### CHAPTER V

5.0 THE KODAIKANAL INTERNATIONAL SCHOOL -
A CASE STUDY 222

5.1 THE GOALS AND PHILOSOPHY OF THE KODAIKANAL INTERNATIONAL SCHOOL 223

5.2 THE SCHOOL BOARD OF MANAGEMENT 232

5.3 THE SCHOOL ADMINISTRATION 236

5.4 THE ACADEMIC PROGRAM 248

5.5 THE EXTRA-CURRICULAR AND CO-CURRICULAR ACTIVITIES 249

5.5 THE STAFF WORKING CONDITIONS 253

5.6 THE SCHOOL HEALTH PROGRAM 257

5.7 THE SCHOOL PLANT 259

5.8 THE SPECIAL FEATURES OF THE KODAIKANAL INTERNATIONAL SCHOOL 260
The Kodaikanal School was founded in July 1901. It was jointly sponsored by the American Madurai Mission of the Congregational Church and the American Arcot Mission of the Reformed Church. Mrs. Margaret Eddy was the Founder and the first principal. Her aim was to cater to the educational needs of the children of American missionaries. The school started with thirteen students but has grown considerably and has continued to give hundreds of students a quality education in a home away from home.

After a period of intensive effort under the direction of Mr. S.E. Root (the then vice-principal), Kodaikanal was accredited by the Middle States Association of Colleges and Secondary Schools in U.S.A., in 1967. This indicated that the academic standards and facilities of the school were acceptable and were comparable to the standards and facilities of a Public School in the U.S.A. The following statement shows some of the spirit of that time:

"Kodaikanal School will continue to be a place where your children will be given an excellent education, where personal concern
is given to each student's problem, a place where they may grow in their relationships with one another, and a place where they can strengthen their relationship with God."

The above words of Mr. Root, are valid even today but the context has changed. The future of expatriate Christian missions in India has been put into doubt from the time of independence. The Government of India has begun putting restrictions on the entry of expatriate missionaries into India. This had given rise to some questions about and some dire predictions for the Kodaikanal School as an institution exclusively for missionaries' children. The trends of the time were unmistakable and those entrusted with the care of the school tried to keep ahead of the trends in their planning for the future of the school. Thus the Kodaikanal School Advisory Board (KAB) at its meeting in June 1967

"...raised the larger question of the long-range future of Kodaikanal School. If the drastic reduction of mission-sponsored personnel continued what would be the future of this school? Does the school have a ministry to Americans, Indians, or other students desirous of the unique education
offered by the school? If so, how would the development in that direction effect:

a) the structure and the representation both on the School Council and on the Advisory Board.

b) finance, both capital and operating.

c) legal status, both in India and in the U.S.A.\(^1\)

Accordingly the KAB resolved, "to urge the School Council and staff to address themselves to the above long-range questions and their implications, trying where possible to point some alternatives for future development"\(^2\)

In response to the above request, a committee was set up by the Kodaikanal School Council (KSC) to study the long range future of the Kodaikanal School, in October 1967.\(^3\)

After over three years of study by a special

\(^1\)Minutes of the Kodaikanal Advisory Board, June 1967, p. 1.
\(^2\)Ibid., p. 2.
\(^3\)Minutes of the Kodaikanal School Council October 1967 No. 68-9 and 11.
The Kodaikanal School was intentionally changed into a school open to all national backgrounds and religious communities. The Kodaikanal School from being an American School was redefined as a "Plural-Cultural, Multi-national Christian School." It was specifically stated that the school would move from a "service to missionaries" to a "Mission in itself" and participate in "God's mission to the whole world." ¹

Today the Kodaikanal School continues to provide top quality education to missionary and other families desiring this style of education. In these past years the changes have been almost more than what the original planners dared hope.

The following goals were developed after careful study of the Project Design and a Needs Assessment in which many parents, students, and staff members were involved. Goals are in priority order as indicated by parents and staff members in a survey conducted in August 1976. These goals outline major areas of concern and are not necessarily all inclusive. The school will continue to develop specific practices and programs

which will make the goals become a reality.

Kodaikanal School will:

1. Provide programs of sufficient scope and quality to make it possible for all graduating students to be eligible for admission to colleges or universities of their choice world-wide; to academically and socially bridge the gap between Kodaikanal School and college; to function successfully in college and in a changing world. The school will also offer as many life and job skills as possible for the non-college bound students.

2. Provide instructional programs that will accomplish the optimum development of each student's potential, offering full opportunity for development in creativity and skills of analysis, synthesis, organization of thought and evaluation.

3. Encourage each student to develop a positive self-image and self-confidence with appreciation and respect for others.
4. Maintain a Christian spirit through education and worship opportunities that seek to relate Christian belief to life, while recognizing and respecting the beliefs of students and staff of other faiths.

5. Make self-discipline the goal for all. Expectations for student behavior and rules of the school will be cooperatively developed and fully understood by all concerned. Disciplinary action when necessary, will be consistently administered with due consideration of individual needs and circumstances.

6. Make it possible for each student to enjoy this educational experience through programs of a challenging and stimulating nature.

7. Recruit and retain an international staff whose members are creatively familiar with, and capable of, using the best techniques in their fields of specialty while maintaining cordial and healthy relationships with students. Recruit, as well, an international student body with inter-racial and intercultural balance in so far as is practicable.
8. Affirm in school practice and teachings the diversity of mankind; the need for knowledge and understanding which promote the oneness of mankind and need for students to become world citizens as well as responsible and concerned participants in their own communities. Seek to create in all students the vision and ideals of service to the global community.

9. Provide dormitories with a homelike atmosphere in attractive and hygienic surroundings that will encourage optimum emotional, social, and physical growth. Dormitories will be both social and learning centers with a favorable ratio of students to houseparents.

10. Provide a well-balanced and nutritious diet with sufficient quality and variety to appeal to different cultural groups and served in attractive and hygienic surroundings.

11. Provide for communication between Board of Management, parents, Administration,
Curriculum Committee, Staff, and Students regarding policy decisions, problems and planning for the future.

12. Develop an adequate financial base to make possible the achievement of these goals.

13. Provide a health program with a well equipped dispensary, fully qualified physicians and nurse, and health education program.

14. Provide a wide range of extra-curricular activities which will promote emotional growth, interpersonal understandings, and a healthy and enjoyable outlet for energies.

The stated Philosophy of the school is:

"Kodaikanal School will provide an opportunity for students and staff of various backgrounds to live and study together in a Christian atmosphere while retaining their own individuality, culture and self respect.

In order that the institution will become an active participant in God's mission it will
seek to create a community in which freedom and Christian values are central. Kodaikanal School will be a microcosm of the developing global community affirming the wholesome diversity of mankind, the importance of human identity, with full provision of opportunities to gain the knowledge and understanding which promote the oneness of mankind under God's dominion. The life style of the school will reflect this basic orientation with the principle of self-giving as its cohesive force. All who participate in the life of Kodaikanal School will gain an added sense of dedication and service to the welfare of others."

The Kodaikanal International School (KIS) being a private institution, is governed by a Board of Management. This is a self-perpetuating Board which oversees the working of the school. It also selects and appoints the school's administrative personnel which consists of the Principal, Vice-Principal the Finance Director and the Chaplain, each having roles which are well defined and clearly spelled out.

The academic program has been well thought out and has built in flexibility to enable students to work at their level and cater to their varied needs and
interests. It is a dual system which prepares students for the American-based, Kodaikanal School Diploma as well as the International Baccalaureate if they so choose.

The extra-curricular activities span a wide range and go from the ridiculous to the sublime. Thus, there are activities which satisfy all moods and tastes of the students. The school believes that recreation is important and in a boarding situation, the current year can boast of two staff members who are specifically employed in a recreation department.

As the school started as an American enterprise the influence of a developed country can be seen in the staff working conditions. Being provided with more than adequate material comfort and stimulating curriculum most staff members are well motivated and satisfied. Their health requirements are taken care of and most facilities provided within the school itself, so that living and working in the Kodaikanal School is a rewarding experience.

5.2 THE SCHOOL BOARD OF MANAGEMENT.

All policy decisions of the school are made by the school Board of Management. The Board's membership includes 12 to 15 members who are not school employees
and not more than 3 of whom are of religion other than Christian. The membership also includes the Principal of the school, a staff member who is elected by the school staff, a member of the student who is elected by the student body. In electing new members to the Board, efforts are made to have representation of a variety of people or groups interested in the school, to include, as far as feasible, both men and women, parents of students in the school, and persons working in the fields of education, business, the professional and social services, taking into account the members' national cultural, and linguistic background so that membership will have as wide a representative nature as possible.

An executive Committee, made up of three office bearers of the Board of Management, that is, the Chairman, the Vice-Chairman, and the Secretary (Principal) and two other Board members meets four times annually and has certain powers other than policy making, allotted to it.

The function of the Executive Committee is to:

1. Review the minutes of all Board Committees, taking necessary action.
2. Ascertain long-range plans, requirements and assess priorities.
3. Screen dossiers of applicants for key post and arrange for interviews.
4. Review the policy of scholarships and make recommendations to the Board.
5. Authorize expenditures from the School Reserve Funds up to a maximum of Rs. 5,000/–.
6. Plan the agenda.

The other committees of the Board of Management are the Finance Committee, and the Personnel Committee.

The Finance Committee is made up of the Principal who shall convene the meeting in consultation with the Chairman who shall be the secretary; the Finance Director, the Chairman or the vice-chairman who shall preside the committee and two other members of the Board, appointed annually by the Board.

The duties and responsibilities of the Finance Committee are:

1. To ensure that the financial operations of the School conform to the objects and policies of the Society.
2. To make recommendations to the Board regarding financial policy.
3. To make recommendation to the Board regarding
expenditures and investments of reserves and surplus funds.
4. To consider long-term needs of the school and to make recommendations regarding capital expenditures.

The members of the Personnel Committee are the Principal who shall convene the meeting in consultation with the Chairman; the academic vice-principal, the chairman or vice-chairman who shall preside and two other members of the Board.

Some of the major responsibilities of the personnel committee are

1. To have a general concern for personnel matters related to categories I and II School Staff. (Teaching and Administrative.)
2. To advise the Principal in matters related to staff discipline and complaints.
3. To have concern for faculty recruitment, and to make long-term projections for faculty needs.

5.3 THE SCHOOL ADMINISTRATION.

The administration of the Kodaikanal International School is democratic. Furthermore, the administration is parallel rather than hierarchical. The Principal is
the Head and the coordination agent of the school. The other members of the administration are the Vice-Principal, the Finance Director and the Chaplain.

5.31 Responsibilities and Duties of the Principal.

1. To be responsibility for the conduct of the School in all its aspects.

2. To execute the School Project Design, to propose further plans for the School development, and to carry them out in accordance with the policies of the Board of Management.

3. To see to it that the program of the School reflects its objectives in all its areas.

4. To be responsible for the regular evaluation of School program and Staff at all levels.

5. To coordinate student activities.

6. To be responsible for maintaining School academic standards and to send reports required by accrediting agencies.

7. To bring recommendations to Executive
Committee regarding Category I staff. To bring recommendations to Personnel Committee with regard to staff in Category II, and to make appointments, exercise discipline and effect dismissal of staff in Category III and IV, having considered the advice of the Advisory Committee on Management.

8. To be responsible for the School promotional activities and for student recruitment.

9. To be responsible for school discipline.

10. To guide the development of the budget, and to present it to the Board Finance Committee.

11. To be generally responsible for the public relations of the School.

12. To be the official representative of the School in governmental and other matters, and to be correspondent for communications with government officers and departments.

13. To promote good relationships with the Kodaikanal Community, and to assist in the development of service projects in the
14. To supervise the health services of the School.

15. To be responsible for the proper maintenance of the School records.

16. To propose the annual School calendar to the Board of Management.

17. To serve as the Secretary-Treasurer of the Board of Management.

18. To send reports to various agencies and individuals interested in the school.

19. To conduct correspondence with parents as necessary.

20. To be responsible to the Board of Management for the conduct of his work, and to present a report to every meeting of the Board.

21. To carry out other duties assigned by the Board.
5.32 Responsibilities and Duties of the Academic Vice-Principal.

1. To administer the academic program of the School in all phases and all levels.

2. To supervise and facilitate instructional systems at all levels (instructional theory principles, tasks, practices and methods).

3. To develop and coordinate the elementary and secondary curriculum (with special reference to the basic issues, organization and implementation of the International Baccalaureate program).

4. To develop and coordinate the master class schedule, individual student schedule and others.

5. To organize general student routines (attendance, absence, tardiness, study halls).

6. To develop and implement a full, effective program of evaluation and assessment of student achievement, aptitude, and proficiency.
7. To make provision for and supervise academic counseling and guidance services for students at all levels, including college admission and vocational career preparation.

8. To develop and coordinate the admission and withdrawal process for students, including assignments to classes and dormitories.

9. To correspond with parents regarding academic matters.

10. To serve as director of faculty in program making, load level, scheduling, adjustment problems, study organization, in-service training, inter-relationships, improving of instructional skills, etc.

11. To assist the Principal in teacher selection and evaluation and to make recommendations for promotion, discipline and dismissal.

12. To assist the Principal in student discipline matters.

13. To assist the Principal in school building program as to site, design, construction,
14. To assist the Principal in developing an analytical, systematic survey study of local and international education issues and problems, as they are related to philosophy, purpose and operation of effective, current, lasting elementary and secondary schools.

15. To assume the responsibilities and duties of the Principal in his absence.

16. To be responsible to the Principal for the conduct of his work.

17. Any other duties assigned by the Board of Management.

5.33 Responsibilities and Duties of the Finance Director

1. To administer the business affairs of the School in the general areas of finance, purchasing and inventory, food service, plant maintenance and construction and transport.
2. To maintain the finance of the school on a sound basis and to ensure the careful administration of all School funds, including:

a) Carrying on advance financial planning in the light of the objectives and policies of the School;
b) Drafting the annual budget under the guidance of the Principal and according to stipulated policies and schedules and submitting it to the Principal;
c) Making all disbursements within the budgetary provisions and according to special Board allocations, keeping proper records, and making regular reports to the Principal, Finance Committee, and Board;
d) Issuing bills and statements of accounts at regularly prescribed intervals;
e) Supervising the accounts and office staff;
f) Operating bank accounts as authorized by the Board and Finance Committee;
g) Providing assistance in the areas of fund raising and investment planning.

3. To have responsibility for School supplies and equipment, including:

a) Overseeing the purchasing of all supplies
and equipments;
 b) Supervising storage and stockroom operations and records;
 c) Establishing and maintaining a system of running inventory and depreciation analysis;
 d) Maintaining a Movable Properties Register and Inventory as required by law.

4. To supervise the food services of the School, including purchasing, financial control and personnel duty assignments.

5. To have responsibility for plant maintenance and construction, including:
 a) Maintaining the present plant in good condition, and overseeing maintenance personnel;
 b) Assisting in advance planning for new facilities;
 c) Supervising new plant construction.

6. To assist the Principal in arranging for housing needs of staff and guests.

7. To supervise the student and staff travel program, purchasing of tickets and reservations, and the maintenance and scheduling of school vehicles.
8. To make recommendations to the Principal regarding hiring, advancement, remuneration and dismissal of personnel under his supervision.

9. To operate, maintain and submit all school employee financial records of service, remuneration, provident fund, income tax, and others.

10. To become familiar with and to advise the Principal of Government laws and resolutions, as they apply to personnel, finance, property and purchasing.

11. To arrange for the obtaining of required documents, such as commodity permits; and Import licenses; passports, visas and residential permits; employment permits and R.B.I. sanctions; and others.

12. To render assistance required by Board-appointed auditors.

13. To serve as a member of the Board Finance Committee, Provident Fund Trustee, Advisory
Committee on Management, and others.

14. To carry out other duties as may be assigned from time to time by the Board of Management.

15. To be responsible to the Principal for the conduct of his work.

5.34 Responsibilities and Duties of the Chaplin.

1. To serve the entire Kodaikanal School family in their spiritual needs and activities in the light of the School's Philosophy and objectives.

2. To be responsible for the formal worship life of the Kodaikanal School family.

3. To assist in worship life in the hostels and on the personal level.

4. To be concerned about the worship life of those whose formal worship takes place off campus or according to a tradition other than Christian.
5. To serve as pastor of the School’s Christian congregation, providing direction for various congregational activities.

6. To be responsible for the personal counseling of Kodaikanal School staff and students, of all backgrounds.

7. To sensitize and alert others to counseling needs, and to help enable their involvement in meeting those needs.

8. To assist the principal in the whole area of life style, helping to alert the staff and students to the objectives of the School and its major concerns.

9. To be involved in community relations and service projects, and to help involve others in a meaningful way.

10. To be involved in the School’s religious education program in the planning, coordinating and teaching levels.

11. To convene the Religious Life Council, and to be resource person for planning and activity.

12. To be responsible to the Principal for the conduct of his work.
Elementary education in Kodaikanal International School includes kindergarten and grades one to five. A creche is also organized with the help of the P.T.A. but is not wholly a part of the school. In grades one to five, children learn the basics of reading, writing and numbers, and use these skills as they acquire an understanding of the world around them. From the beginning emphasis is given to logical reasoning and creative thought. Subjects studied include English, Arithmetic, Social Studies, elementary science, second language, music, arts and crafts, Physical activities, and religion. Many of these are being taught by specialist teachers who assist the regular classroom teachers. A unique feature of the second language program is that it involves an exposure to many possible second languages one each semester. No two second languages are introduced at the same time for the same student.

The middle school includes grades six to eight. Here the students learn from a variety of specialist teachers in all branches of education. Some of the courses include World Geography, Physical Science, English, Civics, Life Science, Maths, French, German,
Hindi, Tamil, Home Economics, Music, Industrial Arts, Religious Education, Art, Health, Physical Education. Needless to say, the Middle School provides a bridge between elementary school and the High School, and prepares the student for advanced academic program.

In the High School, grades nine to twelve, the students receive a basic liberal arts training. They take a minimum of six subjects, with daily classes including English, Maths, Science, Social Science. They also choose courses from the following electives, a second language, religious education, a musical instrument, band, choir, arts and crafts, home economics, industrial arts, typing, computer science.

Students in grades eleven and twelve may choose to prepare for the International Baccalaureate examination in addition to earning the Kodaikanal School Diploma.

5.5 THE EXTRA-CURRICULAR ACTIVITIES AND CO-CURRICULAR ACTIVITIES OF THE SCHOOL.

Most Kodaikanal School Students are boarding students and are therefore in the school 24 hours of the day. For this reason the school tries to offer as
great a variety of activities as is possible. The school aims at a well-rounded overall school experience for each of its students.

One of the staff members is assigned to be the Student-Activities Coordinator. This staff member helps to coordinate and plan student activities and each week a schedule is prepared showing which are the activities that are going to be taking place during the coming week, who are the students involved and who are the teachers who will chaperon these activities.

HIKES:

Hiking has a very important place in the life of many Kodaikanal staff and students. Though the hikes go on throughout the year, there is an intensive hiking program conducted by the school for twelve weeks during the first semester. The guidelines for determining points for hikes are well defined. Extra points are awarded for carrying packs. In order to receive the 'Thar Pin' the girls must earn at least 70 points and the boys at least 85 points.

INTRAMURALS.

The school organizes intramural games in soccer, baseball, basketball, football, softball, racquet ball,
etc. for boys. The girls play netball, volley-ball, racquet ball hockey, softball. Combined tennis tournaments are held. The staff are encouraged to join in some of these games. Where feasible, the school sends representative teams to Madurai or Ooty to participate with teams in other schools.

BOATING.

The Kodaikanal Students are encouraged to go boating in the Kodaikanal Lake provided certain specified safety measures have been taken.

CANTÉEN.

The school organizes social dances once a week. Those not inclined to do so are provided with a non-dance activity during this time. Students in the elementary and middle-school grades are provided only with non-dance activities.

MOTION PICTURES.

Motion Pictures are shown each week either on a big screen or on a television screen. The motion pictures are first pre-viewed by a committee and the committee recommend the category of students that may be allowed to see the movie. The pre-view committee is made up of staff members, but the student-council has
asked to be represented by at least two students. As yet no resolution to this effect has been made.

MUSIC.

The school provides many opportunities to participate in musical concerts and other programs. The school band and choir are outstanding. In addition to the brass band and the wood-winds there is also a mini-band to encourage students in the elementary school. The music staff of the school is highly professional and perform once each semester in the staff-recitals.

DRAMA.

The school encourages drama and has a separate drama department. There are several opportunities for participating in dramatic production. They include a Middle-school Play in September, the Junior Class Play in November, the One-Act Play in March and the Season Play in May.

INDIAN MUSIC and DANCE.

The school arranges with local artists to train students who are interested in Indian Classical dance and in Karnatic music. Recitals and performances by
ATHLETICS.

Each student is allotted into one of the two teams, Blue or Orange. An elementary Field Day is organized by the students in the High School for the elementary school students. The Senior Field Day is held in the Second Semester and is concluded by a united 'love-lunch' around the track. It is of interest to note that no cups or medals are awarded during these competitions. The students compete for certificates, points and ribbons rather than trophies.

These activities provide a variety in the activities that are open to the students. In this way the Kodaikanal International School cater to the individual differences in the performance. These activities represent the pattern prevailing in different International Schools throughout the world.

5.6 THE STAFF WORKING CONDITIONS.

The faculty at Kodaikanal School is international in composition. The members of the faculty are selected for high academic qualifications and specific skills, for their commitment to service and for their ability
to contribute to the total life of the school. The school has four categories of staff members:

1. The mission-employed staff. These work in the school but are totally independent of the school administration. They take their final instructions from their respective mission boards in the U.S.

2. Volunteer Staff. These are paid a nominal hospitality allowance of Rs.1000/- with free furnished accommodation. There are many professional persons from the West who wish to get a short term experience of India and serve the school during that time. They are usually persons with other sources of income.

3. Service Contract Staff. These are usually Indian staff members who plan to be permanent residents of India. After satisfactory completion of one year of probation they are made permanent staff members.

4. Term Contract Staff. These are usually non-Indian nationals who will not be permanent residents of India. Both parties reserve the right to renew the contract every three years.

The salary scales of the faculty is decided by qualifications and the number of years of relevant experience. There is a common salary scale for both
Indian and Non-Indian Staff. The salary scale is high by U.G.C. Standards but less by Western Standards.

In addition to the duties inherent in the post, the staff are expected to perform any other non-teaching responsibilities which are shared by all.

It is expected that the staff is committed to the objectives and philosophy of the school and will therefore conduct themselves at all time in keeping with the responsibility that he holds.

Travel is paid to all staff when they end their services. Twenty percent of the ticket cost is allotted for the personal luggage that is to be transported. Within India, Rs. 500/- is allotted per person or Rs. 1000/- per family for the transportation of luggage.

The staff are entitled to 10 weeks of leave during the year. The staff must be available the remaining non-teaching days for any duties. Casual leave is discouraged but permitted for emergencies or unusual circumstances. Sick leave is granted up to 15 days, non accumulative. Maternity leave is granted up to two months for up to two children. All children of the staff are eligible for tuition scholarship (freeship).
Medical care is provided on a cost sharing basis and is discussed in a different section.

Membership in the school provident fund is mandatory, fifteen percent of the salary is withheld and this amount is matched by the management at the end of the contract. Gratuity of one-half month's salary for every six month of satisfactory service is paid by the school at the end of three years of service.

At the end of six years of service the staff is entitled to one year of sabbatical leave. Full salary is paid but the staff must return to serve the school for a further period of three years. (Provided the study is conducted within India.)

Each staff member receives an annual educational travel allowance of about Rs.1500/- during vacation. The staff member has to undertake a project that is approved by the Principal and submit a report on his return.

The staff are provided with furnished quarters to suit the size of the family at a nominal rent of Rs.50/- Fuel and electricity are subsidized.

The staff are eligible for loans up to two months salary on compassionate grounds. This loan must be
The staff member will normally retire at the age of sixty years, but may be considered for one year extension of service up to a maximum of five years.

5.7 THE SCHOOL HEALTH PLAN.

Kodaikanal School, being largely residential, the health and medical care is fairly comprehensive. The school has a well-equipped Dispensary and a modern mini-nursing home set up for its staff and pupils. There is a full time registered nurse available twenty four hours, helped by three nursing assistants. The school doctor visits the dispensary twice a day, but is on call through out the day. In addition, the school has an arrangement with the local Van Allen Hospital for consultancy with the attending doctor and for use of its surgery, X-ray and lab facilities whenever necessary. An ophthalmologist comes up once a month and for orthodontist and major dental work the students are referred to the local Dental Surgeon.

An annual medical examination is required and files are maintained on every student so that follow up
care is given. A record is maintained on the immunisation of the children against tetanus, polio and whooping cough. The dispensary also takes care of Typhoid and Cholera innoculation required by the students and staff who have to travel overseas.

The mini-nursing home has two wings, one for boys and one for girls, consisting of dormitory style wards. There are separate rooms to admit patients suffering from infectious or contagious diseases or those who are seriously ill and need isolation. A student who falls ill is admitted into the dispensary and is attended to by the doctor and nurses and prescribed a diet, which is catered for by the school kitchen. Minor accidents are treated by the nurse who is available right through the day. All treatment and diagnosis are recorded on the student health file.

The staff are very well covered by the School Health Plan. Under this plan, medical expenses up to Rs. 10,000/- will be paid for by the school per family, and Rs 5000/- for single staff members. This includes any kind of medication, hospitalization, specialist consultation, eye examination and cost of lenses, orthopaedic accessories, dental filling extration and surgery. In case of surgery, possible only outside of Kodaikanal, travel cost of the patient and one accompanying adult may be paid. The school management
certainly believes that a healthy comunity is a happy one.

5.8 THE SCHOOL PLANT.

The school plant includes:

I. Elementary

1. Junior Library.
2. Standard Classrooms—well equipped.
3. One art/craft room.
4. One small dining room.
5. One Music Room.

II. Middle School.

1. Art Room.
2. Science Lab.
3. Library and Reading Room.
5. Auditorium.

III. Highschool.

1. Standard Classrooms.
2. Three Science labs.
3. Four small language rooms.
4. Typing Room.
5. Home Economic Lab.
5. Home Economic Lab.
6. Art building.
7. Senior Library and Reading room.
8. Industrial Arts Room.
9. Gymnasium and stage.
10. Covered Court.
11. Two racquet ball courts.
15. Music Building Block.
17. Audio Visual Room.

IV. General.
1. School Garden.
2. Administrative and business block.
3. Seven Dormitories on campus and six off-campus.
4. Kitchen, Dining Room.
5. Maintenance Block.
6. Recreation Center and Student Lounge.
7. Staff Lounge.
8. Staff Work Room.
11. Twenty five staff apartments on campus and 27 off campus.
12. Wedgewood Environmental Center.
6. Art building.
7. Senior Library and Reading room.
8. Industrial Arts Room.
9. Gynasium and stage.
10. Covered Court.
11. Two racquet ball courts.
15. Music Building Block.
17. Audio Visual Room.

IV. General.
1. School Garden.
2. Administrative and business block.
3. Seven Dormitories on campus and six off-campus.
4. Kitchen, Dining Room.
5. Maintenance Block.
6. Recreation Center and Student Lounge.
7. Staff Lounge.
8. Staff Work Room.
11. Twenty five staff apartments on campus and 27 off campus.
12. Wedgewood Environmental Center.
The Kodaikanal International School is run on Democratic lines and any important decisions is reached based on the opinion of a large number of people, rather than a small group of administrators. This is achieved by the various committees of the school which have adequate representation from the staff and students, so that all aspects and different view to an issue can be obtained. This is a unique feature of the Kodaikanal International School.

The other reason that makes Kodaikanal International School special is because of its international character. This is reflected in all facets, the staff, the students, the food and the way of living as a whole.

One of the most striking feature is the care and concern that is generated in the school community. This finds manifestation in the social service program of the school.

The School Committees.

The Principal is advised by six committees made up of staff and students. They are:
a) The Cabinet, which advises the Principal in matters of the student citizenship, school rules, the calendar, and any matter concerning the school community. It also passes recommendations to the Board or its committees. The members of the cabinet are:

1) The Principal (Convenor)
2) The Vice-Principal
3) The Chaplain / Counselor
4) Three Teachers
5) A Houseparent
6) The Student President
7) Three other Students.

b) The Advisory Committee on Management, which advises the Principal on day-to-day financial matters and personal matters for non-teaching staff. It initiates and expedites Board approved construction projects and advises on maintenance and operation of school facilities. It makes recommendations to the Board. The members of the Advisory Committee on Management are:

1) The Principal
2) The Vice Principal
3) The Finance Director (Convenor)
4) The Food Service Manager
5) The Maintenance Manager
6) The Liaison Assistant
8) A Staff Member
9) A Student

c) The Academic Affairs Committee which has evaluative, communicative and advisory responsibility. This Committee provides co-ordination through the various grade levels, approves text-books, course offerings, class schedules, test procedures, coordinates departmental fiscal allocations, and makes recommendations to the Board or appropriate committees. The members of the Academic Affairs Committee are:

1) The Principal
2) The Vice Principal (Convenor)
3) The Counselor
4) The High School Coordinator
5) The Middle School Coordinator
6) The Elementary School Coordinator
7) Department Heads
8) Two Students.

d) Admissions and Scholarships Committee, which reviews all applications for admissions and makes recommendations to the Principal, reviews and makes recommendations on applications for
scholarships, advises the Board on admissions and scholarship matters, keeps records of its actions, makes recommendations to the Board or appropriate committees. The Members of the Admission and Scholarship committee are:

1) The Principal
2) The Vice Principal
3) The Admissions Officer (Convenor)
4) The Counselor
5) Three Staff Members

e) The Hostel Committee which advises the Principal on Hostel matters. It plans for the development of the Hostels in the light of the objectives of the school. It evaluates the life of the Hostels and makes recommendations for policy changes or new policies. It assists the principal in disciplinary matters. The members of the Hostel Committee are:

1) The Principal
2) The Chaplain
3) Head Houseparent (Convenor)
4) Three Houseparents
5) Two students
6) One Parent.

f) Religious Life Council which coordinates the broader religious life affairs of the Kodaikanal
International School. This committee also oversees the affairs of the Kodaikanal School Chapel. It arranges for opportunities for each student to be able to practice his or her own religious faith and to grow in it. The members of this committee are:

1) The Principal
2) The Chaplain (Convenor)
3) One Staff Member
4) One Student Member appointed by the Board.
5) Seven other Members.

The Religious Life of the School.

Rooted deeply in the history of the school is the belief that true religious experience has a positive and lasting influence on the student's development. Accordingly the School seeks to provide opportunities for all its students to deepen their spiritual life. Every effort is made of recognizing, respecting and permitting other faiths to be practiced, but the school continues to be a Christian School by tradition and intent. In the Constitution of the school, quite specific statements are found which outlines the Christian Commitment and foundation of the school and the role this is to play in the community.
Regular Sunday morning worship and once a month vespers are held in the School Chapel. Normally, children from Christian homes are expected to participate and all are welcome. Students from Christian Homes are required to attend worship unless specifically exempted by their parents. Transport is arranged for Roman Catholic students to attend the Mass at the Presentation Convent along with some school staff.

Students of other faiths are assisted to follow religious observances as desired and their parents are so informed. However, the initiation in this direction is left to the students of that particular faith and the staff member who also belong to that faith. Students not involved in any planned religious activity are required to be involved in quiet meditation in their rooms or involved in some non-noise activity in the dormitory.

There is a varied type of religious instruction program offered in the school. The elementary school religious education is still in the developing stages. The students in the Secondary school are required to complete at least one quarter per years of religious education. A quite wide offering is available for these
Religious Education courses and they are taught on an academic basis with an attempt to understand Christianity and all other faiths and to assist the students with these choices. The courses offered are:

7th Grade- Life of Christ. Moral Choices.
10th Grade- Ethics. World Religions.
11th Grade- Current Religious Thought.
12th Grade- Christian Theology.

The Kodaikanal International School believes that Religion is a vital part of all society and no student is truly educated who does not know the implications of this aspect of Man and Society. The school also believes that moral education should not stop with the Religious education department. All departments in the school try to have an awareness and a concern for moral and social issues. The Social Science Department offers a course in Social Justice and Development.

Fifteen years ago ninety percent of the students were children of Missionaries. Today the percentage of Missionary children is fifteen percent. The Religious
background from which the children come are as follows:

<table>
<thead>
<tr>
<th>Religion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protestants</td>
<td>46.7%</td>
</tr>
<tr>
<td>Roman Catholics</td>
<td>11.9%</td>
</tr>
<tr>
<td>Hindus</td>
<td>21.1%</td>
</tr>
<tr>
<td>Zoroastrians</td>
<td>6.1%</td>
</tr>
<tr>
<td>Muslims</td>
<td>6.2%</td>
</tr>
<tr>
<td>Others</td>
<td>2.5%</td>
</tr>
<tr>
<td>No Religious</td>
<td></td>
</tr>
<tr>
<td>Affiliations</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Fifteen years both the staff and the Board of Management were 100% Protestants. Today the religious background of the staff is as follows:

<table>
<thead>
<tr>
<th>Religion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protestants</td>
<td>85.7%</td>
</tr>
<tr>
<td>Roman Catholics</td>
<td>4.7%</td>
</tr>
<tr>
<td>Hindus</td>
<td>5.8%</td>
</tr>
<tr>
<td>Zoroastrians</td>
<td>3.5%</td>
</tr>
<tr>
<td>Muslims</td>
<td>none</td>
</tr>
<tr>
<td>No Religious</td>
<td></td>
</tr>
<tr>
<td>Affiliations</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

The Constitution has permitted up to three non-Christian on the Board of Management. This is no doubt to protect the Christian tradition and intent of the
The International Nature of the Staff

The Staff, who themselves represents many different countries and cultures, are chosen both for their professional expertise and their commitment to the Project Design of the school. Many of the Staff are still Americans as they are sent out to India by the American Mission Boards which still provide the bulk of the finance of an Endowment Fund for Kodaikanal International School. However, in keeping with the shift from American to International, there is a rise in the percentage of Asian Staff members while the percentage of staff recruited from the U.S. is decreasing; though the number of Europeans have remained steady.

The language Department has a truly international flavor, with teachers from Germany, France, Switzerland, Britain and India. It is interesting to observe that the staff in the English, Mathematics and the Science Departments are mainly Asians. The Social Studies are handled almost exclusively by Americans. A possible reason for this is that the Kodaikanal School Diploma is basically an American-recognized diploma and the history and culture is predominantly American. There are, however, teachers
from Asia who teach South-Asian Studies and Indian Philosophy.

The Music Department contributes to internationalism by having Americans and Asian teachers who train pupils for a British Examination.

In the Elementary school there is a good mixture of Asian, Australian, American and European teachers.

The current Principal is American, the Vice Principal is European and the Finance Director is Asian. Previous to this, the Principal was Australian, the Vice Principal American and the Finance Director Asian. When the school first changed from being an American School to an International School, the Board by design appointed an Asian as the Principal. This Asian Principal served in the school for more than ten years.

It remains to be seen how long this international character of the staff can be maintained. There is no dearth for applicants to the school staff from all over the world. However the school is facing great difficulties in obtaining visas and work permits for its overseas staff. Unless something can be done to ease this situation, the school will have to recruit a greater number of local teachers.
International Nature of the Student Body

Kodaikanal International School students are as lively as they are gifted and the school welcomes children of any religion, national or ethnic background. The Kodaikanal International School seeks to enroll and retain an international student body with inter-racial and inter-cultural balance.

The student enrollment profile indicates that the number of American students have been decreasing and the number of Asian students increasing. At present, it is the policy of the Admission Committee to take in 50% from India the host Country, and 50% ;from other countries.

This ratio is determined by the passport a student holds. However, the passport is only one measure of the different races, and cultures represented in Kodaikanal International School. There are many other measures too. On the one hand, students who hold Indian passports have lived all their lives out of their homeland- especially those children from the Gulf Countries, on the other hand, there are Indian children who hold foreign passports by virtue of their being born abroad or having spent part of their lives abroad. Another category of students have passports of a
country different from their parents. Such children do have a culture different from what their parents proclaim. Thus, there is a lot of inter-culture and cross-culture evident in Kodaikanal International School.

A good number of the students are children of persons of Indian origin who have settled abroad to better their prospects. These people want their children to get acquainted with their mother-land and are willing to pay the high fees to educate their children in this school. It is noticed that officers of the Diplomatic Corps and employees of the United Nations who are stationed in and around India send their children to Kodaikanal International School. Of course, children of missionaries, stationed in India still form a part of the student body as they are entitled to a scholarship and it cannot be forgotten that the school was started for these very children.

It is now been noticed, that since the school is offering the International Baccalaureate Diploma, more children are coming in from different parts of the world as their parents are confident that this diploma can get them admission in most Universities throughout the world.
Contrary to the visa problems experienced by the staff, the students have no such difficulties as the foreign students bring in valuable foreign exchange into India.