creating a safe environment for students to share concern and experiences for support
- Infectious diseases in a factual and age appropriate way alongside respecting individuals in a safe environment

Updated: August 2024

6.503 Services for Students in Need of Additional Support

Students in need of additional learning, psychological or behavioral support may be admitted if it is determined that TISA can provide the services needed for the student to access learning successfully. Additional charges for intensive learning, psychological or behavioral support or other needs may be assessed to parents each year to cover the staffing and training needs required to provide the appropriate access to learning for the student.

Updated August 2024

6.60 Co-Curricular, Extra-Curricular and Athletic Programs

The Board and the administration are committed to providing a rich, diverse, well-rounded program to provide opportunities for student talents and interests. As a part of this program, the school will provide co-curricular, extra-curricular, and athletic activities, which will change periodically to offer students as wide a variety as possible. These programs can be supported through school staff, experts in the community, and community members, some of which will be funded by non-tuition fees at the discretion of the Director. Inter-school sports events will be actively encouraged, with both local schools and other international schools abroad. Partnerships with the local community will be developed to support service and action, encouraging all students to become involved.

Updated: August 2024

6.70 Instructional Arrangements

6.701 Class Size

The school will do everything possible to ensure a student/teacher ratio which is consistent with best practices and in the best interest of all concerned, taking into account not only educational but also financial considerations.

Every effort will be made to keep the number of students per classroom at or below the following sizes: to the follow:

P1-P2: 1:9 staff to student ratio; 25 students
P3-P8: 18 students
M1-DP2: 20 students

However, given the complexities in creating classes to support the best learning environment, class size target figures may vary from one class to another at the discretion of the Principals.

Updated: August 2024

6.80 Instructional Resources

6.801 General Statement

The school recognizes that the achievement of many of its goals are dependent on its ability to support curriculum and learning with relevant, dynamic and responsive resources. The school believes that:

- every student should have equitable access to a variety of quality, relevant, accurate and current information resources
- the personal growth of students is supported by resources, which meet their development needs and interests
- teachers' effectiveness is enhanced by access to relevant and current curriculum and progression development materials

Updated: August 2024

6.8012 Information Technology

The Board recognizes that as telecommunications and other new technologies shift the ways that information may be accessed, communicated and transferred by members of society, those changes may also influence and impact ~~after~~ instruction and student learning. The Board generally supports access by students to such information resources along with the development by staff of appropriate skills related to using technology as a teaching and learning tool in a thoughtful way with a guided approach. In a free and democratic society, access to information is a fundamental right of citizenship.

The Board of Directors acknowledges that inappropriate activity on the local networks and the Internet poses a potential threat to the individual and can result in accessing material that is not suited for the public educational system. The intent of TISA is to provide students and staff members with connections to the Internet only for purposes consistent with the school's approved curriculum. Additionally, the school network may not be used for commercial or "for profit" services. Because these connections are granted as part of the larger scope of the curriculum, TISA reserves the right to monitor all traffic on the network in order to make sure that the network continues to function properly and to ensure that users do not interfere with the legitimate access of information nor the ongoing work and communications of the school.

The Board of Directors delegates to the Director the responsibility for the adoption of regulations to guide students and staff members in the proper use of the Internet.

Updated: August 2024

6.802 School Volunteers

The Board actively encourages volunteer assistance through the Parent-Teacher Association and through specific volunteers for special occasions. School volunteers will be coordinated through a

process designed by the administrative team to ensure appropriate management of school access and protection of students.

Updated: August 2024

6.803 Field Trips, On-Campus Visits, and Excursions

The Board authorizes and encourages field trips and on-campus expert visits for educational purposes provided such trips are properly planned and have been approved by the Principals and/or Director. These educational activities are designed to enhance the learning experience for students and when off campus require parent permission in advance in accordance with handbooks. The School will arrange appropriate transportation and the school can only be responsible for students who travel in authorized vehicles per the school's liability insurance. The school's maximum liability is defined by this insurance.

Updated: August 2024

6.90 Academic Achievement (Assessment Policy)

Assessment is a process concerned with gathering information about student competencies and planning for future learning. It should focus not only on what students have achieved, but also on the processes they have used to reach their goals and their perceptions of their own success. It should promote a positive attitude towards learning and encourage the pursuit of excellence. It should enable teachers to improve their planning of effective teaching strategies and learning situations.

6.901 Graduation Requirements

To obtain a TISA Diploma, students are required to achieve a minimum of 24 credits over the final four years between M4 and DP2. The following table shows an overview of the requirements over the four years as a whole.

| Subject Credit | Credits |
|--------------------------------------|---|
| First Language | 4 credits |
| Maths | 3 credits |
| Science | 3 credits |
| Humanities | 3 credits |
| Second Language | 2 credits |
| Arts | 2 credits |
| P. E. | 2 credits |
| TOK | 0.5 credit |
| Community and Service | 1 credit |
| Creativity, Action and Service (CAS) | 1 credit |
| Personal Project (M5) | Completion of Project required |
| Electives | 2.5 credits |
| Total Credits Earned | 24 credits (minimum requirement) |

TISA students work towards the TISA diploma (which is a four year diploma) by earning credits. One full credit is earned by passing one year of each full time course with a 0.5 credit being earned each Semester. Students earn a 0.5 credit by passing subjects with a grade of 3 or higher within a semester. Courses that meet 4 or more periods a week count for 0.5 credits per semester (1.0 per

year). The grade in each subject is calculated each semester. A grade of 3 or above will result in gaining credits while a 1 or 2 will result in no credits being awarded.

To determine high school credits, students transferring from other schools to TISA between M4 and DP2 are required to submit previous academic school records. The School will evaluate these previous school records to determine transfer credits for TISA graduation. Graduation credit requirements may be pro-rated (adjusted) for a student who transfers into the high school after Grade 9. Under these circumstances, the determination of which credits are pro-rated is at the discretion of the Secondary School Principal at the recommendation of the Counsellor.

Updated: August 2024

7.00 STUDENTS

7.10 Admission of Students

TISA admits students without regard to racial background, colour, gender or religious belief and subject to available space as determined by the TISA class size policy and available learning and language resources to meet each student's needs.

Priority for admission is as follows:

1. Children of AIOC shareholder company employees.
2. Children of BP employees.
3. Children of ACG PSA contractors' employees.

TISA may, at the Director's discretion, admit students not in these categories taking into account available space in classes and the availability of specialist learning or language support services which TISA considers to be deemed necessary.

TISA reserves the right to refuse admission based on inadequate, incomplete or inappropriate school records or application forms.

Updated: August 2024

7.101 Admission Requirements and Placement

Students are admitted to the school upon written application, submission of previous school records and following an interview if appropriate. Class placement is made at the sole discretion of the Principal based on but not limited to age, grade levels attended, previous school records, learning needs, etc.

Updated: August 2024

7.102 Early Withdrawals

Students withdrawing before the end of the school year will receive transcripts from the school indicating achievement up to the last term that the student completed. Additional information may be supplied to the student's next school if requested, given adequate notice.

Updated: August 2024

7.103 Admissions of Students with Learning Needs

The school recognizes that there are instances where a child may have learning needs (be they academic, intellectual, physical, social/emotional or behavioral) that may require services or resources beyond the school's ability to provide a meaningful program for that student. Admission will not be granted in such cases, as it would clearly not be in the student's best interest.

Updated: August 2024

7.20 Student Attendance and Absences

TISA offers a balanced educational programme that supports students in their cognitive, social, emotional, aesthetic and physical development. Attendance at school is central to progress in all developmental areas. Parents are advised to coordinate with the Principal when making a decision to take their child out of a school for non-urgent reasons to ensure coordination of ongoing learning for each student. The school will closely monitor student attendance. Excessive absences are

defined below:

- Secondary School: 15 days or more in an academic year or 10 days or more in a semester
- Elementary School: 15 days per academic year

Excessive Absences can result in loss of credit or a statement of unsatisfactory attendance issues on the end of year report and transcript or an official letter that lack of attendance may seriously impact a student's overall development and performance including not progressing to the next grade level. The Principal will make the final decision on an appropriate course of action and then inform the student and parents involved.

Updated: August 2024

7.30 Student Rights and Responsibilities

The Board believes that each student should have the opportunity and the right to engage at school that promotes self-improvement and individual growth. In so doing, he or she is expected to conduct his or her affairs in such a way as to assure other students the same opportunities without serving to restrict or otherwise inhibit their individual and collective rights.

The Board commits itself to the protection of the rights of all its students, and specifically to the right of free inquiry and expression, the right to freedom of association, and the right to administrative due process.

The Board also commits itself to protection of the right of school authorities to prescribe and manage student conduct in the school through the implementation of this Board policy through the administrative guidelines shared in the Student Handbook.

Persons in charge of classrooms and of the school as a whole have the authority to carry out their work for the benefit and safety of everyone concerned. In the interests of safety and order in the school, it is expected that students follow directions and ask questions respectfully and at the appropriate time. If a student feels that a particular rule or judgment is unfair, he/she should share feedback with the teacher and Principal as appropriate.

Updated: August 2024

7.301 Student Due Process Rights

The concept of due process means that students are entitled:

1. To know what the rules are that they are expected to follow in advance.
2. To be notified of their breach in any rule, and to be provided the opportunity to share their perspective.
3. To appeal a decision to the Director.
4. To have their official school records reflect the final findings and decisions on the breach or any rules, including removal of the original issue if not found valid.

Students will be valued as an individual and assured that it is their behavior that is being evaluated, with the purpose of this process being one of learning and understanding.

Updated: August 2024

7.302 Student Conduct

The Board supports the principle that no one has the right to interfere with other people's property and other people's time. The school should attempt to develop and encourage an attitude of individual responsibility towards the quality of life in the school community.

The code of behaviour expected from our students rests on three basic rules: respect for themselves, respect for others; respect for their own and other's property consistent with the Student Handbook.

Updated: August 2024

7.3021 Smoking, Alcohol and Drug Abuse by Students

The possession, distribution, sale and use of tobacco, vaping, illicit drugs or associated paraphernalia, or improper use of other substances or devices, failure to cooperate with a reasonable request to "test" or being in a state of impairment during school time, will be treated as gross misconduct leading to disciplinary proceedings which may result in expulsion.

TISA reserves the right to test students for substances as set out in the testing guidelines and procedures available from the Principals.

Updated: August 2024

7.3022 Student Behavior outside TISA

Students are expected to behave, both in and out of school, in a courteous manner that will bring respect and honour to the school, their families, and their own communities.

Updated: August 2024

7.303 Interrogations and Searches

Interrogations: The Principals or Director will make every reasonable attempt to notify parents prior to permitting any person from outside the school – including law enforcement officials – to question or detain a student. These attempts will also focus on ensuring that a student is not questioned or detained without the presence of an official of the school or his/her parents/legal representatives.

Searches: All school property is under the control of the Board and its officials, and a search of property – may be made at the discretion of the Director or Principals if a reasonable suspicion arises that items considered illegal, disruptive, or a general nuisance to the educational process are being kept at the School. A search of student property, such as backpacks, may also be conducted at the discretion of the Director or Principals if a reasonable suspicion arises that items considered illegal, disruptive, or a general nuisance to the educational process are present.

The Principal will search a student's person only if there are clear indications that a student has drugs, narcotics, weapons, explosives, or other dangerous contraband in his/her possession, and if such possession constitutes a clear and imminent danger to the safety and welfare of the student, of other persons, or of school property. Personal searches will be only in the presence of two adults as the person being searched, and a written report will be made to the parent and to the Director.

Updated: August 2024

7.304 Student Complaints and Grievances

Most complaints and grievances can and should be resolved at the level at which they arise: between the student and the teacher or other school employee, if necessary with the help of the Principals. In all cases student complaints should be dealt with courteously and promptly, preferably

within two school days after the student raises the question.

If any matter cannot be resolved at the school level, the Principal may consult the Director. If the student feels that his/her complaint has not been fully or fairly dealt with, in relation to Board policy, the possibility of making an appeal to the Board should remain open to the student as a last resort. The appeal must be in writing from the student explaining the Board policy that is not being followed by the school administration and the appeal is to be shared with the Director who will bring the appeal to the Board for possible consideration if the Board deems it is appropriate.

Anonymous complaints will not be considered under any circumstances.

Updated: August 2024

7.40 Student Discipline

All students are expected to behave within the guidelines set out within the *Parent-Student Handbook*.

Updated: August 2024

7.401 Corporal Punishment

There is no corporal punishment at the school.

Reviewed: August 2024

7.402 Discipline Policy

Breaches of discipline shall be dealt with using a progressively severe consequence that appropriately meets the seriousness of the circumstances. Disciplinary measures in order of severity are:

1. Detention of student which may occur at the teacher and Principal level
2. Disciplinary probation, which may follow a conference between the student, parent or guardian, and the administration.
3. Suspension may take place when a student consistently deviates from accepted standards as judged by the administration: A suspended student cannot return to the school until a conference is held between the administration and the student, parents or guardian. Work missed during suspensions must be made up.
4. Expulsion of a student may take place for a very serious and/or chronic offence. This action shall occur after consideration and consultation between the Principal, Director, student, parent or guardian. The Board shall receive written notice of all expulsions prior to, or concurrent with, the expulsion.

Updated: August 2024

7.403 Forfeiture of Tuition Fees

If a student is suspended or expelled, tuition for the period of suspension or for the remainder of the billing period after expulsion will not be refunded.

Updated: August 2024

7.404 Fines and Charges

Students are responsible for ensuring that textbooks and other school-owned equipment and materials receive proper care. The student to whom a book or other item is issued must reimburse the school if the item is lost or damaged, as determined by the school.

No one will be permitted to participate in graduation if all financial obligations are not met.

Updated: June 2024

7.50 Student Services

7.501 Student Welfare and Safety

7.5011 Supervision of Students/Student Dismissal Precautions

The Board acknowledges the school's responsibility for the safety and adequate supervision of students while they are on school property or engaged in school-sponsored activities. School personnel are responsible for managing students in this regard including if any student must leave school grounds for any reason, proper precautions must be taken that he/she is dismissed only for proper reasons and into proper hands.

The safety of the students is the prime concern of the school at all times.

Updated: August 2024

7.60 Student Records and Transcripts

Accurate records shall be maintained for all students attending the school. All such records will be preserved, either in original form or copies in compliance with local regulation and/or laws. These student records are held as confidential and managed by the school with legal, appropriate and/or responsible access to records by students, parents, teachers, administration and staff as requested in advance. Release of records from the School to outside organizations, including other schools, must be accompanied by a signed release by the student (aged 18 or over) or the student's parent or guardian.

No records or transcripts of students leaving will be released, unless all school fees have been fully paid, and unless any charges assessed for damages to the school have been settled to the School's satisfaction.

Updated: August 2024

8.00 SCHOOL-COMMUNITY RELATIONS

8.10 Community Relations Goals

Establishing and maintaining positive public relations are responsibilities of the Board, the administration, the teaching staff, the non-teaching staff and the students. The School sees itself as a cohesive factor in the life of the international community in this area. For that reason, efforts will be made to keep the community at large informed about the services, accomplishments, needs and goals of the School, and to involve the community in its work for the benefit of the students.

All members of the TISA staff and the students are expected to project a positive image of the School and to act in an ethical manner. The Board endorses a policy of active, open communications between the School, the parents, and the community at large, and will seek ways to contribute to the community as well as make use of community talent and resources in the School's program.

Updated: August 2024

8.20 Community and Parents' Information Program

The School will maintain a website, publish brochures describing the school program, issue regular newsletters and maintain a calendar of information meetings for parents and other members of the community. The School will make use of any opportunities that arise to present its activities to the wider community, and will make provision for local organizations to advertise upcoming activities of interest to the school community on the school premises as appropriate.

Updated: August 2024

8.30 Board Meetings and the Community

8.301 Notification of Board Meetings

The school community will be notified of Board Meetings through the TISA Times publication.

Updated: August 2024

8.40 Community and Parents' Complaints and Grievances

Constructive suggestions about the School are welcome when they are motivated by a desire to improve the quality of the School and to help the School do its work more effectively. The administration, the staff, and the Board will listen attentively and courteously to parents who have a concern or complaint about the School and those working in it, and will seek to respond to such concerns or complaints in a spirit of openness and willingness to improve.

Most complaints and grievances can and should be resolved at the level at which they arise: between the parent or the teacher or other school employee, if necessary with the help of the Principals. In all cases parent complaints should be dealt with courteously and promptly.

If any matter cannot be resolved at the principal level, an appeal in writing can be made to the Director. As a last resort, the Board may hear an appeal to a Director's decision only if it specifically suggests a violation of board policy. The appeal must be in writing from the parent explaining the Board policy that is not being followed by the school administration and the appeal is to be shared with the Director who will bring the appeal to the Board for possible consideration if the Board deems it is appropriate.

In no case will complaints be made or discussed in the presence of students.

Anonymous complaints will not be considered under any circumstances.

Updated: August 2024

8.50 Parent Organizations

The School encourages parents and community members to support the activities of the Parent Teacher Association.

Updated: August 2024

8.60 Use and Rental of School Facilities

The Board desires that School facilities be used primarily to achieve the mission and objectives of the academic program of the School. Where there is no conflict with this primary goal, school facilities can be used to further the aims of the School through organizations and activities whose primary purpose is to benefit the School. An official booking form must be completed by all users.

Where no conflict exists with the use of facilities for school programs, the School will consider requests for use of the facilities for instructional programs which are unrelated to the academic program of the School but which are beneficial to persons who are directly associated with the School, so long as the School incurs no cost from this use.

Updated: August 2024

8.70 Visitors to the School

The Board welcomes visitors to the school campus while being aware of the need to maintain high levels of security for the protection of the school community. The Director is entrusted with ensuring that procedures are in place for the screening of outside visitors, without losing the open nature of the campus.

Updated: August 2024

9.00 INTER-ORGANIZATIONAL RELATIONS

9.10 Host Government Relations

Relations with government officials should normally take place through the relevant BP Vice-President.

Updated: August 2024

9.20 Relations with Schools, Universities, and Colleges

The School is committed to fostering internationalism, and developing strong ties with schools, universities and colleges worldwide is seen as an important aspect of this commitment. The School will actively support the development of international links at all levels, examples including but not limited to participation in inter school events, student and teacher exchanges and staff attendance at regional and international conferences.

In addition, the Board is committed to maintaining and developing the links that have been established between host country schools, universities and colleges. These links include but are not limited to student involvement in community service projects to improve and equip schools, visits to and from host country schools, sports activities with local schools, and teacher workshops involving TISA faculty and host country teachers.

It is the practice of the school to develop links with universities and colleges worldwide for the benefit of the students, administrators and teaching staff.

The school also values the development of links with universities and colleges worldwide for the benefit of the students, administrators and teaching staff.

Updated: June 2024

9.30 Regional and International Associations of Schools

The School maintains membership in regional and international associations of schools for the benefit of the School's students, administrators, teaching staff, and Board members. For example, the School is a member of the Council of International Schools (CIS), the International Baccalaureate Organization (IBO), and of such other regional associations. In addition, the School and its administration participate actively in inter-school association affairs, appropriate conferences, meetings, workshops and similar opportunities for sharing and development.

Updated: August 2024

9.40 Relations with Accrediting Agencies

The School seeks the highest status of accreditation for the School through accreditation by the Council of International Schools (CIS) and Authorization for its academic programs by the International Baccalaureate Organization (IBO).

The School will carry out periodic self-study and self-evaluation programs, through accreditation and evaluation visits from visiting teams to maintain the status of the School as an accredited and authorized educational organization.

Updated: August 2024