Policy 1000 Section

MAINTENANCE AND OPERATION OF THE SCHOOL PLANT

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1005 Organization

The Superintendent with Board sanction is responsible for the organization and operation of the school plant and for the maintenance of all school properties. The Superintendent may delegate the details of organizing the operation of the school plant and the maintenance of school properties to the Director of Business Affairs and the Director of Facilities and Services, but without lessening his own accountability, which cannot be delegated. The Maintenance Supervisor, under the direction of the Director of Facilities and Services, will organize the custodial and maintenance staff to provide for the continuous and efficient upkeep and cleanliness of the buildings and grounds, at reasonable costs.

[Policy 1005 was adopted on June 7, 1982. Reaffirmed: December 19, 2001]

1010 Maintenance, Renovation, and Capital Improvement Projects

It is the responsibility of the Facilities Committee, in cooperation with school staff, to oversee maintenance, renovation, and capital improvement projects that may be necessary from time to time. These projects shall be authorized for completion on the basis of the following criteria:

1. health and safety of the children;
2. improvement of the educational program; and
3. improvement of the learning environment.

Renovations and capital improvement projects are normally scheduled during major school holidays and after-school hours but may, on an emergency basis, be carried out during school hours. Safety of students, staff and members of the school community will be paramount in importance.

[Policy 1010 was adopted on June 7, 1982. Reaffirmed: December 19, 2001]

1020 Responsibility for Proper Use and Care of Equipment and Facilities

Employees: Employees are expected to assume responsibility for the proper care of school equipment and facilities. Employees are held financially responsible for damage or loss caused while carelessly or improperly using school equipment and facilities.

Students: Students will be informed of the rules relating to correct use of school equipment and facilities and parents will be held financially responsible for any damage or loss caused by their children while using school equipment and facilities improperly or in a careless manner.

School Safety: The administration is charged with the responsibility of providing for the safety of all students at school and whenever under the care and supervision of the school.

[Policy 1020 (formerly policy 340) was adopted on October 27, 1981. Latest revision: December 19, 2001]

1025 Preventive Maintenance of Buildings, Grounds, and Facilities

It shall be the aim of the Board to maintain the buildings, grounds, and facilities-related equipment of Singapore American School at a high standard. The Board supports the philosophy that well maintained buildings, grounds, facilities and equipment will have a corresponding effect on the instructional program.

Preventive, scheduled and prompt maintenance is considered by the Board to be of importance. Delayed maintenance is more expensive in the long run and has a detrimental effect on the instructional program. Every effort shall be made to properly fund the maintenance program commensurate with the school's financial ability.

[Policy 1020 (formerly policy 340) was adopted on October 27, 1981. Reaffirmed: December 19, 2001]
1030 Bomb Threat Emergency Plan

The administration shall be responsible for the development of a plan to handle bomb threats, act on bomb threats, establish a search operation and evaluation procedures and to develop preventive security measures.

[Policy 1030 (formerly policy 341) was adopted on April 26, 1988. Reaffirmed: December 19, 2001]

1035 Keys

It is the responsibility of the director of facilities and services and maintenance supervisor to provide appropriate security. Issuance of all master keys shall be authorized only by the Director of Business Affairs and Superintendent of Schools. Division Principals shall, correspondingly, be responsible for control and distribution of classroom and office keys to staff and faculty.

[Policy 1035 was adopted on June 7, 1982. Reaffirmed: December 19, 2001]

1040 Animals on School Premises

Animals may be brought onto the school premises by students, faculty, or visitors only with expressed permission of the Division Principal or designee.

[Policy 1040 (formerly policy 345) was adopted on September 24, 1985. Latest revision: December 19, 2001]

1045 Recognition

Individuals or organizations, which have made substantial contributions to Singapore American School, may be considered for special recognition via a plaque, portrait, marker or by other means upon approval by the Board of Governors.

[Policy 1045 was adopted on April 25, 1995. Latest revision: May 21, 2002]

1045.5 Memory Wall Recognition and Naming

Purpose: To define the significant events and individuals in the history of the Singapore American School that will be permanently honored on the Memory Wall and create a process for adding events and individuals to the wall in the future.

Historical Perspective: The Singapore American School has over 50 years of history to celebrate. On former campuses, the school has recognized significant events and mourned lost members in an area set aside for that purpose. The renovation of the Woodlands campus created the need to reestablish an appropriate memorial area on campus. Land adjacent to the Riady Performing Arts Center has been set aside for this purpose and the project will be completed by December 2008.

Memory Garden: The garden will provide a reflective area within the campus to honor and celebrate significant events and milestones in the history of the school.

The Memory Wall: The wall will feature a timeline of significant events in the history of the school and memorialize significant events, individuals and the untimely departure of students, teachers and colleagues who passed away during their association with the school.

Process: The events and individuals memorialized on the Memory Wall will be recommended by the Alumni office and approved by the Superintendent. The Board of Governors will be informed of any recommended additions or changes to the Memory Wall or other Memory Garden features.

[Policy 1045.5 continues on the next page]
Criteria: Inclusion on the Memory Wall will be limited to the recognition of students, faculty and long-serving staff members who died while enrolled or working at SAS, or immediately after leaving. Significant events in the history of the school, such as anniversary celebrations, new buildings, visiting dignitaries and new initiatives will be honored. In addition, each of the school’s superintendents will be recognized on the wall at the end of their tenure with SAS. Recognition will include school community members and significant events that were honored at the April 2006 Memory Garden dedication held during the 50th Anniversary celebration.

Cost: The school will cover all costs related to the Memory Wall.

[Policy 1045.5 was adopted on September 23, 2008]
2. **Categories of Giving Commitments**

The overall fundraising program at SAS consists of two basic categories:

**A. Annual Fund Support** is either unrestricted or designated (restricted) in purpose. The most versatile gifts are annual unrestricted gifts that can be used for ongoing current expenses of the School as determined by the Superintendent of Schools or the Board of Governors.

**B. Endowment Gifts:** Endowment gifts contribute to the long-term financial health of the school and are deeply appreciated and encouraged. Endowment gifts may be made at any time, by bequests or through a planned income gift. All endowment gifts are subject to endowment distribution policies approved by the Board of Governors.

3. **Major Policy Concerns**

**A. Board Acceptance of Gifts and Grants:** The Board of Governors shall, through the Superintendent of Schools or the Director of Development, or their designees, accept all gifts to SAS consistent with this policy.

**B. Philanthropic Intent:** The Board is ultimately responsible for assuring that all gifts to SAS are of philanthropic intent and that the gift is in accord with the mission and policies of SAS. Philanthropy is defined as an act of goodwill to fellow human beings. It implies one is giving something out of generosity, mercy or a sense of justice, often in response to supplication.

**C. Prior Approval:** All philanthropic solicitations from SAS constituencies have the prior knowledge of and are coordinated through the Superintendent of Schools or the Director of Development or their designees. This includes but is not exclusive to the SAS PTA, The SAS Eagles Boosters Club and the Arts Council. In addition, solicitations from any member of the school population on behalf of a charitable cause shall be coordinated through the Superintendent of Schools or the Director of Development.

**D. General Procedures:** With increasing competition for gift dollars in education, it is essential that SAS make every contact with prospects and donors meaningful and appropriate. SAS must be sensitive to the interests and capabilities of its donors and donor prospects and must not burden them with excessive or inappropriate solicitations.

4. **Unacceptable Gifts:** The Board of Governors of SAS reserves the sole right to determine whether or not any potential gift is appropriate for SAS and consistent with the mission of SAS. In all circumstances involving the acceptance, management and solicitation of gifts for the Foundation, the officials acting on behalf of the SAS Educational Foundation must exhibit the highest degree of integrity and avoid all appearances of impropriety.

In considering donations from the families of prospective students, care should be taken to avoid the appearance of conflict of interest and to preserve the integrity of admissions.

5. **Conflict of Interest:** The Board will assure itself that SAS personnel are circumspect in all dealings with donors in order to avoid, even the appearance of, any act of self-dealing. The Board will consider a transaction in which the employee has a “material financial interest” with a donor an act of self-dealing. In reviewing self-dealing transactions, the Board shall consider financial interest “material” to an employee if it is sufficient to create an appearance of a conflict. In each case this will be a question of fact.
6. **Event Conformity to Local Laws:** SAS will assure itself that fundraising events and affairs comply with local laws.

7. **Annual Fund**

The Annual Fund is established to receive unrestricted or designated (restricted) gifts. A percentage, determined by the Board of Governors, of unrestricted gifts received annually by the Foundation will be placed in the annual fund.

Areas to be funded through the annual fund include:
- Financial Aid for Students
- Visual and Performing Arts
- Community Service
- Athletics and Intramurals
- Special Projects
- General Operations

Recommendations for disbursement of gifts received annually will be prepared by the Development and Superintendent’s Office for consideration by the Board of Governors Finance Committee. Gifts received in any given year will be available for distribution the following year.

Money deposited in the annual fund will be invested in conformity with SAS investment policy guidelines. The annual fund, by its nature, suggests investments in short term instruments.

8. **Endowment**

An endowment is perpetual. It is a special reserve of money and/or assets given usually with some form of stipulation or restriction on the use of the earnings generated by the endowed fund. The stipulations may be as general as for use in “unrestricted scholarships” to varying degrees of specific criteria to be closely observed in the use of the generated funds.

From SAS point of view, the terms of the endowment should be written to allow the most flexibility. However, the donor must be comfortable and satisfied with the terms of the agreement. Both parties must understand exactly what is expected from the donor and SAS.

All new endowments will be invested in instruments conducive to appreciation of capital guided by SAS investment policy guidelines. Endowment by nature calls for a long term approach so the endowed fund will not only fulfill its purpose of generating annual income to be used for its stated purpose, but will also go beyond that level so as to produce earnings that can be added back into the principal so that it grows in value to, if nothing else, offset inflation.

No endowment will be separately invested without the approval of the Finance Committee of the Board of Governors, the Superintendent of Schools and the Assistant Superintendent for Business.

The Finance Committee of the Board of Governors will set the pay out rate of all endowed funds on an annual basis.

Any earnings produced by the investments in excess of the established rate shall be returned to the specific endowed fund to promote growth in principal and provide a hedge against inflation.
I. Types of Endowment

A) **Pure Endowments:** These are endowments which are to continue in perpetuity and in which the principal is never to be invaded. The Board of Governors reserves the right to withdraw or pledge funds as security in situations deemed sufficiently grave as to threaten the security of the school.

B) **Quasi Endowments:** The Endowment Agreement should specify the plans for withdrawing principal. If the Endowment Agreement does specify these plans and they are accepted by the Finance Committee, funds can be withdrawn from quasi-endowments without further approval from the Finance Committee. Language within the endowment agreement will include authorization for the withdrawal or pledging of funds as security in situations deemed by the Board of Governors sufficiently grave as to threaten the security of the school.

C) **Term Endowments:** These endowments are usually set up for a specified time period, usually 3-10 years and it is understood that all of the principal will be withdrawn from the investment pool within the stated period of time. The Finance Committee of the Board of Governors will rule whether SAS will accept endowments of this type on a case-by-case basis.

II. Endowment Restrictions

No restrictions on how gifts may be used by SAS will be honored without prior approval of the Superintendent of Schools or the Assistant Superintendent for Business in the case of current gifts, or subsequent approval by the Superintendent of Schools or the Assistant Superintendent for Business in the case of bequest gifts or other gifts which are effective at death which have not been previously approved by the Superintendent of Schools or the Assistant Superintendent for Business.

[Policy 1050 was adopted on April 25, 2006. Latest revision: November 21, 2006]