



# **INTERNATIONAL SCHOOL OF BELGRADE**

## **BOARD POLICIES**

Revised: November 13, 2023

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## DEFINITIONS AND GENERAL PRINCIPLES

### 101.1. Governing Documents

The governing document of the International School of Belgrade is its Charter. All provisions of the Charter and the Board Policies shall be binding upon the Board, Association members, Employees and Volunteers until formally amended by the Board. If any provision of the Board Policies is inconsistent with the Charter, the provisions of the Charter take precedence over the Board Policies.

### 101.2. Policy Revision Process

Association members, Employees, Board members or members of the Administrative Team may request new or revised policies by submitting a written request to the Chair. The Chair may direct the Director or an existing Board committee to prepare an initial draft of the proposed new or revised policy. The proposed new or revised policy shall be presented at the next open Board session. The person requesting the new or revised policy should provide the Board with background information as to why he/she believes that the new or revised policy is necessary. Once approved, the Secretary will revise the Board Policies by inserting the approved policy.

**101.3. Definitions.** The following terms shall have the following definitions throughout these Board Policies and throughout all other written regulations and manuals as may be adopted by the Board of Trustees or the Administration.

“School” shall mean the International School of Belgrade.

“Administrative Team” shall mean the Director, Principal(s), Finance and Business Director, Facilities Manager, and Information Technology Director, as the School shall employ such people from time to time.

“Association” shall mean the International School of Belgrade Association, The members of the International School of Belgrade Association are parents or legal guardians of all children currently enrolled in the School with rights and responsibilities as defined in Article IV of the Charter.

“Board” shall mean the Board of Trustees, as described in Article V of the Charter.

“Business Office” shall mean the Finance and Business Director and his/her staff.

“Charter” shall mean the Charter of the International School of Belgrade, as approved on December 6, 2017.

“Chair” shall mean the Chair of the Board of Trustees of the International School of Belgrade.

“Employee” shall mean a person who is in the service of the School under an employee contract, where the School has the power or right to control and direct the person in the material details of how the work is to be performed.

“Board Policies” shall mean these Board Policies, adopted on June 7, 2005 and its subsequent amendments approved by the Board.

“Staff Association” shall mean the Staff Association of the International School of Belgrade (SAISB), All persons employed at the ISB (certified, classified, and support) are automatically

members of the association. The school administrators are not part of the Association as detailed in the ISB Human Resource Policy Handbook.

**101.4. Mission Statement.** ISB is a collaborative learning community that inspires, equips and empowers its students to succeed and contribute positively to society.

**101.5. Administrative Handbooks.** Day-to-day administration of the School will be carried out by the School Director and Administrative Team, as guided by a series of handbooks. These handbooks will be kept in their most recent form in the Director's Office, and shall be available to any Association member who wishes to see them. The Parent/Student Handbooks will be distributed to the family of each new student and will be available on the School website. Changes to the handbooks are the prerogative of the Administrative Team. The Board will be informed when changes occur. In the event of any discrepancies between any handbook and these Board Policies, the Board Policies shall take precedence.

## **Section 2. THE INTERNATIONAL SCHOOL OF BELGRADE ASSOCIATION**

The responsibilities of the Association are as follows:

1. To elect between two and five members to the Board of Trustees.
2. To discuss matters pertaining to the School, to make recommendations to the Board and call for special Board meetings as described under section 3 (new section 3)
3. To amend the Charter.
4. To amend By-Laws through Board resolution

On behalf of the Association members, the Board is ultimately responsible for all School concerns.

## **Section 3: THE BOARD OF TRUSTEES**

**301.1. Legal Authority and Responsibility.** The Board shall exercise full control and direction of the business and affairs of the Association and of the School. It shall have all the powers and perform all the acts that the Association and the School may legally exercise and perform and which are legally required to be exercised and performed.

**301.2. Limitation of Individual Authority.** Board members have no individual authority over the School except as explicitly authorized by the Board. Any written communication from a Board member, or any individual or group acting on behalf of the Board, to the School staff, Association members or other persons shall require prior approval of the Board or the Chair.

**301.3. Limitation of Liability.** Board members shall not be individually liable for any statements or actions authorized by the Board or made on behalf of the Board.

**301.4. Conflict of Interest.** Board members shall be free of conflicts of interest.

**301.4.1.** The Board prohibits the School from purchasing goods or services from a company in which a Board member has any financial interest. Exceptions to this rule shall require the Director's recommendation and an affirmative vote from a majority of Board members, with the concerned Board member(s) abstaining from voting and the discussion of the matter. The relevant board discussions shall be duly minuted.

**301.4.2.** Individual Board members shall not influence the hiring of school personnel. Neither an Employee nor the immediate family member of an Employee shall be eligible to

become a voting member of the Board, except under extraordinary circumstances, as determined by the Board.

**301.4.3.** A Board member shall recuse him/herself from the discussion and the voting on any issue where there is an actual or perceived conflict of interest. The Chair, or in the case of Board Chair who may have conflict of interest, the Vice Chair shall have the final decision to determine whether or not an actual or perceived conflict of interest exists.

**301.5. Compensation and Expenses.** No salary or other compensation shall be paid for services as a member of the Board. When authorized to conduct business on behalf of the Board, a Board member may be reimbursed for actual expenses incurred. Requests for reimbursement should be submitted to the Director, and should be supported by receipts as required by the School's Business Office.

**301.6. Board Member Orientation.** The Director and the incumbent Chair shall jointly provide to new Board members, immediately upon their election or appointment, a copy of the Board Policies and other materials that will acquaint them with the powers and duties of the Board and the operation of the School. New Board members will be provided access to the minutes of Board meetings for the previous year.

**301.7. Board Member Resignation.** Once elected or appointed, a Board member is expected to serve his/her full term of office. It is recognized, however, that circumstances or transfers may make it necessary for a member to resign before his/her term expires. Any resignation by a Board member shall be in writing, addressed to the Chair. Such resignation shall be effective as of the date the letter is received by the Chair or the date specified in the resignation, whichever is later.

**301.7.1. Replacement of Board Member.** An elected Board member who resigns or is removed shall be replaced by a Board-appointed member who will serve out the remainder of the term. This appointment does not count as one of the Board-appointed positions and is not part of the maximum three years a member can be Board-appointed. The United States Ambassador to Serbia shall appoint a replacement for an Ambassador-appointed Board member who resigns. If a Board-appointed member resigns, the Board may replace that member with another Board appointment. A member appointed by the United States Ambassador and/or the Board does not need to be a member of the Association.

**301.8. Officers.** Following the annual Board member elections, the Board shall elect from their own number, as officers, a Chair, a Vice Chair, and a Secretary. The United States Ambassador to Serbia shall appoint the Treasurer from the United States Embassy community. All officers of the Board shall hold office for a term of twelve (12) months or until their successor shall be elected or appointed. All officers shall be eligible for re-election or re-appointment.

Members of the Board can nominate themselves or be nominated by others on the Board for particular officer positions. Nominations and elections for the positions take place in the following order: Chair, Vice-Chair, Secretary, and any other.

Elections take place by secret ballot, administered by the Director. In the case of a sole nominee for a position, the process of acclamation is applied instead of secret ballot.

**301.8.1. Chair.** The Chair shall:

(1) Preside at all meetings of the members of the Association and of the Board.

- (2) Sign all official documents of the Board, including contracts and other instruments binding on the Association, except where this authority has been specifically delegated by the Board or by the provisions of Board Policies.
- (3) With the advice and consent of the Board, appoint all committees of the Board and fill vacancies therein.
- (4) Initiate and follow through with such actions as are necessary for the effective and timely transaction of School business.
- (5) Decide, at Board and Association meetings, questions of order.
- (6) Have the right to call special meetings of the Board.

**301.8.2. Vice Chair.** The Vice Chair shall perform the duties of the Chair whenever the latter shall be absent or incapacitated, and the acts so performed shall be as valid and binding upon the Association and the Board as if performed by the Chair.

**301.8.3. Treasurer.** The Treasurer shall supervise the following:

- (1) Acceptance of all monies paid into the School and the making of receipts.
- (2) The safe-keeping of all monies and property of the School.
- (3) The payment of funds as authorized by the Board.
- (4) The keeping of accounts of all financial transactions along with annual statements of the same.
- (5) The development and presentation of the budget to the Board by the Director and the Business Manager.
- (6) The presentation of the summary of the budget to the members of the Association.

The Treasurer shall review the School's annual audit report and make recommendations, when necessary, to the Board and the Director. The Treasurer shall recommend investment and financing strategies, changes to tuition and other fees, and/or changes to the dates for the fiscal year of the Association, as the Treasurer deems necessary or as requested by the Board, for approval by the Board.

The Director shall provide the Treasurer with all pertinent documents required for his/her information, with any supporting data which the Treasurer may need to fulfill his/her duties.

**301.8.4. Secretary.** The Secretary shall:

- (1) Ensure that a full and accurate record is kept of all proceedings of the Board and of all meetings of Association members.
- (2) Ensure that notices of meetings and agendas are published in accordance with the Charter and the Board Policies.
- (3) Maintain a current version of the Board Policies and ensure that all revisions approved by the Board are entered in a timely manner.

(4) Conduct the correspondence of the Association and the Board when requested by the Chair.

**301.9. Committees.** The Board shall establish standing and ad-hoc committees when it is deemed necessary to accomplish specific goals and objectives, or for counsel and assistance in the performance of its duties. One of the standing committees shall be the Finance Committee. The Board shall explicitly enumerate the duties and powers of each committee at the time such committee is appointed.

**301.9.1. Committee Authority.** No committee shall have policy-making authority. Committee responsibility is limited to providing information and recommendations to the Board.

**301.9.2. Committee Composition.** The committee chair must be a member of the Board and shall be appointed by the Chair in consultation with the Board. Additional committee members may be selected by the Board or the committee chair with the Board's approval. Unless there is a conflict of interest (e.g. salary or performance review), the Director shall serve as an ex-officio member of all committees.

**301.9.3. Committee Reporting.** Each committee chair shall present progress reports at open Board sessions. Committee chairs shall present a final written report at the last Board meeting of the school year, which summarizes activities, decisions and recommended follow-up action. The publicizing of committee findings, recommendations or any related information is at the sole discretion and approval of the Board, and does not lie with the committee.

**301.9.4. Committee Duration.** The Board has authority to dissolve any committee at any time. Unless otherwise directed by the Board, all committees will be dissolved automatically at the end of the school year.

**301.10. Board Meetings:** The Board meetings may be Open Sessions, Special Meetings, or Executive Sessions.

**301.10.1. Open Sessions.** The Board shall hold Open Sessions at least two times every school year. The time and place for all Open Sessions shall be communicated in the School Calendar to the Association members and school staff. Open sessions shall be open to all members of the Association and other interested persons.

**301.10.2. Special Meetings.** Special meetings to address a particular subject may be called at any time by the Chair, by the Secretary upon the written request of four (4) or more Board members, or upon receipt of a petition signed by thirty (30) or more voting members of the Association with such petition stating the subject(s) to be addressed. Unless the Board members present vote to go into executive session, special meetings shall be open to all members of the Association and other interested persons. Special meetings convoked by a petition of voting parents shall take place within three weeks of the delivery of such petition to the Board and with at least one week's notice to the members of the Association.

Reasonable steps shall be taken to notify all Association members of the special meeting. The notice of the special meeting shall indicate the subject(s) to be addressed. No business other than that stated in the notice shall be transacted.

**301.10.3. Executive Sessions.** The Board may hold an executive session to discuss sensitive matters the disclosure of which would not be in the interest of individuals concerned or of the School as a whole. An executive session can be called during any open session or



special meeting when a quorum is present or by the Chair (or Vice Chair in case of the Chair's absence) or by written request of four or more Board members.

Sensitive matters that could be discussed in executive sessions include personal charges against an Employee, dismissal of an Employee or student, Employee compensation and benefit issues, evaluation of the Director's performance, appointment of a member to fill a vacancy on the Board, election of officers of the Board, or other matters, as deemed necessary.

Only Board members, the Director and those specifically invited by the Chair shall be present at executive sessions. The Director shall not be in attendance during discussions of the Director's contract or evaluation, and at other times when the Board might ask the Director to leave the session.

All decisions and matters discussed in executive sessions shall be recorded in the official minutes. Minutes taken during an executive session shall be held confidential. Members of the Board and other persons present during executive sessions shall be bound to keep all matters discussed in executive session confidential.

**301.10.4. Complaints Procedure.** The School adopts a Complaints Procedure to address complaints raised by students and parents. The full Complaints Procedure is an annex to the Board Policy manual.

**301.10.5. Parent involvement** is encouraged in all aspects of school life. In addition to electing Board members, parents are encouraged to be involved in Board Open Sessions. Parents are also encouraged to be engaged with Strategic Planning and they can also become involved in Board Committees, upon invitation. In specific circumstances, parents can use the Complaints Procedure or convoke a Special Board Meeting. The Board does not meet with parents outside of these specific cases.

**301.10.6. Conduct of Business Outside Meetings.** The Board may conduct business outside meetings. Any issues to be decided outside meetings must be presented to all Board members who can be contacted. Decisions receiving the affirmative vote of no less than five members of the Board shall be binding on the Board. All decisions taken by the Board outside a meeting shall be reported by the Chair at the next open Board session and duly recorded in the minutes.

**301.10.7. Code of Conduct.** At the outset of his/her term, every Board member will agree to a Code of Conduct that will address issues such as attendance, conflicts, confidentiality, etc. Any member seen to be in breach of the Code of Conduct by a majority of Board members may be asked by the Board Chair to resign their seat on the Board.

**301.10.8. Agenda.** Agendas for Board meetings shall be prepared by the Director in consultation with the Chair, or in his/her absence, the Vice Chair. Individual Board members should inform the Chair of items they wish to have included on the agenda. Any Association member may request that an item be placed on the agenda by submitting the request in writing to the Director's office at least seven (7) days prior to the meeting. The Board shall honor all reasonable requests. The Director shall ensure that copies of the agenda and supporting materials are distributed to all Board members in advance of Board meetings.

Agendas and all appropriate supporting documents for open sessions and special meetings shall be provided to the members of the Association in advance of the meetings.

**301.10.9. Voting Method.** Board members may not vote by proxy. Decisions of the Board shall be made by simple majority of the quorum present. A Board member shall have the right to have his/her dissent recorded in the minutes. The dissenting member should indicate to the Board his/her intention of having his/her dissent recorded immediately after the motion in question has been decided.

The BoT entrusts the Director and/or Chair, or Vice Chair in the Chair's absence, to make most decisions during the summer. Voting via email is reserved for time-sensitive matters only, and the Director in consultation with the Chair, or Vice Chair in the Chair's absence, will decide whether a vote is needed. Upon the request of the Director, the BoT may also vote on applications for diversity cap exemption during the summer.

Eligible voting members will be those BoT members who served on the BoT during the previous school year and are coming back for the next school year. New members who have not yet served and out-going members are not eligible to vote. Quorum is 50% + 1 of those members eligible to vote. If both the Chair and Vice-Chair are leaving at the end of the school year, a temporary Board Chair must be appointed for the summer at the June meeting (the Director will add this item to the June agenda, if necessary).

**301.10.10. Minutes.** Minutes of Board meetings shall include those matters regularly moved, seconded and voted, and recommendations of the Director. The minutes shall also include brief summaries of discussions by Board members and of reports presented to the Board, any opposition views in the decision making should be duly minuted. The Copies of these minutes shall be on file in the Director's office. Minutes from open and special meetings shall be available to Board and Association members. A separate set of minutes will be maintained for executive sessions of the Board. These minutes will be treated as confidential records and are to be maintained by the Board Secretary. Minutes of executive sessions shall be available to Board members and the Director upon request to the Board Secretary.

**301.11. Board-Director Relationship.** The Board believes that the formulation and review of policies is the function of the Board and that the execution of policies is the function of the Director. Such delegation provides freedom for the Director to manage the School within the Board's policies.

Accordingly, the Board as a whole and individual Board members will:

- (1) Strive to provide adequate policy support and safeguards for the Director and other Employees so that they can discharge their educational functions on a professional basis.
- (2) Give the Director full administrative authority for properly discharging all professional duties and hold the Director responsible for results.
- (3) Hold the Director responsible for the operation of the School and for keeping the Board informed about School operations and issues.
- (4) Include the Director in all meetings of the Board, except those where the Board specifically asks the Director not to participate. Such occurrence would normally include preliminary discussions of the Director's performance review, his/her contract renewal/salary/benefits, or charges of misconduct and any other matter the Board may consider necessary.
- (5) Refer all complaints to the Director for investigation and action, and refer personal criticism of any Employee directly to the Director. The Director then informs and guides the complainant to the ISB Student/Parent Complaints and Grievance Protocol in place (Board Policies Annex 1) The Board will become involved in resolving such matters only after all efforts to resolve them administratively have failed.

The Director, in turn, is expected to place before the Board all relevant facts, information and reports necessary to keep the Board informed about situations or business at hand, and to maintain open communication with the Board in matters of employment, dismissal or non-renewal of faculty contracts.

**301.11.1. Designating the Director.** The Board shall recruit, hire, and terminate the employment of the Director. The Board is responsible for directing and evaluating the performance of the Director.

**301.12. Board Communications.** All communications to the Board shall be in writing, addressed to the Chair, Board of Trustees, International School of Belgrade, Temisvarska 19, 11040 Belgrade, Serbia; or at schoolboard@isb.rs. At the Board's discretion, communications directed to the Board may be referred to the Director for reply or action; however, decisions about School Board policies shall be made only by the Board acting as a whole.

Requests for changes in any School policy in place (such as HR, Student and Finance,) and appeals of decisions made by the Director with this respect may be addressed to the Board.

**301.12.1. Significant Changes to School Daily Routine.** If any Senior Member responsible for the performance of Management Functions is proposing anything which may materially affect the daily routine of any section of the School, they must report this in detail as soon as practically possible to the Director who in turn must report this to the Board of Trustees for their consideration. If the Board of Trustees decides this must be communicated and discussed in detail with the School Community a meeting will be organized with sufficient notice inviting all members of the School Community who may be affected by such change to listen to the proposals and respond accordingly.

**301.13. Board Policies.** The Board shall establish policies governing the operation of the School and the Association. A written copy of such policies shall be available to the new Association members, Employees and Volunteers whilst an online version would be available on School website. Such policies shall be binding upon Association members, Employees and Volunteers until formally amended by the Board.

**301.14. Financial Resources.** The Board shall set the tuition and all other fees for the School, make investment decisions and, when deemed advisable by the Board, approve strategies for financing capital replacements and improvements.

**301.15. Staffing and Appraisal.** The Board is responsible for establishing policies governing Employee salaries, terms and conditions of employment, benefits, leave policies and staff development. The Director is responsible for recruiting, hiring, evaluating, promoting and disciplining Employees.

**301.16. Advisors.** The Board shall, as it deems necessary or advisable, retain legal counsel or other advisors to the Board.

**301.17. Annual Budget.** In consultation with the Director, the Board is responsible for approving and adopting the annual itemized budget indicating anticipated income and expenditures for the fiscal year. The budget for each fiscal year shall be adopted no later than the end of the preceding school year.

**301.18. Instructional Program.** In consultation with the Director, the Board shall set goals and adopt policies upon which instructional programs for the curriculum will be based. The Board retains the power to accept, modify or reject the Director's recommendations on the scope and nature of educational offerings.

**301.19. Gifts.** All gifts to the School must be reported in writing to the Director, who will report them to the Board for official acceptance or rejection.

**301.20. Reports.** The Board shall make a report of its activities, the financial standing of the Association and present the annual budget summary at an open Board session.

**301.21. Board Approvals.** The Board's approval is required for the following actions:

- School calendar.
- School auditors.
- Salary scales.
- Director's hiring and contract.
- Investment plan.
- Real estate contracts.
- Admissions exceptions.
- Student expulsions.

The Director must inform the Board of:

- Employee hiring, resignations, suspensions, and dismissals for cause.
- Unsatisfactory administrative evaluations.
- Class sizes that exceed optimum capacity.
- Changes to policy handbooks.
- Changes in standardized testing at ISB.
- Director's registration for workshops and conferences.

**301.22. Board Self-Evaluation.** The Board will conduct a self-evaluation of its performance in March, based on:

- Goal achievement and succession planning.
- Working relationships within the Board and between the Board, the Director, the Staff, and the community.
- Establishment and implementation of policy.
- Conduct of meetings.
- Finances/facilities.

A report and action plan on the results of the evaluation will be reviewed during the BoT meeting in April/May.

**301.23. Board Training and Planning.** Every school year, normally no later than September 30, the Board will participate in a session wherein they will review current National Association of International Schools best practices, review the previous year's end-of-year self-evaluation, and set goals for the coming year.

**301.24. Non-Discrimination Policy.** The Board shall not discriminate on the basis of gender, age, race, religion, creed, color, sexual orientation, national origin or ancestry in their hiring practices or in their treatment of people, and shall ensure that the School maintains non-discrimination policies regarding personnel and students.

## **Section 4: STAFF**

**401.1. Handbooks.** The Director is responsible for the upkeep of the Human Resources Handbook, the Professional Development Handbook and the Professional Growth and Evaluation Handbook. Principals are responsible for Faculty Handbooks. The handbooks are kept in each of the Administrative Offices and will be available online on school intranet. These handbooks include regulatory details for ISB's hiring, contracting, evaluation, and dismissal

practices, as well as compensation, benefits, professional standards and development, and grievance procedures. The Director will inform the Board of any changes to the handbooks at the first Board meeting following the changes taken place. Items from the handbooks that require the direct involvement of the Board are included in the Board Policies below.

**401.2. Employee Participation.** It is the policy of the Board to encourage Employee participation in decision-making for the School. Such participation shall include, as appropriate, involvement in:

- (1) Policy development.
- (2) Administrative rules development.
- (3) Budget planning.
- (4) Facilities planning.
- (5) Educational program development.

In the development of policies and arrangements for the operation of the School, the Director shall include, at the planning stage whenever feasible, those Employees who will be affected by such provisions.

Each Principal shall maintain channels for conferring with both the teaching and support staff in establishing building-level policies. The Director shall develop with Employees channels for the ready communication of ideas and feelings regarding the operation of the School. He/she shall weigh with care the counsel given, especially that given by groups designated to represent large segments of the staff, such as the Staff Association, and shall inform the Board of all such counsel in presenting recommendations for Board action. [cf. Human Resources Handbook, Employee Participation]

**401.3. Staff Association and Staff Involvement.** Designated members of the Staff Association shall meet with the Director and representatives of the Board prior to the adoption of a given year's annual school budget. The agenda for this meeting shall include, inter alia, a discussion of salary and benefits. The Director shall report the Staff Association recommendations to the Board in executive session.

**401.4. Grievance Procedure.** Employees may face problems of an individual nature that relate to the proper and equitable interpretation of Board Policies or to just and equitable treatment. The School will maintain a grievance procedure as currently outlined in the Human Resources Handbook, which includes the final appeal process to the Board. Employees and the School shall follow the steps outlined therein. [cf. Human Resources Handbook, Grievance Procedure]

**401.5. Force Majeure.** "Force Majeure" procedures apply when, because of an extreme emergency, the Board decides to close the School for an extended number of weeks or months. The status of Personnel in such a situation is detailed in the Human Resources Handbook. [cf. Human Resources Handbook, Force Majeure]

**401.6. Staff Records.** Board members shall have access to professional files only to view all documents prior to meetings pertaining to an individual Employee's performance evaluation. More details with regard to personnel records are noted in the Human Resources Handbook. [cf. Human Resources Handbook, Personnel Records]

**402.1. Salaries.** Salaries shall be paid in accordance with adopted pay scales as detailed in the Human Resources Handbook. [cf. Human Resources Handbook, Salaries]

**402.1.1. Salaries, International.** The Board shall use the following criteria in establishing the salary schedule and benefits for foreign-hired personnel:

- (1) Cost of living in Belgrade.
- (2) Competitiveness with other international schools in the region.
- (3) Attractiveness to recruited personnel from countries outside Serbia.

**402.1.2. Salaries, Local.** The Board shall use the following criteria in establishing the salary schedule and benefits for locally-hired personnel:

- (1) Cost of living in Belgrade.
- (2) Competitiveness with other international schools in Serbia.
- (3) Attractiveness to recruit and maintain personnel in the Serbian labor market.

**402.1.3. Administrative Staff Compensation.** The Director's salary is set annually by the Board. The Administrator's Salary Pay Scale sets annual compensation for all other administrators. The Director shall make annual recommendations to the Board regarding administrators' salaries, benefits, or bonuses. All bonuses are awarded at the discretion of the Board.

**402.1.3. a. Director's Benefits.** In addition to the benefits received by all Administrative Staff, the Director shall receive the following:

- (1) The Director shall have the use of a School-owned or leased vehicle. The School will reimburse the Director for the cost of fuel used on official School business.
- (2) The Director may attend professional conferences and workshops (i.e., AAIE, ECIS and CEESA) at School expense. The Director shall inform the Board prior to registering for such conferences or workshops.

#### **403.1. Evaluations of the Administrative Team.**

**403.1.1. Director's Evaluation.** The Board shall evaluate the Director's performance annually, according to a process agreed to in advance by the Board and the Director. The Board shall provide a written evaluation to the Director before the end of each school year. The Director may respond to the evaluation in writing. The written evaluation and Director's response, shall be placed in the Director's personnel file for the records. A mid-term review will also be conducted.

**403.1.2. Other Administrators.** All other members of the Administrative Team are evaluated annually by the Director.

### **Section 5: SCHOOL FINANCES AND THE BUSINESS OFFICE**

**501.1. Business Practices.** All financial transactions shall be conducted in accordance with lawful and ethical business and accounting practices. Such practices shall be consistent and include proper documentation in accordance with the Business and Finance Handbook. [cf. Business and Finance Handbook, General Business Practices].

**501.2. Financial Accountability.** The Director and the Board share fiduciary responsibility for the sound fiscal management of the School. The Board shall receive and review a financial statement of the School prior to every Board meeting.

**501.2.1. Fiscal Year.** The fiscal year of the School shall be July 1 to June 30. [cf. Business and Finance Handbook, Accounting Principles].

**501.2.2. Audit.** The Board shall engage an independent accounting firm to make an annual examination of the annual financial statements of the School, and to render its report to the Finance Committee within a reasonable period of time. The Treasurer shall then report to the Board concerning the findings of the audit. The summary of the auditor's findings will be available to the School community in accordance with the Business and Finance Handbook. [cf. Business and Finance Handbook, Auditing Service.]

**501.2.3. Insurance.** The Director shall ensure that all appropriate insurance policies are maintained in accordance with Board policies, Serbian law, and the rules of the insurance companies so that there is no lapse in coverage. The Finance Committee shall review all insurance policies annually in accordance with the Business and Finance Handbook. [cf. Business and Finance Handbook, General Practices.]

**501.3. Conflict of Interest.** Board members, members of Board committees, the Director, and all other Employees shall avoid any conflict between their personal interest and the interest of the School in dealing with suppliers and all other organizations or individuals doing or seeking to do business with the School in accordance with the Business and Finance Handbook. [cf. Business and Finance Handbook, Conflict of Interest.]

**501.4. Bank Accounts.** The Board authorizes the establishment of checking accounts, interest-bearing accounts and petty cash funds to be managed to the School's best advantage by the Business Manager in consultation with the Board Treasurer. The School shall maintain bank accounts in Serbia and in the United States. The Finance Committee shall make an annual review of the suitability of the banks and the accounts held by the School, and shall report its recommendations to the Board for action, in accordance with the Business and Finance Handbook. [cf. Business and Finance Handbook, Banking and Signature Authorization.]

**501.4.1. Approvals Required for Payments.** Each bank account shall have at least one authorized signatory from the Board. Payments for goods and services in the amount of \$300 or less must be approved by the Business Manager. Payments over \$300 and up to \$5,000 must be approved by the Business Manager and the Director. Payments over \$5,000 must be approved by: the Business Manager or the Director; and the Board Treasurer or the Board Chair. The Board must approve any items which are considered material and are not included as part of the annual operating and capital budgets. [cf. Business and Finance Handbook Expenditure Accounts Payable.]

**501.4.2. Investment Program.** The Board considers an investment program a critical ingredient of sound fiscal management. The Board authorizes an investment program where the primary objective is to provide safety and liquidity of capital and thereafter to obtain appropriate yield to supplement other revenues for the support of the School's educational program. Accordingly, the investment program should ensure the maximum interest on return in safe and secure investments. The Business Manager will maintain an investment plan, coordinated with the Director and Finance Committee, and approved by the Board no less than once a year. The investment plan will include a short-term investment strategy, which will consider the School business cycle. The Business Manager will also maintain both a short-term and long-term cash flow forecast and regularly report to the Finance Committee and the Director when excess funds will be available. [cf. Business and Finance Handbook, Banking - Investment Instruments.]

**501.4.3. Delegation of Authority.** The Board authorizes the Director, in consultation with the Board Treasurer, to manage all Board-approved activities associated with the investment program. [cf. Business and Finance Handbook, Banking - Investment Instruments.]

**501.5. Tuition and Fees.** The Board, in consultation with the Director, shall set tuition based upon projections for the budget year so that the estimated total tuition income shall cover or exceed the School's operating budget. The Board shall set all fees, and shall consider changes to such fees upon recommendation by the Treasurer. [cf. Business and Finance Handbook, Income – Establishment of School Fees.] In the event the parent or guardian does not meet the payment schedule, a late payment fee may be charged. All outstanding debts shall be paid before a student can be re-enrolled for the following school year. The Treasurer shall inform the Board of any outstanding tuition and fees that are one semester in arrears. [cf. Business and Finance Handbook, Income – School Fee Payments.]

**501.5.1. Tuition Assistance.** In extreme situations of financial hardship, a family may submit a written request for temporary tuition assistance to the Director. If the Director deems the request to have merit, he/she shall submit the request together with his/her recommendation to the Finance Committee for review. The Finance Committee will forward its recommendation to the full Board for approval in executive session. [cf. Business and Finance Handbook, Income – Tuition Fee Exemption.]

**501.6. Expenditures.** All expenditures shall be generally approved by the Board during the annual budget adoption process. Specific approvals will be made for specific items according to procedures set by the Director and/or Business Manager. The Director and Board Treasurer will receive a monthly summary from the Business Manager of all expenditures. The Business Manager or Director should, at all times, make the Board Treasurer aware of any discrepancies or projected discrepancies between the Board-approved annual budget and actual expenditures.

Expenditures of the School shall not exceed the total amount approved by the Board without prior approval of the Board. The school budget is comprised of categories, sub-categories, and line items of expenditures, and the Director has flexibility to manage budget items, line items, sub-categories, and categories respecting certain parameters assuming that no changes will exceed the overall approval level of expenditure of the School. The flexibility for line items is up to 30% (higher or lower) of the approved line item, not to exceed \$30,000 (whichever is lower). The parameter for sub-categories is 15% of the approved sub-category, not to exceed \$50,000, and the parameter for categories is 7.5%, not to exceed \$100,000. Any changes that exceed these parameters are to be discussed with the Finance Committee and brought to the Board for consideration of a budget modification. [cf. Business and Finance Handbook, Expenditures.]

**501.7. Real Estate.** The Director or his/her designee shall locate suitable properties for educational and extracurricular spaces and shall recommend such real estate contracts to the Board. All real estate contracts for School facilities must be approved in advance by the Board. [cf. Business and Finance Handbook, Other.]

**501.8. Salary or Travel Advance.** No guarantees of Employee's contracts or debts are to be made by any officer or Employee of the School without prior authority from the Board. Loans and/or advances may be made to Employees of the School under conditions of travel, sickness, death, or hardship, as set forth in the Business and Finance Handbook. [cf. Business and Finance Handbook, Expenditures.]

## **Section 6: STUDENTS**

### **601.1. Handbooks.**

**601.1.1. Parent & Student Handbooks.** Parent & Student Handbooks are distributed to the family of each new student, the new ISB teachers and are posted on the ISB School



website via the parental portal. These handbooks outline student rights and responsibilities, detailed codes of conduct, and details of the academic program and student assessment. The Board shall be informed of any changes that are made to these handbooks.

**601.1.2. Admissions Handbook.** An Admissions Handbook will be kept in the Admissions Office and in each of the Principals' Offices. Changes to the Admissions Handbook require the approval of the Board.

**601.1.3. Course Schedule and Instructional Standards.** The Administrative Team is responsible for upkeep of annual course schedules and instructional standards.

**601.2. Student Conduct.** Students have rights that should be recognized and respected, and responsibilities that they are expected to assume. Students will conduct themselves at all times in a manner which will bring credit upon themselves and the School. In general, common-sense standards of respect, courtesy and behavior apply. Each student is expected to show respect for other people, their possessions, and their time, and will be responsible and accountable for their actions. Ignorance of a specific School rule is no excuse for inappropriate behavior. Specific standards of behavior and dress can be found in the Parent & Student Handbooks.

**601.3. Student/Parent Inquiries & Concerns.** Inquiries & Concerns of student/parents can and shall be resolved whenever possible between the student/parent and the teacher or other Employee. If the matter cannot be resolved at the teacher level, Parents, Students and the School shall follow the steps outlined in the PARENT STUDENT Handbook, [Protocol for Inquiries and Concerns].

**601.4. Student/Parent Complaints & Grievances.** If the matter cannot be resolved through Protocol for Inquiries and Concerns then the Administration shall adjudicate. If the student/parent feel that the complaint has not been fully or fairly dealt with, the student/parent may follow the steps outlined in the ISB Student/Parent Complaints and Grievance Protocol (Board Policies Annex 1). A copy of the Protocol will be placed at the school's Parental Portal or available on request from the school;

**601.5. Smoking and Drug Use.** ISB is a smoke-free, drug-free campus. Details regarding smoking and drug use, as well as abuse of other substances, are outlined in the Parent & Student Handbooks, Faculty Handbooks and the Human Resources Handbook.

**601.6. Student Discipline.** Teachers and Administrators will communicate with parents when there is a serious breach of proper student behavior. Recognizing the "partnership" parents have with the School in providing assistance for modifying negative student behavior, teachers and Administrators are authorized to discipline students as required. Specific guidelines for student discipline, including clear definitions for the type of infractions and the behavioral expectations and outcomes, can be found in the Parent & Student Handbooks.

**601.7. Expulsions.** "Expulsion" is defined as the permanent removal of a student from the School. If a student's conduct fails to improve after one or more suspensions, or if the initial offense is considered sufficiently serious, the student may be expelled from the School. The recommendation for expulsion must be reviewed by the Administration with the student and his/her parents. Notification of the recommendation must then be made in writing to the family. They must also be advised of the right of appeal to the Board and the timeframe for doing so. The ultimate decision to expel a student lies with the Board in executive session.

**602.1. Admissions Priorities.** Admission to the School shall be determined by the Director. In the event of a limited amount of classroom space, students will be admitted according to a priority system detailed in the Admissions Handbook. Any exemptions to admissions that are not consistent with this system shall be approved on a case-by-case basis by the Board.

**602.2. International Character.** The Board desires to support and preserve the international character of the School. To assist the Board in monitoring the relative numbers of students from the international community and host-country nationals, the Director shall prepare a report stating the number of students in each grade level from each country who have applied for admission to the School and who are currently attending the School. The report should also list the same information for each of the preceding five school years, if available, so that the Board may better identify any trends in enrollment. The Director shall present this report to the Board at the Board's September and May meetings each year.

**603.1. Instructional Standards.** The School seeks to provide an enriched, high standard international instructional program in English, supported by instructional standards that identify what students should know or be able to do. Standards and courses of study are therefore based on a logical progression of knowledge and skills within the framework of the International Baccalaureate Organization (IBO), including Diploma Program (DP), Middle Years Program (MYP), and Primary Years Program (PYP) curricula. Curriculum decisions rest with the Administrative Team, as advised by the school's Educational Leadership Team.

**603.2. Academic Freedom.** ISB students will learn in an environment that is open-minded, diverse, unbiased and current, while being sensitive to the political environment in which the School operates. Discussion of issues that may be considered controversial must be limited to facts that create avenues for individual students to arrive at their own conclusions.

## **Annex 1.**



**INTERNATIONAL SCHOOL OF BELGRADE**

**STUDENT/PARENT**

**COMPLAINTS & GRIEVANCE PROTOCOL**

**English Version**

## **COMPLAINTS PROCEDURE CONTENTS**

- 1 Scope of complaints procedure**
- 2 Aims**
- 3 What to expect under these procedures**
- 4 Who will deal with your complaint**
- 5 Making a complaint**
- 6 Record keeping**
- 7 Malicious or Vexatious Complaints**

# THE COMPLAINTS PROCEDURE

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## 1. SCOPE OF COMPLAINTS PROCEDURE

**The Board of Trustees together with the Director set the direction and tone of the school in all that they do and are committed to working with parents in the best interests of their children's education. The purpose of the Complaints Protocol is to address complaints raised by students, parents/guardians (in the text below may be also referred as 'you').**

**1.1** The procedure covers all matters relating to the actions of staff employed in the school and the application of school procedures, where they affect individual students. However, the school needs to be clear about the difference between a concern and a complaint. Taking informal concerns seriously at the earliest possible stage will reduce the numbers that develop into formal complaints.

**1.2** Where it becomes evident at an early stage that a matter should be dealt with according to other established procedures or appeals mechanisms, this Complaints Procedure will be set aside in favor of the agreed procedure such as Child Protection, Special Education, Admissions, Suspensions and Expulsions, Bullying and Harassment. However, the School's application of these procedures remains within the scope of this protocol.

**1.3** The school will not deal with anonymous complaints (except for those concerning child protection matters) and therefore these procedures do not provide for a resolution of anonymous complaints.

## 2. AIMS

**2.1** In operating this Complaints Procedure the school (in the text below may be also referred as "we") aim to:

- encourage resolution of problems by informal means wherever possible;
- allow swift handling of a complaint within established time-limits for action and keeping people informed of progress;
- ensure a full and fair investigation;
- have due regard for the rights and responsibilities of all parties involved;
- respect confidentiality;
- address all the points at issue and provide an effective response and appropriate redress, where necessary; and
- provide information to the school's Administrative Team and Board of Trustees so that services can be improved.

## 3. WHAT TO EXPECT UNDER THESE PROCEDURES

**3.1 Your rights as a person making a complaint.** In dealing with your complaint we will ensure that you receive:

- fair treatment;
- courtesy;
- a timely response;

- accurate advice;
- respect for your privacy – complaints will be treated as confidentially as possible allowing for the possibility that we may have to consult with other appropriate parties about your complaint; and
- reasons for our decisions. Where the complaint is justified we will acknowledge this and address the complaint you have raised. If, after investigation, it is judged there are no grounds for your complaint, you will be advised accordingly.

**3.2 Your responsibilities as a person making a complaint.** In making your complaint we would expect that you to:

- raise issues in a timely manner;
- treat our staff with respect and courtesy;
- provide accurate and concise information in relation to the issues you raise; and
- use these procedures fully and engage in them at the appropriate levels

**3.3 Rights of parties involved during the investigation.** The process is non-adversarial and does not provide a role for any other statutory or non-statutory body.

**Complainant:** The complainant may be accompanied by another person who will assist the investigation and resolution of the complaint with the acceptance of the Administrative Team on the suitability of that person.

**Staff:** Staff may seek the advice and support from the SAISB and may also be accompanied by another person where it is accepted, by the Director and Board of Trustees, that this will assist the investigation and resolution of the complaint.

A member of staff who is directly referred to in a complaint will be provided with a written copy of the complaint and details of any information brought by the student/parent/guardian before being required to respond to the matters raised.

#### **3.4 Where the complainant is a member of Board of Trustees**

Where the complainant is a member of the Board of Trustees, they will play no part in the management of the complaint as set out in this procedure.

## **4. WHO WILL DEAL WITH YOUR COMPLAINT?**

At the informal stage your concern should be raised and dealt with by the teacher concerned. As part of this stage, the head of department and the Principal will be involved if the matter is not resolved at the teacher level. If you proceed to the formal part of the process, the Director will assume responsibility for the process, unless s/he is the subject of the complaint, in which case the Chair of the Board of Trustees will assume responsibility.

## **5. MAKING A COMPLAINT**

### **5.1 Informal Stage**

#### **Step 1 - Speaking with the Teacher concerned followed by the Head of Department**

In the first instance a complaint should normally be raised verbally with the teacher concerned so that s/he may have an opportunity to address the issue(s). If your complaint remains unresolved you should arrange a meeting with the Head of Department to discuss the issue(s). *If the complaint does not relate to a teacher in the school, it should be referred to the Principal or the Director.*

#### **Step 2 - Contact Principal if your complaint is against a member of staff other than the**

## **Principal.**

If your complaint remains unresolved following Step 1 you should arrange a meeting with the Principal to discuss the issue(s). In advance of this meeting you should inform the Principal in writing, of the nature of your complaint so that s/he may be in a position to resolve the problem without further delay.

In some circumstances the Principal may not be able to deal effectively with your complaint immediately and s/he may require some time to investigate and prepare a response. If further time is required, The Principal will inform you as soon as possible about the date by which the response will be issued. Overall timeline for this step should take no longer than 5 working days.

## **5.2 Formal Stage**

### **Step 3 – Writing to the Director if your complaint is against a member of staff other than the Director.**

Sometimes it will not be possible for you to have your complaint resolved through the informal processes proposed at Steps 1 and 2, or indeed it might be more appropriate to initiate the procedures at Step 3. You should write to the Director, and state the grounds for your complaint as concisely as possible addressing specifically the issue(s) that are of concern to you. You will receive a written acknowledgement of your letter within 3 working days. This will confirm that your letter has been received, and either:

- provide a response to the issue(s) you raised; or
- state that your complaint is being investigated and indicate when you can expect a response to be issued (normally a maximum of 5 working days from the date on which your written complaint was received). The investigation may require you to meet the Director and due notification will be given of such meetings. The Director may also talk to the parties relevant to the complaint.

### **Step 4 – Writing to Chairperson of the Board of Trustees**

If you believe that your complaint has not been dealt with in a satisfactory manner following the completion of steps 1 – 3, or if your complaint concerns the Director, you should write to the Chair of Board of Trustees, including, if applicable, copies of the original correspondence relating to Step 3. The Chairperson will be responsible for referring your complaint to the Board of Trustees at the next Board of Trustees meeting or sooner if necessary. Your written complaint should be as concise as possible and address specifically the issue or issues that are of concern to you. You will receive a written acknowledgement of your letter from the Chair within 3 working days. This will confirm that your letter has been received, and:

- provide a response to the issue(s) you raised; or
- state that your complaint is being fully investigated and indicate when you can expect a response to be issued (normally a maximum of 15 working days from the date on which your written complaint was received). The investigation may require you to meet the Board of Trustees and due notification will be given of such meetings. The Board of Trustees may also talk to the parties relevant to the complaint.

**At the end of the process the Chairperson will inform you of the decision in writing. The decision of the Board of Trustees is final. With the completion of this stage, the Complaints Procedure has been exhausted and that the matter will be considered closed.**

## **6. RECORD KEEPING**

The Director and Chairperson of the Board of Trustees shall maintain a record of all correspondence, conversations and meetings concerning your complaint. These records shall be held confidentially in the school and shall be kept apart from student records. All such records will be destroyed three years after the date of the last correspondence on the issue.

## **7. MALICIOUS OR VEXATIOUS COMPLAINTS**

Where the Board of Trustees consider the actions of a parent or group of parents to constitute frivolous, malicious or vexatious behavior, they will seek advice from the school's legal representatives in order to protect any student, staff members, Board member, parents or the School from further such actions. This may include removing a parent's access to school events, information and portals and/or non-renewal of the enrolment contract.

Procedure: In such cases, the Director shall make every effort to resolve the situation and shall keep the Board Chair informed of all measures taken. If the situation cannot be resolved, the Director and Board Chair will decide whether to escalate the situation to the full Board of Trustees. At this point, the parent concerned will be informed and invited to meet with the Board within 15 days, either face to face or virtually. Finally, the Board of Trustees and Director will meet in an Executive session to consider and vote upon the course of action.

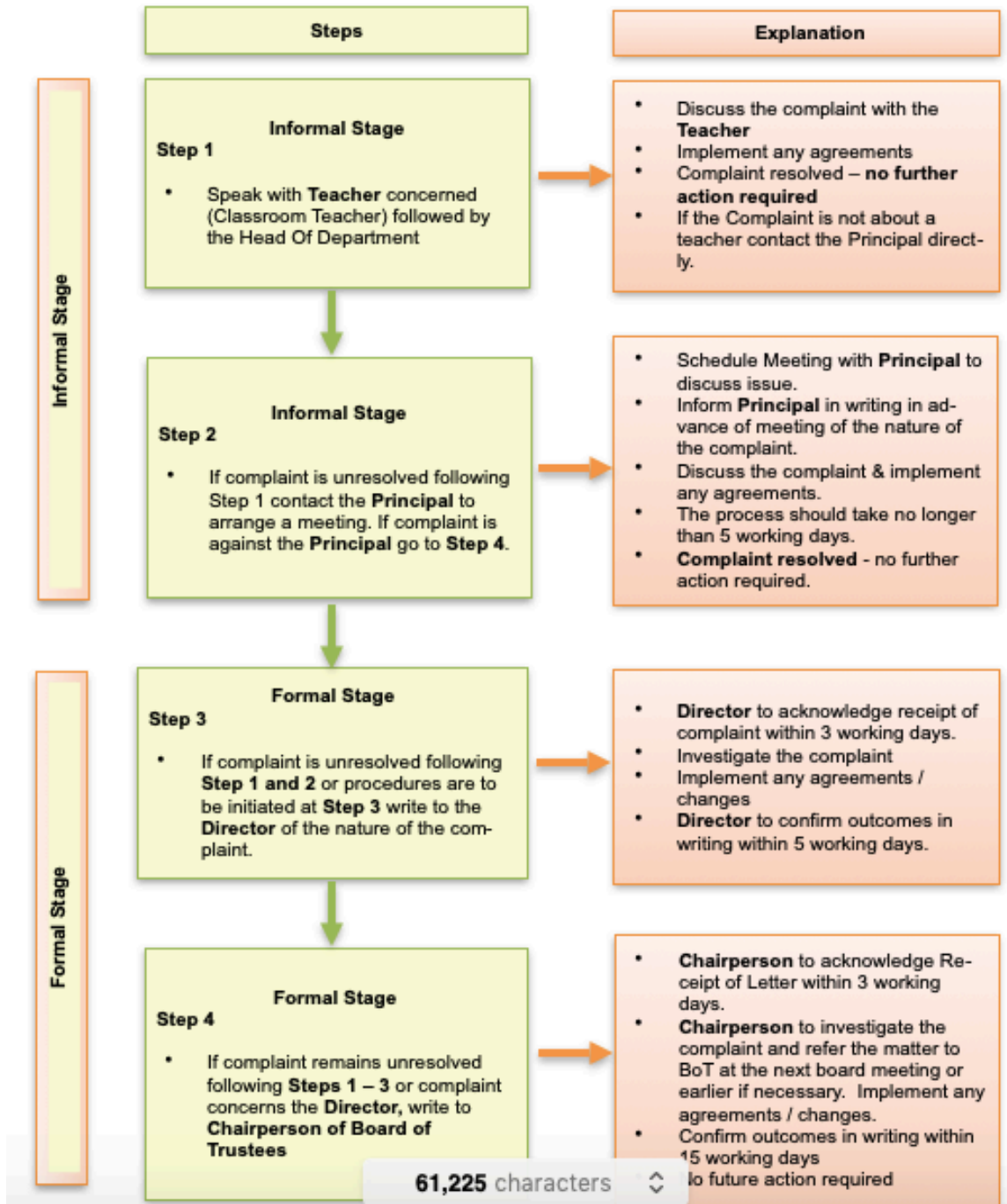
## **8. ACTIONS COUNTER TO THE ISB COMMUNITY VALUES AND CODE OF CONDUCT**

By enrolling their child(ren) in ISB, parents and legal guardians become members of the Association. In doing so they agree to support and espouse the ISB Community Values and Code of Conduct. Where the Board of Trustees consider the actions of a parent or group of parents to be counter to the ISB Community Values and Code of Conduct, they will seek advice from the school's legal representatives in order to protect any student, staff members, Board member, parents or the School from further such actions. This may include removing a parent's access to school events, information and portals and/or non-renewal of the enrolment contract.

Procedure: In such cases, the Director shall make every effort to resolve the situation and shall keep the Board Chair informed of all measures taken. If the situation cannot be resolved, the Director and Board Chair will decide whether to escalate the situation to the full Board of Trustees. At this point, the parent concerned will be informed and invited to meet with the Board within 15 days, either face to face or virtually. Finally, the Board of Trustees and Director will meet in an Executive session to consider and vote upon the course of action.



## Parents/Students Complaints Procedure Flow Chart (With time scale for responses)



61,225 characters

## Annex 2.

### ISB Community Values and Code of Conduct

ISB is a collaborative learning community that inspires, equips and empowers its students to succeed and contribute positively to society.

ISB is fundamentally different from other schools in the area, in that it is a non-profit, member association. All parents are members of the association. The school is governed by a Board of Trustees largely elected by the Parent Association. In this way, the partnerships among the school, the board, and our parents, is fundamental to the way we operate.

Educational research points to a direct link between a whole-community approach and student success. More recent studies clearly show that building *social capital* (the positive relationships among all of us) is one of the biggest factors in improving learning (Fullan and Hargreaves).

In other words, the onus for promoting our mission and upholding our core values, rests on all of us.

*“Our community is our village and our diversity is our strength”*

Our entire community; staff, board members and parents alike, are expected to act as positive, supportive role models at all times. We must all collaborate to support our students through demonstrating and modeling of:

- Our Core Values of Empathy, Integrity, Respect and Responsibility;
- Caring, forgiveness, and compassion for self, community and the world;
- Constructive, respectful communication that focuses on generating solutions, while remaining open-minded;
- Global citizenship, international understanding, and the values of Diversity, Equity and Inclusion (DEI)

In particular, as an ISB Parent, you are expected to:

- Support the school’s mission, values, programs, and pedagogy;
- Promote true international understanding by building bridges between cultures, and participating in and contributing to, school activities that bring our community together;
- Support the idea of student responsibility, including students being expected to lead their own learning and take care of their own personal belongings;
- Accept that students will fail and make mistakes, while understanding that taking responsibility and learning from failure is vital;
- Be present, involved and supportive in school life;
- Support the expectations of the school, its teachers and administrators, procedures and policies;
- Use our website (isb.rs) to become familiar with the details of our curriculum and day-to-day operations, and to stay abreast of current news and events;
- Communicate with the school, the teachers and each other openly, positively and respectfully at all times;
- Promote a school climate of trust and respect by communicating concerns openly and constructively to the teacher or administrator closest to the problem, and understand

that efforts by parents to lobby other parents will be viewed by the school as counterproductive;

- Model constructive adult working relationships based upon civility, honesty and respect;
- Recognize and acknowledge that how adults use social media sets an example for our students. As such, parents are expected to use social media in a positive and constructive manner. Specific questions, concerns or criticism must always be directed through the appropriate channels at school, and not aired on social media platforms;
- Understand that as members of our Association, parents have access to information about other families. All members of our community are required to respect the privacy and confidentiality of other adults and children at all times.

*Approved November 18, 2020*

## **Annex 3.**

### **Diversity, Equity and Inclusion Policy**

The International School of Belgrade is committed to being a **Diverse, Equitable and Inclusive** school community. We are just starting our journey, and this will be a major focus in our new Strategic Plan in 2021. We will challenge ourselves to do this with courage, empathy and mutual respect, and we do so in the belief that it will lead to a better future for all our children.

At ISB, our community is our village and our diversity is our strength.

**The following statements affirm our commitment to take action to become a truly Diverse, Equitable and Inclusive School Community:**

- ISB affirms all identities in our community.
- We are proudly an anti-discrimination community committed to building a more equitable society through our learning and our actions. We go beyond ‘non-discrimination’ by developing leaders who have the character and courage to confront injustice and to advocate for themselves and others. We recognize our responsibility in shaping the world around us.
- We believe that everyone has the right to access a learning program in which all identities, backgrounds, and experiences are recognized and where our shared humanity is affirmed.
- We are committed to becoming a fully inclusive school, providing equitable access to all aspects of school life for all students.
- We encourage debate about the complex issues facing society. We provide our students and the wider community, the platform to challenge limiting beliefs, break uncomfortable barriers, and support anti-discrimination in all its forms.
- We know that we are not born with tendencies to discriminate, we acquire them. As an international school, we are uniquely placed to help our young students see past these artificial barriers.
- We believe that diversity is our strength and that we are enriched through our differences. We believe that diversity is the key for our students to be better collaborators, stronger inquirers, braver communicators, more creative innovators, and deeper thinkers.
- We know that our children’s world will be even more inclusive and diverse. To be successful, students need to have experienced that in school.

## **Annex 4.**

### **Crisis Leadership Temporary Policy**

This Temporary Policy was created to guide the relationship between the Director and the Board during the COVID-19 pandemic. However, it can also be used as a Policy guide in any other crisis. This Temporary Policy will be activated and terminated by Board vote.

The Board of Trustees recognizes that the current pandemic creates specific challenges. With this in mind, the aim of this temporary policy is to set guidelines for the decision-making process between the Director and the Board.

The Board delegates the day to day running of the school to the Director. At the same time, it recognizes that decisions made in the time of pandemic can have very serious consequences.

As such, the Director is expected to:

- Create and consult with a school crisis team.
- Consult with experts in the field, such as the RMO at the US Embassy and epidemiologists.
- Keep abreast of the approaches in other CEESA schools and similar schools around the world.
- Follow the relevant guidelines of the world leading organizations such as the WHO, ECDC and CDC.
- Keep the Board of Trustees fully informed of any changes to the current situation and protocols.
- Follow all directives from the relevant Serbian Authorities and seek Board approval for any deviation from those directives.
- Seek Board approval to close the school campus or switch to a VLE model.
- Seek Board approval for any change to the approved annual calendar.

*This temporary policy was put in place on: November 18, 2020*

*This temporary policy ends on: June 17, 2021*