



معتمدة من هيئة الشمال الأوسط

للاعتقاد وتحسين المدارس

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مدارس الظهران الأهلية  
Dhahran Ahliyya Schools

مجتمع تعلّمي غير ربحي  
A not-for-profit learning community



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# DHAHRAN AHLIYYA SCHOOLS

## Language Policy

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Students

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# INTRODUCTION

## **DAS MISSION**

Inspired by the principles of Islam, the mission of Dhahran Ahliyya Schools (DAS) is to empower each student to be a compassionate, thinking, lifelong bi-lingual learner who makes a positive difference, locally and globally.

## **DAS VISION**

Our vision is to provide a world-class education with an Arab and Islamic identity through a pioneering learning community that is sustainable and socially responsible.

## **THE INTERNATIONAL BACCALAUREATE'S MISSION STATEMENT**

The International Baccalaureate (IB) aims to develop inquiring, knowledgeable, and caring young people who help to create a better and more peaceful world through intercultural understanding and respect. To this end, the organization works with schools, governments, and international organizations to develop challenging programs of international education and rigorous assessment. These programs encourage students across the world to become active, compassionate, and lifelong learners who understand that other people, with their differences, can also be right.

## **THE IB LEARNER PROFILE**

The aim of all IB programmes is to develop internationally minded people who, recognizing their common humanity and shared guardianship of the planet, help to create a better and more peaceful world. As IB learners we strive to be:

**Inquirers:** We nurture our curiosity, developing skills for inquiry, and research. We know how to learn independently and with others. We learn with enthusiasm and sustain our love of learning throughout life.

**Knowledgeable:** We develop and use conceptual understanding, exploring knowledge across a range of disciplines. We engage with issues and ideas that have local and global significance.

**Thinkers:** We use critical and creative thinking skills to analyze and take responsible action on complex problems. We exercise initiative in making reasoned, ethical decisions.

**Communicators:** We express ourselves confidently and creatively in more than one language and in many ways. We collaborate effectively, listening carefully to the perspectives of other individuals and groups.

**Principled:** We act with integrity and honesty, with a strong sense of fairness and justice, and with respect for the dignity and rights of people everywhere. We take responsibility for our actions and their consequences.

**Open-minded:** We critically appreciate our own cultures and personal histories, as well as the values and traditions of others. We seek and evaluate a range of points of view, and we are willing to grow from the experience.

**Caring:** We show empathy, compassion, and respect. We have a commitment to service, and we act to make a positive difference in the lives of others and in the world around us.

**Risk-takers:** We approach uncertainty with forethought and determination; we work independently and cooperatively to explore new ideas and innovative strategies. We are resourceful and resilient in the face of challenges and change.

**Balanced:** We understand the importance of balancing different aspects of our lives— intellectual, physical, (spiritual), and emotional— to achieve well-being for ourselves and others. We recognize our interdependence with other people and with the world in which we live.

**Reflective:** We thoughtfully consider the world and our own ideas and experience. We work to understand our strengths and weaknesses in order to support our learning and personal development.

## **PURPOSE**

The language policy at DAS has been designed to be consistent with the principles and practices of the Saudi Ministry of Education and the International Baccalaureate. Dhahran Ahliyya Schools is a bilingual school (Arabic and English). Most of the students at this school are Arabs and their mother tongue language is Arabic, while a growing number of students use English fluently.

## **PHILOSOPHY**

We believe that an excellent education touches both the hearts and minds of students, developing their intellectual, personal, emotional, and social skills to learn and work in a rapidly changing and globalizing world. Moreover, it should provide them with a sense of belonging in their own country while also developing an openness to their roles as citizens of the world who are committed to taking action to help make their world a better place.

We believe that this kind of education is best provided through a collaborative, constructivist learning process that is based on inquiry, action, and reflection. It should result in meaningful, rigorous, interdisciplinary academic learning which students apply to solve real-

world problems while, at the same time, developing the attributes described in the IB Learner Profile and the attitudes that support lifelong learning. In our approach, assessment plays an important role, must be multi-faceted, and integrated into the process of learning and planning.

We believe that language is central to the intellectual, social, cultural, and emotional development of students. To this end, every teacher is a language teacher. Our goal is to honor and support the development of both Arabic and English. We highlight the transdisciplinary nature of language learning by teaching the academic language through content in both English and Arabic.

We believe that the promotion of a positive, supportive climate of respect, safety, and responsibility is essential. All our students deserve equal opportunity and should be treated with respect and dignity. However, we also recognize that to be inclusive to all learners; we need to differentiate in the type and amount of instruction and learning support.

## **DAS PHILOSOPHY IN LANGUAGE**

At DAS, language is fundamental to learning, thinking and communicating, and thus permeates the whole curriculum. It is necessary not only to learn language, but also learn about language, and through language. Learning best takes place in authentic contexts, including a study of literature, science, math, and all the subjects outlined by the IB program. Language plays a special role in enabling this to happen. The strands of oral, written, and visual communication are learned throughout the curriculum, and hence all teachers are also teachers of language.

At DAS, bilingual learning consists of constructing cognitive understanding in two languages as well as using a student's mother tongue to support understanding in an additional language. We believe emphasis on vocabulary development in all subjects, including: learning, working, thinking, and communication, as well as implementing a balanced literacy program in both languages is crucial to student success. DAS is dedicated to supporting and promoting Arabic and English by ensuring that all communication to and from the learning community is provided in both languages.

At DAS, we believe that the acquisition of language is a dynamic, life-long process that supports all learning. Through meaningful experiences and interactions, we can communicate with and understand others within our local and global communities. DAS provides a bilingual learning environment that furthers intellectual and personal growth, enhances language development, and promotes internationalism.

Based on these beliefs and through this program, we aim to ensure that:

- ❖ Our students will master both Arabic and English at a level of competency required for university studies.
- ❖ Students will gradually develop their competency in both Arabic and English over all their years of study at DAS.
- ❖ Students will learn through and about Arabic and English.
- ❖ Students master English as an international language, rather than as the language of any particular country.

## **1. GUIDING PRINCIPLES**

### **a) Language learning at DAS will reflect the policies of the Ministry of Education and the International Baccalaureate.**

In practice this means:

All school departments within DAS promote and follow the guidelines and the principles outlined within the school language policy keeping in mind and following the requirements of the Ministry of Education and the International Baccalaureate. There may be some differences in specific practices in the school in line with the requirements of the curriculum of each department as expected by the Ministry of Education and the International Baccalaureate.

### **b) The mother tongue language is the backbone of learning at DAS.**

DAS gives a very special importance to the mother tongue language (Arabic). This is an instilled belief in the DAS philosophy in education since its founding in 1976. This can be clearly shown through the amount of time devoted to teaching Arabic or through Arabic. In DAS, besides the learning of Arabic Language Arts, students learn Math, Sciences, and Social Studies in both Arabic and English in a very special learning model.

### **c) All teachers at DAS are teachers of language.**

All DAS teachers are language teachers. They understand that language instruction is an integral part of teaching in all subject areas and at all grade levels. They teach language for learning by acquiring understanding of the processes of language learning, integrating language instruction with content instruction, differentiating teaching and learning strategies to meet individual students' language for learning needs, and by collaborating with colleagues in the implementation of effective language for learning strategies.

In practice this means that teachers use strategies such as the following:

- Model different reading and writing strategies and effective language use
- Demonstrate how to speak and listen effectively in various situations

- Foster a variety of communication opportunities and types
- Teach vocabulary and language skills related to their subject
- Provide project-based learning with related language activities
- Create bilingual notes when needed and bilingual wall displays
- Use heterogeneous groups to assist language development
- Use collaborative activities
- Allow use of translation tools in all subjects
- Use concept mapping and brainstorming techniques
- Provide opportunities for oral presentations on a regular basis
- Use a variety of writing modes/styles: opinion/narrative/informative
- Use a variety of printed and electronic reading resources
- Provide opportunities for students to proof read other students work
- Accept more than one style of English in student work
- Create a risk-free environment to foster a variety of means of communication
- Encourage willingness to take language risks in different group settings by having students use, experiment with, and learn language
- Offer ample opportunity for oral reading, oral presentations, role plays, and other oral performances
- Offer ample opportunity for discussions, debate, and the expression of different viewpoints
- Provide opportunities for students to make choices with language activities and to improve through practice
- Use technology in language learning
- Use a range of teaching resources including audio and video, games, and artifacts
- Keep records of student discussions
- Display student and teacher questions
- Involve students in assessing their own language development through portfolios, rubrics, self- reflections, and conferencing to encourage self-assessment
- Encourage students to use the writing process, including drafting, editing, and sharing work with others as a means to reflect upon and develop ideas
- Make connections between Arabic and English vocabulary
- Model language for expression in speaking, writing, listening, and reading
- Develop the four skills in both languages (listening, speaking, writing, reading, and media literacy)
- Promote problem solving (learning and thinking strategies), higher order thinking skills, life-skills, habits of mind leadership skills, and higher order collaborative and social skills
- Integrate communication and information skills

**d) Language is an embracing body of culture.**

DAS exhibits this in multiple ways. Besides the teaching of social studies in both Arabic and English, DAS conducts several activities that give special value to deepening our

understanding of our own culture, while understanding and accepting other cultures.

**e) All members of the DAS community, teachers, students, staff, and parents are encouraged to develop at least a functional level of bilingualism.**

In practice this means:

- DAS teachers involve parents in the linguistic and academic development of their children and encourage them to learn language with their children.
- Teachers are encouraged to learn key vocabulary in both Arabic and English that will assist communication in the classroom and within the school community.
- All members of the community recognize that language learning is a lifelong process.
- All students, teachers, staff, and parents are encouraged to reflect upon language learning.
- The school will provide language learning opportunities, such as access to language software or language classes, where appropriate.
- Language development program will be devised using the constructivist theories. Teachers will assist students to scaffold their learning and will work within the students' Zone of Proximal Development (ZPD).

DAS firmly believes in constructivist theory and encourages teachers to use scaffolding to help guide students from what they can already accomplish towards what they may not be able to do independently, until they are able to do so by themselves. This strategy will scaffold any student's learning through their ZPD towards achieving language proficiency. DAS keeps up to date record of the students' language development through a variety of assessments that are kept on files.

In practice this means:

- Teaching and learning is built on students' prior knowledge.
- Lessons are designed to assist students to construct meaning for themselves.
- Mother tongue is used to support the learning of the other language.
- Students are allowed to access books at their own level and track their own reading progress through various tools.

## **2. MEETING THE NEEDS OF THE DAS COMMUNITY**

The study of two languages will occur at all levels of the school, to promote additive bilingualism. A student's language ability is considered when students enroll at DAS and will contribute to class placement in his/her English class, as all students are required to take Arabic at the same level. The administration informs the wider school community about the

school's policies and practices regarding language learning and language for learning.

**All students will study Arabic.**

In practice this means:

When speaking, reading, or writing in Arabic, formal standard Arabic must be used.

**A- In the IB Primary Years Program (PYP)**

- Teachers speaking different languages work collaboratively to deliver the curriculum and promote authentic, inquiry-based learning.
- All teachers work collaboratively to support the language learning of the students.
- Science and math are taught in both Arabic and English alternating year to year starting from grade 3.
- Students are offered Student Support Unit (SSU) support based on their history and needs.

**B- In the IB Middle Years Program (MYP)**

- All students study English and Arabic
- Teachers develop action plans, based on results of standardized tests (MAP or TALA) in order to support students who are not proficient in the language of instruction.
- Students are offered limited SSU support based on their history and needs.

**C- In the American Diploma Program**

- All students study Arabic and English.
- There is a diverse range of elective courses offered in the program.

**D- In the Muqararat**

- All subjects, with the exception of English language classes, are taught in Arabic.
- Students are grouped for English classes according to language ability.

## **All students will study the English language.**

**In practice this means:**

- Teachers work collaboratively to support the language learning of the students.
- Additive bilingualism will be encouraged and supported in the school.

**A- English and Arabic are the two media of instruction at DAS. As a result, students use and develop their listening, speaking, reading, and writing skills in both languages.**

In practice this means that teachers use strategies such as the following:

- There will be opportunities for students to use both languages for making personal connections.
- Teachers will plan effective, relevant, and significant engagements to improve proficiency in both languages.
- Students learn through language, building upon their prior knowledge, as they discuss ideas and reflect on their learning.
- Students will learn about language as they explore how language functions, the conventions that support communication, and the similarities and differences between English and Arabic.
- Peer tutoring and peer supported language learning are encouraged in class.
- Parents will be encouraged to actively support the language policy, as set out by the school.
- Parents will be encouraged to communicate with their children in multiple languages.
- Grammar and phonics will be used to develop and support language learning in both languages.
- Connections will be made between languages, in language classes as well as in the subject classes.
- Most ceremonies and other school events will be conducted bilingually.
- Computers with English operating systems and computers with Arabic operating

systems are made available to staff and students.

- Arabic-English glossaries related to concepts being taught will be created.
- Peer correction, translation, and interpretation will be encouraged.
- Bilingual signage will be displayed throughout the school.

### **B- School documents will be bilingual; Arabic and English.**

Documents requiring action will be available in the languages of those community members required to respond to the content of the document. Documents requiring awareness of the content will appear in their original language with a summary written in the alternative language.

In practice this means:

- Documents that require host country staff member response will appear in Arabic.
- Documents that require overseas staff member response will appear in English.
- All documents will be bilingual.
- Documents that require host country staff member awareness and which are written in English shall be summarized in Arabic.
- Documents that require overseas staff member awareness and which are written in Arabic shall be summarized in English.
- Documents that require parent response will be bilingual.
- Documents that require student response will be in the language of instruction of the program.

### **C- A student's language ability in both Arabic and English will contribute to admission decisions.**

DAS does not discriminate in admissions with regard to race, gender, ethnic origin, or religion. The decision to admit a student is based solely on an assessment of the student's ability to benefit from the school's academic program. Once a student is shortlisted for admission, priority is given to children of Alumni, siblings, staff children, and Aramco employees' children.

Where English language ability will impact the student's ability to participate in the curriculum, DAS uses formal and standardized tests starting with 4th grade English language proficiency assessments to inform admission decisions. Test results will be the only factor in determining student's acceptance to the school and/or to a specific program.

DAS uses formal and standard Arabic language proficiency assessments to inform admission decisions, where proficiency in Arabic language will impact the student's ability to participate in the curriculum, DAS uses formal and standard Arabic language proficiency assessments to inform admission decisions. Test results will be the only factor in determining a student's acceptance to the school and/or to a specific program.

Math ability (given choice of either Arabic or English test) is also taken into consideration when accepting students into DAS.

In practice this means:

- Admission to a program will depend upon the results of the admission test.
- Arabic Competency Admission Test are used to determine a students' Arabic language ability.
- Students seeking admission will be interviewed in the language of instruction of the target program.
- In aiming to maintain a learning environment in which the majority of our student body is able to comprehend the cognitive academic language spoken in the classroom, the school places constraints of admission and/or placement in programs.

**D- The student's language ability in both the host country language, and English, will contribute to placement decisions.**

In practice this means:

- Students will be placed into homeroom classes to create cultural and linguistic diversity and balance between classes.
- Present and future learning needs, language proficiencies, and the provision of appropriate academic challenges will all be considered in placement decisions.
- Parents may request placements for their children, however, the responsibility for placement decisions remains with the administration of the school and relevant

academic staff.

**E- Language development will occur in authentic settings, which includes the study of literature.**

In practice this means:

- Language learning will occur in context. While skill-based lessons, such as vocabulary and grammar exercises are valuable learning tools, the majority of language learning will occur through authentic use of the language to perform its primary function of communication.
- Literature provides an authentic context for learning the power and beauty of a language. Consequently, all language classes will involve a study of literature.

### **3. MOTHER TONGUE LANGUAGE DEVELOPMENT**

DAS acknowledges the critical role that the maintenance and development of language and literacy skills in the mother tongue plays with regard to the facilitation of second language learning, the development of additive bilingualism, continuous cognitive development, increasing intercultural awareness, and understanding and supporting students in remaining connected to the language, literature, culture, and community and educational system of their home country.

**A- Mother tongue language could be another language that will be used to facilitate the development of the other language.**

In practice this means:

- Encouraging the use of mother tongue resources to facilitate and/or enhance learning in the other language (Arabic or English)
- Encouraging the use of mother tongue languages in class, where this contributes to a better cognitive understanding by the student
- The provision of mother tongue resources where these are available for that language

**B- Language resources will be provided for the mother tongue language of all students enrolled at the school.**

In practice this means:

- The use of library facilities to grant students access to material in their native language
- Using internet resources such as mother tongue websites and web page translators
- Encouraging community members to support the learning of the mother tongue languages
- Planned purchasing of mother tongue resources where print or other resources exist for that language

#### **4. PLANNING FOR LANGUAGE LEARNING**

DAS recognizes that effective language learning occurs best following collaborative planning of teaching and learning activities. The various strands of language and the development of language skills will be explicitly discussed during the collaborative planning process.

##### **A- Language benchmarks will guide instruction and assessment of student language development.**

In practice this means:

- DAS provides a curriculum model which outlines a scope and sequence and promotes a language continuum with common standards, benchmarks of achievement, and criteria for all students.
- DAS assessments and subsequent progress reports demonstrate current achievement as reflected by student performance on various activities and tasks.
- An understanding that the assessment of the student performance in English may not be reflective of a student's ability to perform or achieve in Arabic.

##### **B- Aspects of language development will be incorporated into unit planning.**

In practice this means:

- Language development will be most effective when learning activities are planned and delivered in the classroom.
- Language development will be incorporated within the teaching and learning activities described in the unit planner.
- A dynamic class structure is provided. Activities will be organized that give students the opportunity to communicate in a variety of forms and work with others who have a variety of language abilities.
- A variety of materials and resources will be chosen for classroom use to allow access to the curriculum for all students.
- All language skills (reading, writing, speaking, listening, grammar, vocabulary...) are given equal importance in daily teaching and learning.

**C- SSU teachers will work with classroom teachers to plan and deliver the curriculum in various subjects (English, Arabic, and Math).**

In practice this means:

- Collaborative planning between the SSU teachers and the classroom teachers
- Sharing data and discussing progress of student between the SSU teachers and the classroom teachers

**D- Language learning will be structured to assist students to succeed. This requires differentiated learning experiences**

In practice this means:

- Designing activities at multiple levels in order to provide for the range of language abilities in classes
- Providing tiered activities in order to allow students to access the curriculum at different levels
- Assisting students to set individual language goals
- Using portfolios, rubrics, self- reflections, and conferences to encourage self-assessment

- Using the writing process, including drafting, editing, and sharing work with others, as a means to reflect upon and refine ideas
- Involving students in designing assessment criteria to analyze their work
- Differentiating in the support provided and the type and amount of feedback given to students
- Using different grouping strategies to suit different abilities and learning styles

**E- SSU support will be provided for students.**

SSU provides limited support to students, especially in languages and math, based on needs and history. In addition, SSU supports the teachers whose students are not proficient in the language of instruction by providing specialized techniques and resources. Please refer to the Inclusion Policy at DAS.

**5. LANGUAGE FOR SUCCESSFUL COMMUNICATION**

Students will be given the opportunity to develop their language skills as critical thinkers, making connections and responding to tensions and issues they encounter. Teachers will evaluate what skills students have and what they need in order to become more proficient independent learners and communicators.

**A- Students are supported to link language development and critical thinking skills.**

In practice this means:

- Language development activities provide opportunities for critical thinking.
- Students will reflect on their learning through critical self-reflections and self-evaluations.
- Teachers will encourage the development of critical thinking skills such as: debating, active listening, and thoughtful writing.
- Providing opportunities for students to collaboratively develop concepts through discussion

- Students may use their mother tongue to develop conceptual understanding, or when reflecting on their learning, and then communicate their ideas in one of the languages of instruction.

**B- All students are encouraged to read widely and often.**

In practice this means:

- Students are actively involved in selecting their own reading materials for pleasure and research purposes.
- The use of online reading programs to encourage students to develop reading skills at their own pace
- Opportunities for parents to purchase texts through the school, particularly texts in Arabic, are provided.
- Students are given opportunities to attend the library during class time.
- Online newspapers and magazines will be available to develop the students' awareness of current events.

## **6. PROFESSIONAL DEVELOPMENT**

**A- Professional development for all teachers to increase their skills in language teaching and learning will be offered by the school.**

**B- DAS funds consultants in order to provide professional development for all staff in various pedagogical methods specifically teaching language.**

**C- DAS administration recognizes the importance of professional development for all staff in the area of language and learning.**

In practice this means:

- All teachers are language teachers and therefore opportunities are available for regular training and retraining in this area of the curriculum, through participation in professional development workshops within the school or in the wider community.
- Reviewing language for learning teaching strategies will be an integral part of the curriculum review cycle.

- Monitoring and providing feedback on effective language for learning in the classroom will be part of the teacher appraisal process.

## **7. DAS LIBRARY AND MEDIA CENTERS SUPPORTS LANGUAGE LEARNING**

### **A- DAS LRC (Language Resource Center) aims to help create a bilingual learning environment and to nurture the concept of additive bilingualism.**

In practice this means:

- Offering an accessible collection of literature, reference materials, and other text-based resources in both English and Arabic, with an equal distribution between the two languages in terms of amount, quality, and content
- Offering an accessible collection of audiovisual materials, and other electronic resources, the large majority of which are accessible in both English and Arabic
- Making paper and electronic translation tools available to all language learners when needed in content areas
- Actively seeking to add useful and relevant bilingual resources to the Library and Media Center
- Ensuring that the Library and Media Center is sufficiently staffed so that librarians or support personnel are available throughout the school day to aide members of the school community to access information in both English and Arabic
- Creating bilingual signs, labels, and displays for the Library and Media Center to promote literacy and to assist community members
- Resourcing students and enabling access to information through the teaching of information literacy

### **B- DAS LRC will support students' learning of languages in English and Arabic.**

In practice this means:

- Ensuring a systematic broadening of resources and literary collections in languages other than the languages of instruction
- Advocating an appreciation for, and understanding of, the wide variety of languages around the world through organizing language specific sections and displays which

promote multilingual literature

- Providing reference materials, print and electronic, in Arabic and English
- Supporting students to use their mother tongue by encouraging the use of books in their own language for research purposes and to reinforce their learning
- The provision of resources such as picture dictionaries, bilingual dictionaries, literature in various languages, in addition to translations of literature from a variety of languages
- Facilitating links to online translation programs

### **C- Personnel Resources**

In practice this means:

- Bilingual staff are employed to provide language support and translation services within and beyond the classroom when needed, and with parents.
- Bilingual librarians and/or media staff assist community members to gain access to information.
- Full time translator is employed in order to provide translation services.

### **D- Material Resources**

In practice this means that the classroom and library collections include:

- Print materials including course texts, literary texts, DRA, leveled readers, dictionaries, thesauruses, encyclopedias, reference books, fiction, and non-fiction texts
- Resources supporting the PYP units of inquiry
- Resources supporting the Saudi Ministry of Education primary, intermediate and secondary school programs
- Parallel mother tongue texts, where available
- Multimedia resources
- Professional bilingual library

- Parent education resources
- Standardized testing materials online subscription
- Subscribing in online resources that supporting language development, e.g: I read in Arabic, Razkids for English, ...

## E- Facilities

In practice this means:

- Classrooms are designed for dynamic language learning and equipped with necessary resources.
- The LRC is designed to meet the different study and research needs of DAS students with both individual and group to support active learning and casual reading through an inviting atmosphere.
- Technology resources including: Wifi available school-wide to enable researching and access to online tools, iPads upon request, computer laboratories, different brands of interactive whiteboards: Smart Boards and digital projectors are placed in all classrooms and performance spaces.

## 8. ACCESS TO LANGUAGE AND LEARNING RESOURCE

The school enables students, staff, and parents to access materials in English and Arabic.

## 9. GLOSSARY

The terms used in this document, and in the accompanying practices, are defined as:

- **Additive bilingualism:** where another language and culture does not replace but builds upon the student's mother tongue
- **Authentic context:** applying language to a realistic situation connected to a student's experience
- **Bilingualism:** the ability to write or speak competently in two languages, with an understanding of cognitive development and a respect of cultural values
- **Constructivism:** constructing our own understanding of the world we live in by reflecting on our experiences

- **Internationalism:**an understanding of, and respect for, other cultures and beliefs
- **Literacy:** the ability to read, write, listen, speak, view, and present in a chosen language
- **Literature:** books of different genres, plays, poems, and articles that have value
- **Mother tongue:** the language that a person feels most comfortable using and is most competent in; the dominant language
- **Scaffolding:** the assistance given that allows the student to successfully perform a task that he or she could not have accomplished otherwise (e.g. use of the mother tongue to complete a research task, graphic organizers, demonstrations, visual aids, dramatization)
- **Zone of proximal development:** the gap between what a learner has already mastered (the actual level of development) and what he or she can achieve when provided with educational support (potential development)

## 10- REFERENCES:

References used in the development of this policy are:

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