



April 7, 2026

TO THE HONORABLE MEMBERS OF THE SCHOOL COMMITTEE:

Approval of Private School – Harmony Academy

Recommendation: The School Committee approve Harmony Academy located at 86A Sherman St. Cambridge as a private school, in accordance with the requirements of M.G.L. Chapter 76, Section 1.

Description: Under Massachusetts General Laws, Chapter 76, Section 1 (compulsory attendance law), the School Committee has to approve private schools. The School Committee’s approval under the statute means that children attending the private school may do so without violation of the compulsory attendance law. In giving an advisory opinion of the law as it relates to the committee’s liability, the Massachusetts Department of Education has stated, “...that the School Committee’s liability would be circumscribed by the fairly limited approval function that G.L. Chapter 76, Section 1, prescribes as long as the School Committee acts reasonably and in good faith.”

Enclosed is a report from the school detailing various aspects of the school according to the suggested guidelines from the Department of Education.

Supporting Data: M.G. L. Chapter 76, Section 1

Respectfully submitted,

David Murphy,
Superintendent of Schools



**The Commonwealth of Massachusetts
William Francis Galvin**

Minimum Fee: \$35.00

Secretary of the Commonwealth, Corporations Division
One Ashburton Place, 17th floor
Boston, MA 02108-1512
Telephone: (617) 727-9640

Articles of Organization

(General Laws, Chapter 180)

Identification Number: 001651579

ARTICLE I

The exact name of the corporation is:

HARMONY ACADEMY, INC.

ARTICLE II

The purpose of the corporation is to engage in the following business activities:

THIS CORPORATION IS ORGANIZED EXCLUSIVELY FOR CHARITABLE, EDUCATIONAL AND SCIENTIFIC PURPOSES, AS DEFINED IN SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE OF 1986, AS AMENDED (THE "CODE"), OR THE CORRESPONDING PROVISION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW ("SECTION 501(C)(3)"). SPECIFICALLY, THE PURPOSES OF THIS CORPORATION ARE: A. TO ENGAGE IN AND CARRY ON ANY SUCH OTHER ACTIVITIES AS CORPORATIONS ORGANIZED UNDER CHAPTER 180 OF THE MASSACHUSETTS GENERAL LAWS, AS NOW IN EFFECT AND AS HEREAFTER AMENDED ("CHAPTER 180"), OR THE CORRESPONDING PROVISION(S) OF ANY FUTURE MASSACHUSETTS GENERAL LAW, MAY CONDUCT, BUT ONLY TO THE EXTENT THAT SUCH ACTIVITIES SHALL BE PERMITTED UNDER SECTION 501(C)(3) OF THE CODE; AND B. TO FORM AND OPERATE FULL-TIME INDEPENDENT SCHOOLS (INCLUDING PRE-SCHOOLS AND ELEMENTARY AND HIGH SCHOOLS) IN THE STATE OF MASSACHUSETTS DEDICATED TO NURTURING AND PROVIDING CHILDREN WITH HIGH QUALITY EDUCATION THAT IS GROUNDED IN ISLAMIC PRINCIPLES AND VALUES. IN FURTHERANCE OF SUCH PURPOSES, SUBJECT TO THE RESTRICTIONS AND LIMITATIONS HEREIN CONTAINED, THIS CORPORATION SHALL HAVE AND MAY EXERCISE ALL OF THE POWERS NECESSARY OR CONVENIENT TO EFFECT ANY OR ALL OF THE PURPOSES FOR WHICH THIS CORPORATION IS ORGANIZED, INCLUDING ALL OF THE POWERS SPECIFIED IN SECTION 9 OF CHAPTER 156B OF THE GENERAL LAWS OF THE COMMONWEALTH OF MASSACHUSETTS (EXCEPT THE POWERS SPECIFIED IN PARAGRAPH (M) THEREOF), OR THE CORRESPONDING SECTION(S) OF ANY FUTURE SUCCESSOR CORPORATION LAW APPLICABLE TO CORPORATIONS ORGANIZED UNDER CHAPTER 180, AND THE POWER TO BE A PARTNER IN ANY ENTERPRISE IN WHICH THIS CORPORATION WOULD HAVE THE POWER TO CONDUCT ITSELF, PROVIDED, HOWEVER, THAT NO SUCH POWER SHALL BE EXERCISED IN A MANNER INCONSISTENT WITH SAID CHAPTER 180 OR INCONSISTENT WITH THE EXEMPTION FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE CODE. EXCEPT TO THE EXTENT PERMITTED BY SECTION 501(H) OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW, OR BY SECTION 501(C)(3) OF THE CODE, NO SUBSTANTIAL PART OF THE ACTIVITIES OF THIS CORPORATION SHALL CONSIST OF CARRYING ON PROPAGANDA OR OTHERWISE ATTEMPTING TO INFLUENCE LEGISLATION, AND THIS CORPORATION SHALL NOT PARTICIPATE IN, OR INTERVENE (INCLUDING THROUGH THE PUBLISHING OR DISTRIBUTION OF STATEMENTS) IN ANY POLITICAL CAMPAIGN IN

FAVOR OF OR OPPOSING ANY CANDIDATE FOR PUBLIC OFFICE. NOTWITHSTANDING ANY OTHER PROVISION OF THESE ARTICLES OF ORGANIZATION, AS THE SAME HEREAFTER MAY BE AMENDED (THESE "ARTICLES OF ORGANIZATION"), THIS CORPORATION SHALL NOT CARRY ON ANY ACTIVITIES NOT PERMITTED TO BE CARRIED ON (A) BY AN ORGANIZATION EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE CODE, OR (B) BY A CORPORATION CONTRIBUTIONS TO WHICH ARE DEDUCTIBLE UNDER SECTION 170(C)(2) OF THE CODE.

ARTICLE III

A corporation may have one or more classes of members. If it does, the designation of such classes, the manner of election or appointments, the duration of membership and the qualifications and rights, including voting rights, of the members of each class, may be set forth in the by-laws of the corporation or may be set forth below:

NONE.

ARTICLE IV

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

(If there are no provisions state "NONE")

1. TAX EXEMPTION. NO PART OF THE ASSETS OR NET EARNINGS OF THIS CORPORATION SHALL INURE TO THE BENEFIT OF, OR BE DISTRIBUTABLE TO, ITS MEMBERS (IF ANY), DIRECTORS, OFFICERS OR OTHER PRIVATE PERSONS, EXCEPT THAT THIS CORPORATION SHALL BE AUTHORIZED AND EMPOWERED (A) TO PAY REASONABLE COMPENSATION FOR SERVICES RENDERED, (B) TO REIMBURSE REASONABLE EXPENSES INCURRED ON BEHALF OF AND FOR THE BENEFIT OF THIS CORPORATION, AND (C) TO MAKE PAYMENTS AND DISTRIBUTIONS IN FURTHERANCE OF THIS CORPORATION'S PURPOSES SET FORTH IN ARTICLE II HEREOF. 2. EXCULPATION. TO THE FULLEST EXTENT PERMITTED BY LAW NO DIRECTOR OR OFFICER OF THIS CORPORATION SHALL BE PERSONALLY LIABLE TO THIS CORPORATION OR ITS MEMBERS, IF ANY, FOR MONETARY DAMAGES FOR BREACH OF FIDUCIARY DUTY AS AN OFFICER OR DIRECTOR NOTWITHSTANDING ANY PROVISION OF LAW IMPOSING SUCH LIABILITY; PROVIDED, HOWEVER THAT THIS PROVISION SHALL NOT ELIMINATE THE LIABILITY OF AN OFFICER OR DIRECTOR, TO THE EXTENT SUCH LIABILITY IS IMPOSED BY APPLICABLE LAW, FOR (A) ANY BREACH OF THE OFFICER'S OR DIRECTOR'S DUTY OF LOYALTY TO THIS CORPORATION OR ITS MEMBERS, IF ANY, (B) ACTS OR OMISSIONS NOT IN GOOD FAITH OR WHICH INVOLVE INTENTIONAL MISCONDUCT OR KNOWING VIOLATION OF THE LAW, OR (C) ANY TRANSACTION FROM WHICH THE OFFICER OR DIRECTOR DERIVED AN IMPROPER PERSONAL BENEFIT. NO AMENDMENT TO, OR REPEAL OF, THIS PROVISION SHALL APPLY TO, OR HAVE ANY EFFECT ON THE LIABILITY OR ALLEGED LIABILITY OF, ANY OFFICER OR DIRECTOR FOR OR WITH RESPECT TO ANY ACTS OR OMISSIONS OF SUCH OFFICER OR DIRECTOR OCCURRING PRIOR TO SUCH AMENDMENT OR REPEAL. 3. NO INDIVIDUAL LIABILITY. NEITHER THE BOARD OF DIRECTORS OF THIS CORPORATION, NOR ANY MEMBER OF THE BOARD OF DIRECTORS, NOR ANY MEMBER (IF ANY), NOR ANY OFFICER OF THIS CORPORATION, SHALL HAVE POWER TO BIND INDIVIDUAL MEMBERS (IF ANY) OR THE INDIVIDUAL DIRECTORS OR OFFICERS OF THIS CORPORATION PERSONALLY. ALL PERSONS, CORPORATIONS OR OTHER ENTITIES EXTENDING CREDIT TO, CONTRACTING WITH, OR HAVING ANY CLAIM AGAINST THIS CORPORATION SHALL LOOK ONLY TO FUNDS AND PROPERTY OF THIS CORPORATION FOR PAYMENT OF ANY SUCH CONTRACT OR CLAIM OR FOR THE PAYMENT OF ANY DEBT, DAMAGES, JUDGMENT OR DECREE, OR OF ANY MONEY THAT MAY OTHERWISE COME DUE AND PAYABLE TO THEM FROM THIS CORPORATION, SO THAT NEITHER THE MEMBERS (IF ANY) NOR THE DIRECTORS NOR THE OFFICERS, PRESENT OR FUTURE, SHALL BE PERSONALLY LIABLE THEREFORE. 4. NO PERSON SHALL BE DISQUALIFIED

LIFIED FROM HOLDING ANY OFFICE BY REASON OF ANY INTEREST. IN THE ABSENCE OF FRAUD, ANY DIRECTOR OR OFFICER OF THIS CORPORATION, OR ANY CONCERN IN WHICH ANY DIRECTOR OR OFFICER HAS ANY INTEREST, OR ANY INDIVIDUAL HAVING ANY INTEREST IN SUCH CONCERN, MAY BE A PARTY OR MAY BE PECUNIARILY OR OTHERWISE INTERESTED IN, ANY CONTRACT, TRANSACTION, OR OTHER ACT OF THIS CORPORATION AND:

A. SUCH CONTRACT, TRANSACTION OR ACT SHALL NOT BE IN ANY WAY INVALIDATED OR OTHERWISE AFFECTED BY THAT FACT; B. NO SUCH DIRECTOR, OFFICER OR INDIVIDUAL SHALL BE LIABLE TO ACCOUNT TO THIS CORPORATION FOR ANY PROFIT OR BENEFIT REALIZED THROUGH SUCH CONTRACT, TRANSACTION OR ACT; AND C. ANY SUCH DIRECTOR OF THIS CORPORATION MAY BE COUNTED IN DETERMINING THE EXISTENCE OF A QUORUM AT ANY MEETING OF THE DIRECTORS OR OF ANY COMMITTEE THEREOF WHICH SHALL AUTHORIZE ANY SUCH CONTRACT, TRANSACTION OR ACT, AND MAY VOTE TO AUTHORIZE THE SAME; PROVIDED, HOWEVER, THAT ANY SUCH CONTRACT, TRANSACTION OR ACT WAS FAIR TO THIS CORPORATION AT THE TIME IT WAS ENTERED INTO OR IS AUTHORIZED OR RATIFIED BY A MAJORITY OF THE DIRECTORS WHO ARE NOT SO INTERESTED AND TO WHOM THE NATURE OF SUCH INTEREST HAS BEEN DISCLOSED. FOR PURPOSES OF THIS PARAGRAPH 4, THE TERM "INTEREST" INCLUDES PERSONAL INTEREST AND ALSO INTEREST AS A DIRECTOR, OFFICER, STOCKHOLDER, SHAREHOLDER, PARTNER, TRUSTEE, MEMBER OR BENEFICIARY OF ANY CONCERN; AND THE TERM "CONCERN" MEANS ANY CORPORATION, ASSOCIATION, TRUST, PARTNERSHIP, FIRM, PERSON OR OTHER ENTITY OTHER THAN THIS CORPORATION.

5. BYLAW AMENDMENTS. THE DIRECTORS OF THIS CORPORATION MAY MAKE, AMEND OR REPEAL, IN WHOLE OR IN PART, THE BYLAWS OF THIS CORPORATION (A) BY THE DIRECTORS THEN IN OFFICE AT ANY MEETING OF DIRECTORS, PROVIDED THAT NOTICE OF THE GENERAL NATURE OF THE PROPOSED AMENDMENT IS GIVEN IN THE CALL OF THE MEETING AT WHICH SUCH VOTE IS TAKEN OR EACH DIRECTOR WAIVES SUCH NOTICE OR ATTENDS SUCH MEETING, OR (B) BY THE DIRECTORS ACTING BY UNANIMOUS WRITTEN CONSENT; PROVIDED, HOWEVER, SUCH POWER TO MAKE, AMEND OR REPEAL THE BYLAWS OF THIS CORPORATION SHALL NOT BE EXERCISED IN A MANNER INCONSISTENT WITH CHAPTER 180 OR WITH THE EXEMPTION FROM FEDERAL INCOME TAXATION UNDER SECTION 501(C)(3) OF THE CODE.

6. PRIVATE FOUNDATION RESTRICTIONS. IT IS INTENDED THAT THIS CORPORATION SHALL BE ENTITLED TO QUALIFY FOR EXEMPTION FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE CODE AND IT SHALL NOT BE A PRIVATE FOUNDATION UNDER SECTION 509(A) OF THE CODE. DURING ANY PERIOD OF TIME IN WHICH THIS CORPORATION IS OR IS DEEMED TO BE A PRIVATE FOUNDATION AS DEFINED IN SECTION 509(A) OF THE CODE AND NOTWITHSTANDING ANY OTHER PROVISION OF THESE ARTICLES OF ORGANIZATION OR THE BYLAWS OF THIS CORPORATION, THIS CORPORATION SHALL AT ALL TIMES CONDUCT ITS AFFAIRS AS FOLLOWS:

A. THIS CORPORATION SHALL DISTRIBUTE ITS INCOME FOR EACH TAXABLE YEAR AT SUCH TIME AND IN SUCH MANNER AS NOT TO BECOME SUBJECT TO THE TAX ON UNDISTRIBUTED INCOME IMPOSED BY SECTION 4942 OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW.

B. THIS CORPORATION SHALL NOT ENGAGE IN ANY ACT OF SELF-DEALING AS DEFINED IN SECTION 4941(D) OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW.

C. THIS CORPORATION SHALL NOT RETAIN ANY EXCESS BUSINESS HOLDINGS AS DEFINED IN SECTION 4943(C) OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW.

D. THIS CORPORATION SHALL NOT MAKE ANY INVESTMENTS IN SUCH MANNER AS TO SUBJECT IT TO TAX UNDER SECTION 4944 OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW.

E. THIS CORPORATION SHALL NOT MAKE ANY TAXABLE EXPENDITURE AS DEFINED IN SECTION 4945(D) OF THE CODE, OR THE CORRESPONDING SECTION(S) OF ANY FUTURE UNITED STATES FEDERAL TAX LAW.

7. INDEMNIFICATION. TO THE FULLEST EXTENT PERMITTED BY LAW, THIS CORPORATION SHALL INDEMNIFY EACH OF ITS DIRECTORS AND OFFICERS FROM AND AGAINST ALL CLAIMS AND LIABILITIES BY REASON OF HAVING SERVED IN SUCH CAPACITY, AND THIS CORPORATION SHALL HAVE THE POWER TO INDEMNIFY ITS MEMBERS, IF ANY, DIRECTO

RS, OFFICERS, EMPLOYEES, AGENTS, VOLUNTEERS AND OTHER PERSONS TO THE FULLEST EXTENT LEGALLY PERMISSIBLE, BUT ONLY TO THE EXTENT THAT THE STATUS OF THIS CORPORATION AS EXEMPT FROM FEDERAL INCOME TAX AS AN ORGANIZATION DESCRIBED IN SECTION 501(C)(3) OF THE CODE IS NOT AFFECTED THEREBY. 8. DISSOLUTION. EXCEPT AS OTHERWISE PROVIDED BY LAW, THIS CORPORATION MAY AT ANY TIME AUTHORIZE A PETITION FOR ITS DISSOLUTION TO BE FILED WITH THE SUPREME JUDICIAL COURT OF THE COMMONWEALTH OF MASSACHUSETTS BY AFFIRMATIVE VOTE OF A MAJORITY OF THE TOTAL NUMBER OF DIRECTORS THEN IN OFFICE; PROVIDED, HOWEVER, THAT EXCEPT AS OTHERWISE PROVIDED BY LAW, IN THE EVENT OF ANY LIQUIDATION, DISSOLUTION, TERMINATION OR WINDING UP OF THIS CORPORATION (WHETHER VOLUNTARY, INVOLUNTARY OR BY OPERATION OF THE LAW), THE PROPERTY OR ASSETS OF THIS CORPORATION REMAINING AFTER PROVIDING FOR THE PAYMENT OF ITS DEBTS, LIABILITIES AND OBLIGATIONS SHALL BE CONVEYED, TRANSFERRED, DISTRIBUTED AND SET OVER OUTRIGHT TO ONE OR MORE CHARITABLE, EDUCATIONAL OR SCIENTIFIC INSTITUTION(S) OR ORGANIZATION(S), CREATED AND ORGANIZED FOR NONPROFIT PURPOSES SIMILAR TO THOSE OF THIS CORPORATION, WHICH QUALIFY AS EXEMPT FROM INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE OF 1986, AS AMENDED, WHICH IS HEADQUARTERED WITHIN OR WITHOUT THE COMMONWEALTH OF MASSACHUSETTS, AS A MAJORITY OF THE DIRECTORS OF THIS CORPORATION THEN IN OFFICE MAY BY VOTE THEN DESIGNATE AND IN SUCH PROPORTIONS AND IN SUCH MANNER AS MAY BE APPLIED TO CHARITABLE, EDUCATIONAL OR SCIENTIFIC PURPOSES IN ACCORDANCE WITH THE DOCTRINE OF CY PRES IN ALL RESPECTS AS A COURT HAVING JURISDICTION IN THE PREMISES, OR A GOVERNMENTAL BODY HAVING AUTHORITY IN SUCH CIRCUMSTANCES, MAY APPROVE OR DIRECT. 9. NONDISCRIMINATION. PERSONS OF ALL RACES, GENDERS, DISABILITY STATUS, AND NATIONAL ORIGINS SHALL BE ENTITLED TO ALL THE RIGHTS, PRIVILEGES, PROGRAMS AND ACTIVITIES GENERALLY MADE AVAILABLE TO PARTICIPANTS IN THE CORPORATION, ITS PROGRAMS AND ACTIVITIES, AND THE CORPORATION SHALL NOT DISCRIMINATE ON THE BASIS OF RACE, GENDER, DISABILITY STATUS, OR NATIONAL ORIGIN IN ADMINISTERING ITS POLICIES AND PROGRAMS.

Notes: The preceding four (4) articles are considered to be permanent and may only be changed by filing appropriate Articles of Amendment.

ARTICLE V

The by-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out on the following page, have been duly elected.

ARTICLE VI

The effective date of organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a *later* effective date is desired, specify such date which shall not be more than *thirty days* after the date of filing.

04/19/2023

ARTICLE VII

The information contained in Article VII is not a permanent part of the Articles of Organization.

a. The street address (post office boxes are not acceptable) of the principal office of the corporation in Massachusetts is:

No. and Street: 82 WENDELL AVE
STE 100

City or Town: PITTSFIELD State: MA Zip: 01201 Country: USA

b. The name, residential street address and post office address of each director and officer of the

corporation is as follows:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code	Expiration of Term
PRESIDENT	NORA A KHALIL	167 SOUTH AVE WESTON, MA 02493 USA P.O. BOX 366 WESTON, MA 02493 USA	NA
TREASURER	NADA SIDDIQUI	7 WOLLASTON AVE ARLINGTON, MA 02476 USA P.O. BOX 366 WESTON, MA 02493 USA	NA
CLERK	FARAH MOUSTAFA	67 CROWNINSHIELD RD BROOKLINE, MA 02446 USA P.O. BOX 366 WESTON, MA 02493 USA	NA
DIRECTOR	FARAH MOUSTAFA	67 CROWNINSHIELD RD BROOKLINE, MA 02446 USA P.O. BOX 366 WESTON, MA 02493 USA	NA
DIRECTOR	NORA A KHALIL	167 SOUTH AVE WESTON, MA 02493 USA P.O. BOX 366 WESTON, MA 02493 USA	NA
DIRECTOR	NADA SIDDIQUI	7 WOLLASTON AVE ARLINGTON, MA 02476 USA P.O. BOX 366 WESTON, MA 02493 USA	NA

c. The fiscal year (i.e., tax year) of the business entity shall end on the last day of the month of:
January

d. The name and business address of the resident agent, if any, of the business entity is:

Name: MASSACHUSETTS REGISTERED AGENT, LLC
No. and Street: 82 WENDELL AVE
STE 100
City or Town: PITTSFIELD State: MA Zip: 01201 Country: USA

I/We, the below signed incorporator(s), do hereby certify under the pains and penalties of perjury that I/we have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named officers have not been similarly convicted. If so convicted, explain:

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose signature(s) appear below as incorporator(s) and whose name(s) and business or residential address (es) beneath each signature do hereby associate with the intention of forming this business entity under the provisions of General Law, Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 19 Day of April, 2023. (If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)

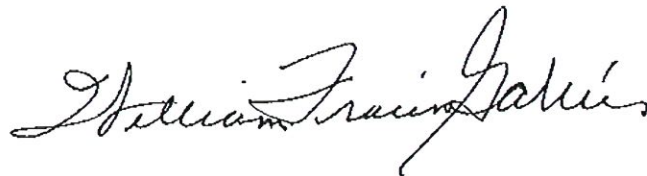
NORA A. KHALIL NADA SIDDIQUI FARAH MOUSTAFA

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are

deemed to have been filed with me on:

April 19, 2023 04:18 PM

A handwritten signature in cursive script that reads "William Francis Galvin". The signature is written in black ink and is centered on the page.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

HARMONY ACADEMY, INC.

A Massachusetts nonprofit corporation

BYLAWS

ARTICLE I

The Corporation

Section 1. Name and Purposes. The name and purposes of the Corporation shall be as set forth in the Corporation's Articles of Organization as adopted and filed with the Office of the Secretary of State of the Commonwealth of Massachusetts (as now in effect or as hereafter amended or restated from time to time, the "*Articles of Organization*") pursuant to Chapter 180 of the Massachusetts General Laws, as now in effect and as hereafter amended, or the corresponding provision(s) of any future Massachusetts General Law ("*Chapter 180*"). As of the date of these Bylaws (these "*Bylaws*") the name of the Corporation is Harmony Academy, Inc. (the "*Corporation*").

Section 2. Articles of Organization. These Bylaws, the powers of the Corporation and its Board of Directors (the "*Board of Directors*"), and all matters concerning the conduct and regulation of the business of the Corporation shall be subject to the provisions in regard thereto that may be set forth in the Articles of Organization. In the event of any conflict or inconsistency between the Articles of Organization and these Bylaws, the Articles of Organization shall control.

Section 3. Fiscal Year. The fiscal year of the Corporation shall commence on [November 1 and end on October 31]¹ of each year, unless otherwise determined by the Board of Directors.

Section 4. Location of Offices of Corporation. The principal office of the Corporation shall be located in the Commonwealth of Massachusetts and shall initially be located at the place designated in the Articles of Organization. The Board of Directors may approve a change of the location of the principal office in the Commonwealth of Massachusetts effective upon the filing of a certificate or annual report indicating the new location with the Office of the Secretary of State of the Commonwealth of Massachusetts. The Corporation may establish and maintain offices in such other locations, within and outside of the Commonwealth of Massachusetts, as may be determined by the Board of Directors.

ARTICLE II

Members

The Corporation shall have no members. No person now or hereafter designated by the Corporation as a "member" for any purpose shall be or be deemed to be a member for purposes of the Articles of Organization, these Bylaws, or for purposes of Chapter 180 or any other law, rule or regulation. Any action or vote required or permitted by law to be taken by members shall be taken by action or vote of the same percentage of directors of the Corporation, except as may be otherwise required by applicable law or the Articles of Organization.

ARTICLE III

¹ Note to Harmony: confirm that the fiscal year should end in October.

Board of Directors

Section 1. Enumeration; Qualifications. The Corporation shall have a Board of Directors that shall serve as the governing body of the Corporation and serve, as may be required or permitted by law or the Articles of Organization, as its membership body. The Board of Directors shall consist of such number (but not less than the minimum number required by law) as shall be fixed, from time to time, by the affirmative vote of a majority of the total number of directors then in office.² Directors shall possess such qualifications as may be determined by the affirmative vote of a majority of the total number of directors then in office.

Section 2. Election of Directors; Term of Office. The initial directors shall be appointed by the incorporator. Except as provided in the immediately preceding sentence, individuals shall be elected to serve as members of the Board of Directors upon the affirmative vote of a majority of the total number of directors then in office. Members of the Board shall be elected by the directors at an annual meeting of the Board or at any special meeting held in lieu thereof by the affirmative vote of a majority of the total number of directors then in office. Subject to other provisions of these Bylaws, or as otherwise determined by the Board of Directors at the time of election or re-election of one or more directors, directors shall hold office for a period of three (3)³ years until the annual meeting of the Board, or special meeting held in lieu thereof, in the third year following election and thereafter until their respective successors are duly chosen and qualified, unless they shall sooner die, resign, are removed or become disqualified.

Section 3. No Term Limits. There shall be no limit on the number of terms that a member of the Board of Directors may serve.

Section 4. Vacancies. Any vacancy at any time existing in the Board of Directors (including any newly created seats on the Board) may be filled by the Board of Directors at any meeting. If the number of directors then in office constitutes less than a quorum of the Board, any vacancy on the Board may be filled by the affirmative vote of a majority of the total number of directors then remaining in office or by a sole remaining director. Unless the Board of Directors specifies a different term at the time of election or appointment, each successor director shall hold office for the remainder of his or her predecessor's unexpired term and until his or her successor is duly elected and qualified, or in each case until he or she sooner dies, resigns, is removed or becomes disqualified.

Section 5. Resignation. Any director may resign by delivering his or her written resignation to the Corporation at its principal office, to any meeting of the Board of Directors, or to the Chairperson, the President or Clerk of the Corporation. Such resignation shall be effective upon receipt (unless it is specified to be effective at some other time or upon the happening of some other event) and acceptance thereof shall not be necessary to make it effective unless it so states; *provided, however*, that the Board of Directors may act to accept such resignation immediately or at any other time sooner than the time specified by such resigning director in his or her resignation.

Section 6. Removal. Except as otherwise required by law, the Articles or Organization, or these Bylaws, a director may be removed from office, with or without cause, by the affirmative vote

² Note to Harmony: While we will incorporate with two directors in place, we can expand the number of board seats at later date with a majority board approval consent.

³ Note to Harmony: Confirm what the length of the board terms should be. Should the board terms be staggered?

of a majority of the total number of directors then in office. If a director fails to participate in at least a majority of the meetings of the Board of Directors held in the most recent 12-month period, such director may be removed by a vote of a majority of the Directors present at a duly called meeting. A director may be removed for cause only after reasonable notice and opportunity to be heard before the Board of Directors prior to action thereon.

Section 7. Powers. The Board of Directors shall manage, control and be responsible for oversight of the affairs and property of the Corporation, and at all times may exercise on behalf of the Corporation all lawful powers, rights and privileges of the Corporation under Chapter 180 and any other applicable law. The Board of Directors, in its discretion, may from time to time establish committees and define or limit the powers and duties thereof, and thereafter may disband the same. The Board of Directors may delegate its powers, or a portion thereof, to committees that either consist solely of directors or give voting power only to directors on any such committee, except that the Board of Directors may not delegate the powers specified in Section 55 of Chapter 156B of the Massachusetts General Laws or other actions under Massachusetts law that require action by the Board of Directors including, without limitation, the power to:

- (a) change the location of the principal office of the Corporation;
- (b) adopt, amend or repeal these Bylaws or the Articles of Organization;
- (c) change the number of directors;
- (d) appoint, elect, suspend or remove directors or officers;
- (e) authorize a sale, lease, exchange or other disposition of all or substantially all of the assets of the Corporation;
- (f) authorize a merger of the Corporation; or
- (g) authorize a petition for the dissolution of the Corporation.

Subject to these Bylaws and applicable law, the Board of Directors may authorize officers, attorneys or agents of the Corporation to act on its behalf subject to such limitations as the Board of Directors determines.

In addition to and without limiting the foregoing, the directors shall have and may exercise all powers, rights and privileges afforded to “members” of a corporation organized under Chapter 180 including, without limitation, the power to adopt Bylaws providing for the indemnification of directors, trustees, officers, employees and other agents of the Corporation and the power to amend the Articles of Organization of the Corporation and, as to any actions taken by the directors pursuant to the exercise of any such powers, rights and privileges, the directors shall constitute the members of the Corporation.

Without in any way limiting the foregoing powers, since it is the express purpose of the Corporation to maintain its status as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), including the Treasury regulations adopted thereunder, the Board of Directors shall be further deemed to have all powers reasonably necessary to cause the Corporation to maintain its status as an organization described in Section 501(c)(3) of the Code.

Section 8. Compensation of Directors. The Corporation shall not pay any compensation to a director for service as a member of the Board of Directors, except that directors may be reimbursed for reasonable expenses incurred in the performance of their duties to the Corporation as approved by

the Board of Directors. A director, solely because of being a director, shall not be precluded from serving the Corporation in any other capacity and receiving reasonable compensation for any such other service, subject to compliance with the Conflict of Interest Policy.

ARTICLE IV

Meetings of the Board of Directors

Section 1. Annual Meeting. The date, time and place of the annual meeting of the Board of Directors (referred to herein as the “*Annual Meeting*”) shall be fixed by the directors. In the event that no date for the Annual Meeting is established or if no Annual Meeting is held in accordance with the foregoing provisions, a special meeting of the Board of Directors may be held in lieu thereof and any action taken at such meeting shall have the same effect as if taken at the Annual Meeting.

Section 2. Regular and Special Meetings. Regular meetings of the directors may be held at such time and place as may be determined from time to time by the Board of Directors. Unless otherwise required by law, special meetings of the Board of Directors may be called by the Chairperson, the President or by not less than twenty-five percent (25%) of the total number of directors then in office.

Section 3. Notice. Unless otherwise required by law, the Articles of Organization or these Bylaws, notice of each meeting of the directors shall be given to each director: at least five (5) days prior to the meeting in the case of an Annual Meeting or a regular meeting, and at least twenty four (24) hours prior to the meeting in the case of a special meeting. Notice shall be given to each director (a) by the Clerk or, (b) in the case of the death, absence, incapacity or refusal of the Clerk, by the President, or (c) at the request of the Clerk, or (d) by the directors calling the meeting, by:

- (i) mailing such notice to him or her, postage prepaid, and addressed to his or her home or business address appearing in the records of the Corporation;
- (ii) delivering such notice by hand, electronic mail or facsimile transmission or other means of written communication to his or her last known home or business address or electronic mail address or facsimile number appearing in the records of the Corporation; or
- (iii) giving notice to him or her in person or by telephone (provided that the person or persons that give any such oral notice shall certify in writing when such notice was given and such writing(s) shall be filed with the records of the meeting).

Notice need not be given to any director if a written waiver of notice, executed by such director before or after the meeting, is filed with the records of the meeting, or to any director who attends the meeting without protesting prior thereto or at its commencement the lack of notice to him or her. A notice or waiver of notice of a Board of Directors’ meeting need not specify the purposes of the meeting, except that any notice or waiver of notice of a special meeting or a regular meeting the purpose of which, at least in part, is to take action on any of the matters specified in Article III, Section 7, clauses (a) through (g) or to consider an interested transaction involving the Corporation shall contain a general description of the business to be transacted at such meeting.

Section 4. Quorum. Except as otherwise required by law, the Articles of Organization or these Bylaws, at any duly called meeting of the Board of Directors, the presence of a majority of the total number of directors then in office and entitled to vote on any action proposed at the meeting shall constitute a quorum for the transaction of business. Each director shall be entitled to cast one (1) vote on any matter that comes before the Board of Directors. Any meeting may be adjourned by a majority of the votes properly cast upon the question whether or not a quorum is present.

Section 5. Action at Meetings. At any meeting of the directors at which a quorum is present, the action of the directors on any matter brought before the meeting shall be decided by vote of a majority of those present and entitled to vote on such matter, unless a different vote is required by law, the Articles of Organization, or these Bylaws.

Section 6. Action by Written Consent. Any action by the directors may be taken without a meeting if written consents thereto are signed or electronic mail consents delivered by all the directors and filed with the records of the Board of Directors' meetings. Such consents shall be treated as a vote of the directors at a meeting for all purposes.

Section 7. Telephone and Electronic Conference Meetings. The directors may participate in a meeting of the Board of Directors by means of conference telephone or other forms of communication equipment by means of which all persons participating in the meeting can hear and be heard by all other participants, and participation by such means shall constitute presence in person at a meeting.

Section 8. Proxies Prohibited. Proxy voting by directors shall not be permitted.

ARTICLE V

Committees

Section 1. Committees, Generally. The Board of Directors, in its discretion and from time to time, may establish one or more standing or special committees (including executive, audit, finance, compensation, development, program, governance, nominating, advisory, and other committees) whose members shall include at least one (1) or more directors, and thereafter may fill vacancies in, change the membership of, or disband any such committee. Except as otherwise provided in these Bylaws, the Board of Directors shall appoint the chair of each committee, unless the Board of Directors shall otherwise determine. The Chairperson shall serve as an *ex officio* member of each committee established by the Board of Directors and shall be entitled to vote on matters before the committee unless otherwise determined by the Board of Directors at the time of the creation of the committee. The Board of Directors may approve the appointment of individuals who are not directors to serve as members of any committee, except in the case of (a) executive and audit committees, the membership of each shall consist exclusively of directors, and (b) finance, compensation, governance and nominating committees, the membership of each shall consist of not less than a majority of directors. Committee members shall serve at the pleasure of the Board of Directors. Committee members may be appointed for successive terms. Committees may exercise such authority of the Board of Directors to the extent such authority is delegated by the Board, subject to the limitations set forth in Article III, Section 7 of these Bylaws. The Board shall determine the duties of any such committee at the time of establishment of the committee and may thereafter modify such duties as the Board determines. Unless the Board of Directors shall otherwise permit, each committee shall function under these Bylaws in accordance with the same rules as to

voting, quorum, and notice, etc., as apply to the full Board of Directors. Each committee shall maintain a written record of their work and report to the full Board of Directors.

Section 2. Quorum of a Committee; Action at a Meeting. Except to the extent the Board of Directors may otherwise provide from time to time, a majority of the directors then constituting the membership of any such committee shall constitute a quorum, except that when a committee shall have only one (1) director, then one (1) director shall constitute a quorum. When a quorum is present at any meeting of any such committee, the affirmative vote of a majority of those directors present and voting shall be required to effect any action or to decide any question or measure presented to the committee, unless a larger vote shall be required by law, by the Articles of Organization, by these Bylaws or by vote of the Board of Directors, and provided that the affirmative vote of a majority of the directors serving on such committee shall be required to effect any action that by law is required to be approved by the Board of Directors or a committee thereof.

Section 3. Action Without Meeting. Any action required or permitted to be taken at any meeting of a committee may be taken without a meeting if all directors then serving as members of such committee consent to the action in writing or by electronic mail and such written consents and electronic mail transmissions are filed with the records of the meetings of such committee. Such consents and electronic mail transmissions shall be treated as a vote at a meeting of such committee for all purposes.

Section 4. Telephone and Electronic Conference Meetings. The members of a committee may participate in a meeting of the committee by the use of conference telephone or other forms of communication equipment by means of which all persons participating in the meeting can hear and be heard by all other participants, and participation by such means shall constitute presence in person at a meeting.

ARTICLE VI

Officers, Agents and Employees

Section 1. Enumeration. The officers of the Corporation shall be a President, a Treasurer, a Clerk (referred to collectively as the “*Primary Officers*”), and such other officers, if any, as the Board of Directors may from time to time determine. The Corporation may also have such agents, if any, as the Board of Directors may appoint from time to time.

Section 2. Election; Term. The Primary Officers of the Corporation shall be elected or appointed to serve upon the affirmative vote of a majority of the total number of directors then in office. Unless the Board of Directors specifies a different term at the time of election or appointment, each of the Primary Officers shall be elected by the Board of Directors at the Annual Meeting and shall, subject to these Bylaws, hold office until the next Annual Meeting following his or her election or appointment and until his or her respective successor is duly elected and qualified, or until he or she sooner dies, resigns, is removed or becomes disqualified. Unless a different term is specified at the time of election or appointment, other officers of the Corporation, if any, may be chosen by the Board of Directors at any meeting of the Board, and shall, subject to these Bylaws, hold office for a term of one (1) year and until his or her respective successor is duly elected and qualified, or until he or she sooner dies, resigns, is removed or becomes disqualified.

Section 3. Qualifications. The Board of Directors may determine qualifications for Primary Officers from time to time. Unless otherwise determined by the Board of Directors, none of the

Primary Officers, including the President, are required to be directors. Any two (2) or more offices may be held by the same person. The Clerk shall be a resident of the Commonwealth of Massachusetts unless the Corporation has a resident agent appointed for the purpose of service of process. Any officer may be required by the directors to give bond for the faithful performance of his or her duties to the Corporation in such amount and with such sureties as the directors may determine. The premiums for such bonds may be paid by the Corporation. Officers shall meet such other qualifications as the Board of Directors may determine from time to time.

Section 4. Vacancy. Any vacancy at any time existing in any office may be filled by the directors at any meeting of the Board of Directors and such successor shall hold office for the remainder of his or her predecessor's unexpired term and until his or her successor is chosen and qualified, or in each case until he or she sooner dies, resigns, is removed or becomes disqualified.

Section 5. Resignation. Any officer or agent may resign by delivering his or her written resignation to the Corporation at its principal office, to any meeting of the Board of Directors, or to the President or Clerk of the Corporation, and such resignation shall be effective upon receipt (unless it is specified to be effective at some other time or upon the happening of some other event) and the acceptance thereof shall not be necessary to make it effective unless it so states; *provided, however,* that the Board of Directors may act to accept such resignation immediately or at any other time sooner than the time specified by such resigning officer in his or her resignation.

Section 6. Removal. The Board of Directors may remove any officer, with or without cause, by the affirmative vote of not less than a majority of the total number of directors then in office at any regular meeting or special meeting of the Board of Directors; *provided, however,* that an officer may be removed for cause only after reasonable notice and opportunity to be heard by the Board of Directors prior to action thereon. Each agent appointed by the Board shall retain his or her authority at the pleasure of the Board of Directors and each agent so appointed may be removed, with or without cause, at any time by the Board of Directors. All other agents may be removed, with or without cause, at any time by the President or other officer of the Corporation.

Section 7. Chairperson. The Corporation may if so determined by the Board of Trustees have a Chairperson who shall preside at all meetings of the Trustees, except as the Board otherwise determines, and have such authority and perform such duties as may be determined by the Board of Trustees.

Section 8. Vice Chairperson. The Vice Chairperson, if one is so designated, in the absence of the Chairperson, shall have the powers and assume the duties of the Chairperson. The Vice Chairperson shall perform such duties and have such powers in addition to the foregoing as the Chairperson or the Board of Trustees shall designate.

Section 9. President. The President shall be the chief executive and presiding officer of the Corporation and, subject to the supervision of the Board of Directors of the Corporation, shall have general supervision, management and control of the administration of the day-to-day business, activities, programs and affairs of the Corporation and have such authority and perform such duties as may be determined by the Board of Directors. Unless the Board of Directors shall otherwise determine, the President shall serve as spokesperson for the Corporation. The President shall periodically report to the Board of Directors, upon request, as to the position of the Corporation and the day-to-day operation of its affairs and activities.

Section 10. Executive Director. The Corporation may if so determined by the Board of Directors have an Executive Director who shall have such authority and perform such duties as may be determined by the Board of Directors.

Section 11. Vice President. The Vice President, if one is so designated, in the absence of the President, shall have the powers and assume the duties of the President. The Vice President shall perform such duties and have such powers in addition to the forgoing as the President or the Board of Directors shall designate.

Section 12. Treasurer. The Treasurer shall, subject to the direction of the Board of Directors, oversee all financial matters of the Corporation and shall ensure that the employees and other agents of the Corporation cause to be kept accurate and transparent financial books of accounts, accounting records and procedures, funds, securities and valuable documents of the Corporation. The Treasurer shall oversee the timely and accurate preparation of all financial and/or tax reports and filings required by the Commonwealth of Massachusetts, the Internal Revenue Service and other governmental agencies. In addition to such other duties and powers as may be determined by the Board of Directors, the Treasurer shall have the duty to (i) cause regular reviews or audits of the Corporation's financial records to be made as required by Chapter 180 and the Attorney General of the Commonwealth of Massachusetts; (ii) disburse the Corporation's funds in accordance with approved policies and practices and as may be ordered by the Board of Directors from time to time; and (iii) not less frequently than once each fiscal year and upon request by the President or not less than twenty-five percent (25%) of the total number of directors then in office, provide a report to the Board of Directors of the financial condition and performance of the Corporation.

Section 13. Clerk. The Clerk shall record and maintain records of all resolutions, votes and proceedings of the Corporation and directors in a book or series of books or electronic equivalents thereof kept for that purpose, which book or books shall be kept within the Commonwealth of Massachusetts at the principal office of the Corporation, at the office of the Clerk, or at the office of the Corporation's resident agent if such an agent shall have been appointed. Such book or books shall also contain the original or attested copies of the Articles of Organization and Bylaws, and names and addresses of each director, officer and committee member. The Clerk shall serve or cause to be served all notices of meetings, other than committee meetings, pursuant to these Bylaws. If the Clerk is absent from any meeting of the Board of Directors, a temporary clerk chosen at the meeting shall exercise the duties of the Clerk at the meeting. The Clerk shall perform such duties and have such powers additional to the foregoing as the directors shall designate.

Section 14. Additional Powers and Duties. Each officer shall, subject to these Bylaws and to any applicable provisions of law and the Articles of Organization, have, in addition to the duties specifically set forth in these Bylaws, such duties and powers as are customarily incident to such officer's office and such additional duties and powers as the President or the directors may from time to time designate.

Section 15. Agents and Employees. The Board of Directors may appoint one or more agents and employees, who shall have such authority and perform such duties as may be prescribed by the directors. The Board of Directors may remove any agent or employee at any time with or without cause. Removal without cause shall be without prejudice to such person's contract rights, if any, and the appointment of such person shall not itself create contract rights.

Section 16. Compensation of Agents and Employees. The Corporation may pay compensation in reasonable amounts to agents and employees for services rendered, such amount to be fixed by the Board of Directors, or, if the Board of Directors delegates power to any officer or officers, then by such officer or officers. The directors may require agents or employees to give security for the faithful performance of their duties.

ARTICLE VII

Inspection of Records

Books, accounts, documents and records of the Corporation shall be open to inspection by any director for any proper purpose during the usual hours of business. The original, or attested copies, of the Articles of Organization, these Bylaws and records of all meetings, the Board of Directors and its committees, and records which shall contain the names of all directors and their record addresses, shall be kept in the Commonwealth of Massachusetts at the principal office of the Corporation, or at an office of the Clerk, attorney of record or the resident agent, if any, of the Corporation.

ARTICLE VIII

Execution of Instruments; Evidence of Authority

Section 1. Checks, Notes, Drafts and Other Instruments. Unless the Board of Directors shall otherwise generally or in any specific instance authorize: (i) all checks, notes, drafts, and other instruments for the payment of money drawn or endorsed in the name of the Corporation shall be signed by the President or the Treasurer of the Corporation or such other officers and/or employees or agents as shall be authorized to do so from time to time by the Board of Directors; and (ii) contracts, leases, transfers, conveyances, deeds, notes, bonds and all other written instruments shall be signed in the name and on behalf of the Corporation by the President or the Treasurer of the Corporation or such other officers and/or employees or agents as shall be authorized to do so from time to time by the Board of Directors, and such person or persons so signing such instrument may also seal, acknowledge, and deliver the same. Any instrument purporting to affect an interest in real estate, executed in the name of the Corporation, shall be executed by any two of the Primary Officers of the Corporation, at least one of whom shall be the President or the Treasurer of the Corporation and shall be binding on the Corporation in favor of a purchaser or other person relying in good faith on such instrument, notwithstanding any inconsistent provisions of the Articles of Organization, Bylaws, resolutions or votes of the Corporation.

Section 2. Evidence of Authority. A certificate executed by the Clerk, an assistant clerk or a temporary clerk as to any action taken by the Board of Directors, or any officer or representative of the Corporation shall, as to all persons who rely thereon in good faith, be conclusive evidence of such action.

ARTICLE IX

Conflicts of Interest

Section 1. Purpose of the Policy. The purpose of this conflicts of interest policy is to protect the Corporation's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a director, officer, the member of a committee, or an employee or agent of the Corporation in a position of significant authority designated by the Chairperson, the President or the Board of Directors that might otherwise harm the Corporation. This policy is intended to supplement but not replace any applicable federal or state laws or rules governing conflicts of interest applicable to nonprofit and charitable organizations.

Section 2. Interested Person. Any director, officer, member of a committee, an employee or agent of the Corporation in a position of significant authority designated by the Chairperson, the President or the Board of Directors who has a direct or indirect financial interest or personal interest, as defined below, is an Interested Person. If a person is an Interested Person with respect to an organization affiliated with the Corporation, he or she is an Interested Person with respect to the Corporation, as well as to all other organizations affiliated with the Corporation.

Section 3. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment or family: (i) an ownership or investment interest in any entity with which the Corporation has a transaction or arrangement; (ii) a compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or (iii) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A financial interest is not necessarily a conflict of interest. Under *Disclosure and Determination* below, a person who has a financial interest may have a conflict of interest only if the Board of Directors or an appropriate committee determines that a conflict of interest exists.

Section 4. Personal Interest. A person has a personal interest if the person has, directly or indirectly, through business, investment, family or personal affiliation of any kind, non-financial connections or interests in any entity with which or individual with whom the Corporation has or, to the person's knowledge, is contemplating entering a transaction or arrangement of any nature. A personal interest is not necessarily a conflict of interest.

Section 5. Disclosure and Determination. In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence of his or her financial interest or personal interest and all material facts to the directors, officers and members of any committees with Board-delegated powers considering the proposed transaction or arrangement. After disclosure of the financial interest or personal interest, and after any discussion with the Interested Person, the Interested Person shall leave the Board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or committee members shall decide if a conflict of interest exists.

Section 6. Procedures. An Interested Person may make a presentation at the Board or committee meeting, but after such presentation, he or she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement that gave rise to the possible conflict of interest. The chairperson of the Board of Directors or a committee chairperson shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or

arrangement. After exercising due diligence, the Board or committee shall determine whether the Corporation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or committee shall determine, by an affirmative vote of a majority of the quorum of disinterested directors participating in the meeting, whether the transaction or arrangement is in the Corporation's best interest and for its own benefit, and whether the transaction is fair and reasonable to the Corporation. In conformity with this determination the Board or committee shall make its decision as to whether to enter into the transaction or arrangement. If the Board or committee has reasonable cause to believe that the Interested Person has failed to disclose actual or possible conflicts of interest, it shall inform such person of the basis for such belief and afford such person an opportunity to explain the alleged failure to disclose. If, after hearing the response of the Interested Person, and making such further investigation as may be warranted in the circumstances, the Board or committee determines the Interested Person has in fact failed to disclose an actual or possible conflict of interest, the Board of Directors shall take appropriate disciplinary and corrective action.

Section 7. Records of Proceedings. The minutes of the Board and of all committees with board delegated powers shall: (i) contain the names of the persons who disclosed or otherwise were found to have a financial interest or personal interest in connection with an actual or possible conflict of interest, the nature of the financial interest or personal interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed; and (ii) contain the names of the persons who were present for discussion, resolutions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any resolutions or votes taken in connection therewith.

Section 8. Initial and Annual Disclosures. Each employee, trustee, officer, member of a committee, or person associated with the Corporation in a position of significant authority as designated by the Chairperson, the President or the Board of Directors shall sign a statement upon commencement of his or her affiliation with the Corporation and annually thereafter that discloses such person's financial interests and personal interests and affirms that such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy,
- d. Is responsible for updating his or her disclosure statement as needed, and
- e. Understands that the Corporation is a charitable organization and that in order to maintain its qualification as an organization described in Section 501(c)(3) of the Internal Revenue Code, it must engage primarily in activities that accomplish one or more of its tax exempt purposes

ARTICLE X

Personal Liability; Indemnification; Insurance

Section 1. No Personal Liability with Regard to Certain Obligations of the Corporation. Except as otherwise provided by law, no incorporator, director, officer, employee or other agent of the Corporation shall be personally liable for any debt, liability or obligation of the Corporation. All persons, corporations or other entities extending credit to, contracting with, or having any claim

against the Corporation may look only to the funds and property of the Corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the Corporation.

Section 2. Indemnification. The Corporation shall, to the fullest extent legally permissible and only to the extent that the status of the Corporation as an organization exempt from federal income tax under Section 501(c)(3) of the Code is not adversely affected thereby, indemnify each Indemnified Person (as defined below) against all liabilities and losses, including amounts paid in satisfaction of judgments, in compromise or as fines, penalties, excise taxes, court costs, witness fees, and Costs and Expenses (as defined below) incurred by, or imposed upon, the Indemnified Person in connection with or arising out of the defense or disposition of any Proceeding (as defined below) in which the Indemnified Person is or may become involved or with which the Indemnified Person may be threatened, while in office or thereafter, as a party, witness or otherwise, by reason of his or her being or having been an Indemnified Person, *except* with respect to any Proceeding as to which there shall have been a Final Adjudication (as defined below) that the Indemnified Person did not act in good faith or did not act in a manner that he or she reasonably believed to be in the best interests of the Corporation or, to the extent that such matter relates to service with respect to a Related Entity, the Indemnified Person did not act in good faith or in a manner he or she reasonably believed to be in the best interests of the Related Entity (or, if such Related Entity is an employee benefits plan, in the best interests of the participants or beneficiaries of such plan).

Notwithstanding the foregoing, as to any matter disposed of by a compromise payment by an Indemnified Person, pursuant to a consent decree or otherwise, no indemnification for said payment shall be provided unless such compromise and indemnification therefor shall be approved:

- (A) by a majority vote of a quorum consisting of disinterested directors;
- (B) if such a quorum cannot be obtained, then by a majority vote of a committee of the Board of Directors consisting of all the disinterested directors then in office;
- (C) if there are not two or more disinterested directors in office, then by a majority of the directors then in office, provided they have obtained a written finding by Independent Legal Counsel (as defined below) appointed by a majority of the directors to the effect that, based upon a reasonable investigation of the relevant facts as described in such opinion, the Indemnified Person appears to have acted in good faith and in the reasonable belief that the Indemnified Person's actions were in the best interests of the Corporation (or, to the extent that such matter relates to service with respect to a Related Entity, in the best interests of the Related Entity (and, if the Related Entity is an employee benefit plan, in the best interests of the participants or beneficiaries of such plan)); or
- (D) by a court of competent jurisdiction.

Costs and Expenses incurred by an Indemnified Person in connection with the defense or disposition of any Proceeding shall be paid promptly by the Corporation in advance of the final disposition thereof upon receipt of an undertaking by such Indemnified Person to repay the amounts so paid by the Corporation if it is ultimately determined that indemnification for such Costs and Expenses is not permitted by law or under this Article. Such undertaking shall be accepted without reference to the financial ability of such Indemnified Person to make repayment.

If both the Corporation and the Indemnified Person are parties to a Proceeding (other than a claim, action or suit by or in the right of the Corporation to procure a judgment in its favor), counsel representing the Corporation therein also may represent such Indemnified Person (unless such dual representation would involve such counsel in an actual or potential conflict of interest in violation of applicable principles of professional ethics), and the Corporation shall pay all Costs and Expenses of such counsel incurred during the period of dual representation.

The right of indemnification hereby provided shall not be exclusive. Nothing contained in this Article shall affect any rights to indemnification to which such Indemnified Person or other corporate personnel may be entitled by contract, by vote of the Board of Directors or otherwise under law.

Section 3. Definitions. As used in this Article, the terms:

- (i) “**Costs and Expenses**” means all reasonable costs and expenses incurred by an Indemnified Person in investigating, defending or appealing any Proceeding, including attorneys’, accountants’, experts’ and other professional fees and disbursements; reasonable compensation for time spent by the Indemnified Person on behalf of the Corporation during which he or she is not otherwise compensated by the Corporation or a third party; any premium, security for, and other costs relating to any costs or other appeal bond or its equivalent, whether such Proceeding is of a civil, criminal, arbitrational, administrative or investigative nature, whether formal or informal, including an action by or in the name of the Corporation. Costs and Expenses shall include all reasonable costs and expenses incurred by an Indemnified Person, including attorneys’, accountants’, experts’ and other professional fees and disbursements, in connection with successfully establishing his or her right to indemnification, in whole or in part, hereunder.
- (ii) “**Indemnified Person**” means each person who:
 - (a) shall be, or at any time shall have been, a director or officer of the Corporation, or
 - (b) at the request of the Corporation, shall serve, or at any time shall have served, as an incorporator, director, trustee, officer, employee, agent, member, manager or in any other capacity with respect to any Related Entity, or
 - (c) the Board of Directors by vote shall designate, who shall be, or at any time shall have been, an employee or agent of the Corporation or who shall serve, or at any time shall have served, at the request of the Corporation, in any capacity with respect to any Related Entity.
- (iii) “**Proceeding**” means any threatened, pending or completed claim, action, suit or proceeding or any alternative dispute resolution mechanism (including an action by or in the right of the Corporation or an affiliate of the Corporation) or any formal or informal inquiry, hearing or investigation, whether conducted by the Corporation or an affiliate of the Corporation or any other party, and any other action that an Indemnified Person in good faith believes

might lead to the institution of any such action, suit or proceeding, whether civil, criminal, arbitrational, administrative, investigative or other, including any appeal relating to any of the foregoing.

- (iv) “*Related Entity*” means any corporation, limited liability company, partnership, joint venture, trust or other entity or enterprise in which the Corporation is in any way interested in, or as to which an Indemnified Person is serving or shall have served at the Corporation’s request or on its behalf, as a director, trustee, officer, partner, employee, agent, fiduciary, member, manager or representative including, but not limited to, any employee benefit plan or any corporation or other organization of which the Corporation or any Related Entity is, directly or indirectly, a stockholder, member, limited or general partner, beneficiary or creditor.
- (v) “*Final Adjudication*” means a final judicial decision from which there is no further right to appeal.
- (vi) “*Independent Legal Counsel*” means a law firm, or a member of a law firm, that is experienced in matters of corporation law and neither presently is, nor in the previous five (5) years has been retained to represent: (A) the Corporation or the Indemnified Person in any other matter material to either party, or (B) any other party to the threatened, pending or completed proceeding or action giving rise to the claim for indemnification hereunder. Notwithstanding the foregoing, the term “Independent Legal Counsel” shall not include any person who, under the applicable standards of professional conduct then prevailing, would have a conflict of interest in representing either the Corporation or the Indemnified Person in a proceeding or action to determine the Corporation’s obligations or such Indemnified Person’s rights hereunder.
- (vii) “person,” “director,” “officer,” “employee,” “agent” and “Indemnified Person” shall include their respective heirs, executors and administrators, and an “interested” director, officer, employee or agent is one against whom in such capacity the Proceedings in question or other Proceedings on the same or similar grounds is then pending.

Section 4. Enforceability. It is the intention of the Corporation that the obligations of the Corporation, and the rights and benefits of Indemnified Persons under this Article shall vest upon the later of the date of the adoption of these Bylaws or when the individual becomes an Indemnified Person. It is the further intention of the Corporation to provide for indemnification in all cases under all circumstances where to do so would not violate applicable law (and notwithstanding any limitations permitted, but not required by statute) and the terms and provisions of this Article shall be interpreted and construed consistent with that intention. Nonetheless, if any term or provision of this Article, or the application thereof to any person or circumstances, shall to any extent be held invalid or unenforceable, the remainder of this Article, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each term and provision of this Article shall be held valid and be enforced to the fullest extent permitted by law. Any amendment, alteration or repeal of this Article or Chapter 180 that adversely affects any right of an Indemnified Person (or his or her respective heirs, executors and administrators), shall be prospective only and shall not limit or eliminate any such

right with respect to any Proceeding involving any occurrence or alleged occurrence of any action or omission to act that took place prior to any such amendment, alteration or repeal.

Section 5. Insurance. The Corporation shall have the power to purchase and maintain insurance on behalf of any Indemnified Person against any liability asserted against or incurred by him or her in such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify or advance expenses to him or her against such liability.

ARTICLE XI

Advisory Boards or Committees

The Board of Directors may determine to establish one or more advisory boards or committees to further the goals of the Corporation. Advisory boards or committees may be constituted of persons who are not directors, but have an interest and willingness to advance the purposes of the Corporation. Any advisory board or committee may be discontinued by the Board of directors at any time. An advisory board or committee shall be required to make at least annual reports to the Board of Directors.

ARTICLE XII

No Inurement of Assets or Net Earnings; Compensation and Reimbursement of Expenses; Prohibition on Certain Activities

No part of the assets or the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its directors, officers or other private persons, except that the Corporation shall be authorized and empowered (i) to pay reasonable compensation for services actually rendered, (ii) to reimburse reasonable expenses incurred on behalf of and for the benefit of the Corporation, and (iii) to make payments and distributions in furtherance of the Corporation's purposes set forth in the Articles of Organization.

ARTICLE XIII

Amendments

These Bylaws may be altered, amended or repealed, in whole or in part, (a) by an affirmative vote of a majority of the total number of directors then in office at any meeting provided that the notice of the meeting of the Board of Directors at which such action is taken shall have contained a general description of the proposed amendment, or (b) by the directors acting by unanimous written consent.

Adopted: [], 2023



HARMONY ACADEMY STATEMENT OF POLICY AND PROCEDURES

1) Population To Be Served

Harmony Academy is currently serving Preschool and Kindergarten students and will expand grade by grade to ultimately offer a full continuum of education through 6th grade. We are committed to providing a nurturing, inclusive environment rooted in Islamic values, academic rigor, and social-emotional learning, aligned with the International Early Years Curriculum (IEYC) and Massachusetts state standards.

Our inaugural cohorts of preschoolers and kindergarteners benefit from a differentiated, play-based approach that develops curiosity, confidence, and care for learning. As they progress, the school will add one grade level each year, ensuring seamless academic continuity and community-building. By serving students from Preschool through Grade 6, Harmony Academy will support learners through critical developmental stages—early foundational years, literacy and numeracy proficiency, and character formation—within a cohesive, values-driven environment. See student enrollment roster for our 2025-2026 classes below.

Pre-School:

1. [REDACTED] - part time
2. [REDACTED] - full time
3. [REDACTED] - starting in January 2026
4. [REDACTED] - full time
5. [REDACTED] - part time
6. [REDACTED] - full time
7. [REDACTED] - full time
8. [REDACTED] - part time

KG:

1. [REDACTED] - full time

2. [REDACTED] - full time
3. [REDACTED] - full time

2) Physical Plant/Safety

A. The school shows evidence of current:

i) Certificate of Occupancy (see attached appendix 1)

ii) Fire inspection (see attached appendix 2)

iii) Safety inspection (see attached appendix 1)

v) Compliance with lead paint poisoning prevention (for children under 6 years old) vi) Compliance with other applicable federal and state health and safety standards (e.g., PCB, asbestos inspections, handicap accessibility) (see attached appendix 1)

vii) Copies of valid safety and health inspection certificates (see attached appendix 3)

B. We are located within The Robo Hub, which is a fully certified and accredited after school elementary robotics program at 84 Sherman Street in Cambridge, MA. The Robo Hub program does not begin operations until after 2:30PM weekdays. We are leasing two exclusive classroom spaces within the program site, but have access to the entire facility during our school day as needed. Our spaces have been certified through the Department of Early Education and Care (EEC). The site, plant, and equipment adequately support the program and are operated to ensure the safety and health of the students.

3) Curriculum

It is important to note that we are using a well-established, evidence-based international curricula (primarily from the UK) that meet or exceed Massachusetts state standards. These curricula are thoughtfully integrated and taught at the appropriate grade level. The curriculum offered is "equivalent" or more to that offered in the local school system generally and, specifically, in terms of the following instructional areas:

i) Mathematics

[White Rose Education](#)

White Rose Maths is a curriculum framework focused on developing a deep understanding of mathematical concepts in elementary students through a mastery approach. It emphasizes building a strong foundation in mathematics by breaking down topics into small, manageable steps and using the Concrete-Pictorial-Abstract (CPA) approach. This approach ensures students develop a conceptual understanding before moving to abstract notation.

Key Features of the White Rose Maths Curriculum:

- **Mastery-Based Approach:**
Students work towards achieving mastery of each concept before moving on, ensuring a solid foundation.
- **Small Steps of Progression:**
The curriculum is broken down into small, incremental steps, allowing for focused learning and addressing learning gaps.
- **Concrete-Pictorial-Abstract (CPA) Approach:**
Students learn through hands-on activities with manipulatives, then move to pictorial representations, and finally to abstract symbols.
- **Fluency and Problem Solving:**
The curriculum aims to develop both fluency in basic skills and the ability to apply those skills in problem-solving situations.
- **Conceptual Understanding:**
White Rose Maths emphasizes understanding the underlying principles of mathematical concepts rather than just rote memorization.
- **Progression Maps:**
The curriculum provides progression maps that outline the learning journey for each year group, ensuring a clear path for students.

In the context of elementary education, White Rose Maths covers:

Early Years:

Focuses on foundational number concepts, counting, and early mathematical language.

Year 1 and 2:

Builds on early number skills, introduces addition and subtraction within 20, place value, and basic geometry.

Year 3 to 6:

Expands on these concepts, introducing multiplication and division, fractions, measurement, and data handling.

Benefits of White Rose Maths:

- **Engaging and Inspiring:**
The curriculum uses a variety of activities and contexts to make learning fun and engaging.
- **Clear Learning Objectives:**
The small steps of progression make it easy for teachers to plan lessons and assess

student progress.

- Supports Differentiation:

While a mastery approach is emphasized, resources and guidance are available to support students with varying needs.

- Builds Confidence:

By fostering a deep understanding of mathematical concepts, White Rose Maths helps students develop confidence in their mathematical abilities.

ii) Science & Technology

The [ICA curriculum](#) includes the [International Early Years Curriculum](#), [International Primary Curriculum](#), and the [International Middle Years Curriculum](#). Each integrates science concepts and skills within its thematic units and learning experiences. Through play, exploration, and investigation, children develop an understanding of the world around them, fostering their natural curiosity and scientific thinking. The learning environment, both indoors and outdoors, is designed to encourage exploration, creativity, and discovery, which are essential for scientific learning.

Examples of ICA Science Units based on target age range:

- [Milepost 1:](#)

- Exploring plants, investigating static electricity, learning about sound and light, understanding forces, and exploring water.

- [Milepost 2:](#)

- Studying the human body, exploring habitats, investigating materials and their properties, learning about energy, and understanding weather and climate.

- [Milepost 3:](#)

- Investigating space, learning about evolution and inheritance, exploring the environment, and understanding scientific discoveries.

iii) History and Social Science

- Thematic Units:

- The ICA Curriculum employs thematic units that integrate multiple subjects. For example, a unit on "Climate Control" might explore climate change from scientific, geographical, and historical perspectives.

- Cross-Curricular Integration:
 - History and social sciences are not taught in isolation but are woven into other subjects like science, geography, and art, fostering a holistic understanding of the world.

- International Mindedness:
 - A core aspect of the ICA Curriculum is developing students' understanding of global connections and interdependence. Each unit incorporates an international dimension, encouraging students to consider different perspectives and cultures.

- Focus on Skills:
 - The ICA Curriculum emphasizes developing skills alongside knowledge. This includes research skills, critical thinking, and communication skills, preparing students for the 21st century.

- Assessment for Learning:
 - Assessment is used to improve learning, with regular formative assessments helping teachers tailor instruction and provide feedback.

- Personal Learning Goals:
 - The ICA Curriculum also includes personal learning goals related to developing characteristics like open-mindedness, respect for others, and adaptability.

Examples of ICA Curriculum Units for elementary years:

- "Building a Village": Explores different types of living spaces and communities.
- "Champions for Change": Focuses on politics and government.
- "Go with the Flow": Examines the impact of rivers on people and landscapes.
- "Mission to Mars": A unit that combines science, technology, and research skills.

Key Features of the ICA History Curriculum for elementary ages:

- Thematic Units:
 - History is taught within engaging, thematic units that often integrate with other subjects.

- Cross-Curricular Connections:
 - The ICA Curriculum encourages students to make connections between history and other subjects, like geography, science, and art, through the thematic units.

- Personal & Family History:
 - The curriculum begins with personal and family history, allowing students to explore their own past and develop an understanding of historical sources.
- Developing Historical Skills:
 - Students learn to analyze sources, understand chronology, recognize cause and effect, and identify change and continuity.
- International Mindedness:
 - A core component of the ICA Curriculum, this aspect encourages students to develop an understanding of different cultures, societies, and perspectives, promoting global awareness.
- Progression Through Mileposts:
 - The curriculum is structured into "mileposts" that ensure a continuous development of knowledge, skills, and understanding.
- Adaptable and Engaging:
 - The ICA Curriculum provides resources and lesson plans that teachers can adapt to their specific context, making learning relevant and engaging for students.
- Focus on Understanding:
 - The ICA Curriculum emphasizes developing deep understanding, which includes knowledge, skills, and personal experience, rather than just rote memorization.
- Assessment for Learning:
 - Assessment within the ICA Curriculum is focused on improving learning, with formative assessment used to guide instruction and help students become more independent learners

iv) English Language Arts (ELA)

[Monster Phonics](#) is a structured, systematic synthetic phonics program that uses a multi-sensory approach, including color-coding and monster characters, to teach reading and spelling. It's designed to be engaging and effective, especially for young learners, by making the learning process memorable and fun. The program aligns with the EYFS framework and KS1 Spelling Curriculum.

Key Features and Components:

- **Color-Coding:**
Each grapheme (written letter or letter combination) is assigned a unique color, helping children visually associate sounds with spellings.
- **Monster Characters:**
Each color-coded grapheme is paired with a monster character, adding a fun and engaging element to learning.
- **Structured Progression:**
The program progresses systematically from simple to more complex phonics patterns and spelling rules, ensuring a solid foundation in reading and writing.
- **Multi-Sensory Learning:**
Monster Phonics incorporates various learning styles through visual (color-coding, monster images), auditory (sounds, songs), and kinesthetic (activities, games) methods. ●

Comprehensive Resources:

The program provides teachers with lesson plans, animations, songs, PowerPoints, and other resources to bring the monsters and learning to life, according to Monster Phonics. ●

Alignment with Curriculum:

Monster Phonics aligns with the UK's national curriculum, including the EYFS framework and KS1 Spelling Curriculum. Monster Phonics aligns with several key educational frameworks and approaches, primarily focusing on systematic synthetic phonics (SSP) and early reading development. It's designed to be consistent with the Letters and Sounds framework, a widely used phonics resource, and it also supports the Curriculum for Wales. Furthermore, Monster Phonics is validated by the UK Department for Education.

● Assessment:

The program includes assessments to track progress in grapheme-phoneme correspondence, high-frequency words, and common exception words.

How it Works:

1. Foundations:

The program starts with foundational skills like phonological awareness and phonemic awareness.

2. Grapheme-Phoneme Correspondence:

Children learn to associate sounds with letters and letter combinations, using the color-coding and monster characters as memory cues.

3. Blending and Segmenting:

Children practice blending sounds together to form words and segmenting words into individual sounds.

4. High-Frequency Words:

The program also addresses high-frequency words, which are commonly used words that often cannot be sounded out using phonics rules.

5. Reading and Spelling:

Children develop their reading and spelling skills through a variety of activities, including reading books, playing games, and writing

v) Foreign Languages

The [Kalamna Arabic curriculum](#) focuses on teaching Arabic to children using a phonics-based approach. It emphasizes developing foundational reading and pronunciation skills through interactive flashcards and graded readers. The curriculum, developed by [Saussan Khalil PhD](#), is designed for early learners and aims to make learning Arabic reading and pronunciation easier and more enjoyable.

Here's a more detailed overview:

Core Components:

- [Kalamna Phonics™ Toolkit](#):
This toolkit is the foundation of the curriculum, consisting of 350 flashcards and 10 readers across five levels.
- Phonics-based approach:
Instead of relying solely on memorization of the alphabet, the curriculum uses phonics to teach the sounds of Arabic letters and build vocabulary.
- Graded readers:
The 10 readers are designed to progressively introduce new vocabulary and grammatical structures as students advance through the levels.
- Modern & Spoken Arabic focus:
The curriculum incorporates elements of both Modern Standard Arabic (MSA) and spoken Arabic to provide a well-rounded language learning experience.
- E-toolkit:
An online version of the toolkit is available, offering electronic flashcards and e-books for a more engaging learning experience.

Key Features:

- Suitable for various learners:
The curriculum is designed for both native and non-native Arabic speakers, with options for learning in-person and online.
- Emphasis on practical application:
The curriculum encourages the practical application of language skills through activities like conversations and writing.
- Focus on cultural awareness:
Kalamna's approach aims to integrate cultural understanding into the language learning

process.

- Parent and teacher resources:
Kalamna provides resources and support for parents and teachers to effectively implement the curriculum.
- Community focus:
Kalamna also aims to foster a sense of community among learners and families interested in Arabic language and culture.

vi) The Arts

Art is thoughtfully integrated throughout the ICA Curriculum and with the support of a curriculum consultant who employs a cross-curricular approach. Art is integrated with other subjects like History, Geography, and Science within thematic units. It aims to develop children's creativity, personal development, and international mindedness through engaging, thematic units that often explore real-world topics.

vii) Physical Education

Physical activity will be integrated daily through outdoor play, movement-based learning, and gross motor skill development, consistent with the International Early Years Curriculum (IEYC) approach. Students will have multiple opportunities each day to engage in active play at the playground and indoor learning spaces, supporting balance, coordination, strength, and social skills.

While formal, structured physical education classes will be limited at this age, teachers will incorporate guided physical activities, cooperative games, and movement challenges into the weekly schedule. All activities will promote healthy habits, age-appropriate fitness, and a lifelong enjoyment of physical activity. These practices align with the Massachusetts Comprehensive Health and Physical Education Standards and ensure developmentally appropriate progression in physical skills.

4) Educational Materials

There are associated Powerpoints, worksheets, workbooks, manipulatives, toys, and books through each of our curriculum programs- International Early Years Curriculum, International Primary Curriculum, Monster Phonics, White Rose, and Kalamna Phonics.

Students will have a graduated exposure to technology such as iPads with increasing time using electronic tools such as these to complete tasks starting in Kindergarten.

5) School Staff

The instruction provided will be thorough and efficient based on:

i) Our teaching team combines classroom experience, academic training, and a passion for student-centered learning. One lead teacher brings a background in both STEM-focused and faith-based schools, is skilled in project based learning, and has a Bachelor's degree.

Another

lead teacher contributes over two decades of early childhood and elementary teaching experience, is fluent in multiple languages, and has worked across public schools, tutoring, and specialized studies and also has a Bachelor's and an degree Associate's degree in Early Childhood Development. One assistant teacher has experience at another Cambridge faith-based early years and elementary independent school, holds an ECE teacher certification and is pursuing an Associate's degree in Early Childhood Education. Rounding out the team is an assistant teacher pursuing her Master's in Education and a focus on culturally responsive, equitable practices. Together, this group forms a dynamic, multilingual, and mission-driven team equipped to inspire, support, and guide each learner's growth. All staff will be undergoing two weeks of intentional, coordinated professional development prior to the start of the academic year in all areas of curriculum and many areas of instruction.

See attached resumes for Kanza Zahid, Lubna Almahbobi, Hajar Adel, and Afira Arshad. (appendixes 4-7)

ii) Our current classroom sizes are currently at a ratio of 6 students to 1 lead and 1 assistant teacher. Our future classroom size ratios will be no larger than 12 students: 1 lead for higher grades and 12 students: 1 lead and 1 assistant teacher for lower grades.

iii) Our school will implement a structured, ongoing teacher evaluation system designed to ensure instructional excellence, professional growth, and alignment with the Massachusetts Educator Evaluation Framework. Each educator will have a written job description with clearly defined performance expectations. Formal evaluations will be conducted annually by the Head of School or Academic Director, complemented by at least two informal classroom observations per semester to provide timely feedback.

Evaluations will include weekly feedback conversations, direct classroom observations, lesson plan reviews, analysis of student progress data, and assessment of professional responsibilities such as communication with families, collaboration with colleagues, and adherence to school policies. Written evaluations will provide specific and targeted recommendations, and each educator will develop an Individual Professional Development Plan (IPDP) to address areas for growth. The school will provide relevant professional development opportunities to support these goals.

iv) All staff are required to complete a CORI form and unable to begin work without review of the form by the Head of School and Board of Directors. Completed forms are available for review if necessary.

6) Administration

Our school operates under a clearly defined administrative structure that ensures effective leadership, accountability, and alignment with our mission. The Board of Directors is made up of Nora Khalil and Farah Moustafa who oversee all employees, structural and financial decisions. The Head of School, Nada Siddiqui, serves as the chief executive and instructional leader, overseeing all academic, operational, and compliance functions. Reporting directly to the Head of School will be the Academic Director, who manages curriculum development, teacher supervision, and student assessment; and the Administrative Assistant will oversee admissions, facilities, budgeting, and regulatory compliance.

Administrative and instructional staff meet regularly to review progress toward strategic goals, address emerging needs, and coordinate efforts. Roles and responsibilities are documented in job descriptions, employee handbooks, and organizational charts to ensure clarity and avoid overlap. This structure supports efficient decision-making, fosters collaboration among staff, and ensures that all school objectives—academic, operational, and community-oriented—are met in a timely and effective manner.

7) Records

A. Our school maintains a comprehensive and organized student record system that includes attendance, health records, discipline reports (if applicable), and academic progress reports. These records will be updated regularly and are currently stored securely within a password-protected digital student information system, with limited access granted only to authorized personnel.

B. All student records will be maintained in accordance with federal and Massachusetts state student record laws, including FERPA. Both physical and digital files will be kept in secure locations, with backup systems in place to ensure records are never lost.

C. The school will provide transcripts or progress summaries promptly upon request from parents/guardians or receiving schools, in compliance with G.L. c. 71, § 34A. Requests will be fulfilled within five business days to ensure smooth student transitions. All relevant information is included in our Parent Handbook. (Appendix 8 attached)

D. In the event of school closure, we will be prepared to transfer all current and former student records efficiently to the Massachusetts Department of Elementary and Secondary Education and/or other receiving schools, in accordance with G.L. c. 71, § 34G. Procedures will include maintaining updated contact logs and digital backups to ensure complete and timely transfer.

8) Student Services

Our school will provide pupil personnel services designed to support the holistic development of

preschool and elementary students. This includes:

- Daily health and safety checks, with clear protocols for illness or injury.
- Access to age-appropriate guidance and social-emotional support, embedded in classroom routines and aligned with the ICA Curriculum’s personal and international learning goals.
- Ensuring all staff undergo pediatric CPR and other relevant training.
- Having a pediatric doctor (Dr. Ali Alhassani, Pediatrician at Boston Children’s Hospital) on call as needed for any medical related questions.
- Collaboration with families and, when needed, referral to community-based health and counseling resources.
- A clear, developmentally appropriate discipline policy based on positive behavior guidance, restorative practices, and respect for each child’s developmental stage.

9) Financial Support

A. The school maintains evidence of financial solvency through an annual operating budget (see attached appendix 10). We also have hired an accountant to upkeep our books and ensure all budget needs are met. Currently we receive funding through private donations to guarantee all programs and costs are covered. This financial stability will ensure the ability to maintain small class sizes and high-quality learning environments.

B. Documentation of our legal status—including articles of incorporation, bylaws, and IRS tax-exempt certification—will be kept on file and available for review by DESE and other regulatory bodies. (See attached appendix 9)

10) Student Learning Time

Our preschool and elementary programs will meet or exceed Massachusetts requirements for student learning time. The academic calendar will include a minimum of 180 school days per year. The daily schedule will balance academic instruction, play-based learning, and outdoor exploration, in alignment with the ICA Curriculum framework. This includes structured literacy and numeracy blocks, inquiry-based thematic units, and multiple periods of outdoor learning and physical activity each day.

Harmony Academy Academic Calendar 2025-2026

Date	September 2025
9/1	Labor Day - No School

9/2	First Day of School
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Date	October 2025
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10/13	Indigenous People's Day - No School
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10/31	Parent Teacher Conferences - No School
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Date	November 2025
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11/7	Community dinner
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11/11	Veterans Day - No School
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11/26 - 11/28	Thanksgiving Holiday Break - No School
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Date	December 2025
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12/1	Professional Development Day - No school
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12/19	Last day of Term 1
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12/22 - 12/31	Winter recess - No School
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Date	January 2026
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1/1 - 1/4	Winter recess - No School
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1/5	First day of Term 2
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1/19	MLK Day - No School
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1/20	All-school day of service
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Date	February 2026
2/16	Presidents' Day - No School
2/18	Ramadan begins
2/27	Community Iftar

Date	March 2026
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3/6 - 3/21	Eid-ul-Fitr/Spring recess - No School
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Date	April 2026
4/17	Parent teacher conferences - No School
4/20	Patriots Day/Boston Marathon - No School

Date	May/June 2026
5/4 - 5/8	May 4-May 8: Teacher appreciation week
5/11	Mothers' Day celebration (Regular school hours)
5/25	Memorial Day - No School
5/26 - 5/27	Eid Al Adha - No School
6/18	Last day of school

Harmony Academy Sample Daily Overview					
	Monday	Tuesday	Wednesday	Thursday	Friday

8:00-8:30	Morning Arrival
	<p><i>*Children arrive, put away belongings in appropriate cubbies, and engage in free play activities like puzzles, books, or drawing while everyone settles in.</i></p> <p><i>*Teacher lays out daily provocations based on ongoing child assessment (eg: Magnatiles, fine motor manipulatives, sensory trays, puzzles, picture books).</i></p>
8:30-9:00	Opening Circle
	<p><i>*Morning greeting, songs, story time and sharing circle. Introduction to the day's activities and learning goals.</i></p> <p><i>*Teacher reinforces English and Arabic vocabulary words, planned beforehand and communicated to families in the family letter. Islamic Connections questions to be incorporated, along with Salam song.</i></p>
9:00-9:30	Phonics

	<p><i>*Children break out into small groups. Letter recognition, phonemic awareness activities, rhyming games, and beginning reading skills through interactive lessons.</i></p> <p><i>*Teacher(s) differentiate by incorporating multisensory techniques for youngest learners, eg through sand tracing, play dough or songs.</i></p>
9:30-9:50	Snack
	<p><i>*Healthy snack break with opportunity for social interaction and practicing table manners.</i></p> <p><i>*Teacher reinforces Islamic Connections through reminders to say Bismillah and Alhamdulillah.</i></p>
9:50-10:20	Math
	<p><i>*Number recognition, counting, basic addition/subtraction concepts, patterns, and shapes through hands-on manipulatives and math games.</i></p> <p><i>*Teacher(s) create small groups to differentiate, with youngest learners using the time on age-appropriate numeracy and pattern recognition tasks as explained in IEYC Unit Plan.</i></p>
10:20-10:50	Music/Movement/Arabic
	<p><i>*Arabic language instruction through songs and games, utilizing common space as needed. *Arabic instruction including basic vocabulary, simple phrases, cultural songs, and letter recognition in Arabic script (Kalamna).</i></p>
10:50-11:45	Bathroom Break & Recess
	<p><i>*Physical activity, gross motor skill development, playground time, nature exploration, or structured outdoor games connected to IEYC projects.</i></p> <p><i>*Toilet check-ins with youngest children.</i></p> <p><i>*Hand-washing after returning to the classroom.</i></p>
11:45-12:15	Lunch

	*Lunch break with emphasis on social skills, conversation, and independence in eating and cleanup.
12:15-1:00	IEYC STEAM
	*Rotating centers or collaborative activities focusing on art, science experiments, building projects, or themed learning stations. *Teachers refer to IEYC Unit Plans. Islamic Connections art/science activity can be incorporated.
1:00-1:30	Rest Time Pre-K/Learning Extensions for KG
	<i>Pre-K: Quiet time for rest, gentle music, story listening, or quiet individual activities to recharge for the afternoon.</i> <i>KG: Skills reinforcement time for literacy, math, and Arabic</i> *Teachers reinforce Islamic Connections through playing Quran recitation.

1:30-2:00	Free Choice/Centers
	<i>Child-directed learning through various activity centers: dramatic play, art station, library corner, building blocks, or educational games.</i>
2:00-2:30	Closing Circle
	<i>Review of the day's learning, sharing highlights, cleanup time, preparation for dismissal, and preview of tomorrow's activities.</i>

Notes:

- Schedule allows flexibility for extending engaging activities or accommodating children's needs ●
- Transitions between activities include cleanup time and movement songs
- Weather may require indoor alternatives for outdoor play
- Small group rotations can be adjusted based on individual learning needs

11) Student Performance Assessment

Student learning will be assessed through developmentally appropriate formative assessments, ongoing observations, and documentation of progress, as outlined in the ICA Curriculum framework. Teachers will maintain individual learning portfolios for each student (both digital and physical), capturing work samples, photographs, and anecdotal records to monitor growth in personal, social, physical, and academic domains. Assessment will focus on developmental milestones, skills acquisition, and progress toward learning goals rather than standardized testing. Progress will be shared with families through twice annual regular conferences, written reports, and digital updates.



Harmony Academy

Parent Handbook

Program Philosophy

Harmony Academy is an innovative early education and elementary school that focuses on an internationally recognized curricula with an integrative approach to Islamic studies.

Our mission is to foster a premier learning experience rooted in Islamic principles of excellence, service, social justice, and community to nurture confident, caring, and curious learners.

Our curriculum emphasizes critical thinking and problem-solving skills to prepare your child for an evolving world. Our educators foster social-emotional intelligence and character development alongside academic excellence.

Goals and Objectives

In Fall 2025, Harmony Academy will launch its program through pre-kindergarten and kindergarten, serving children aged 3 years through 5 years. The pedagogical offerings for this age group will include the following:

- A flexibly adapted International Early Years Curriculum, from the International Curriculum Association;
- Kalamna, a globally recognized curriculum for a phonics-based, dialect-neutral approach to teaching Arabic;
- Play-based and project-based inquiry-led learning, inspired by the Reggio Emilia approach;
- An integrated approach to Islamic studies, with a focus on fostering a positive sense of self, community and service to others.

School Hours and Services Provided

Harmony Academy operates from 8.30am to 2.30pm, from September through June.. Aftercare options are available from 2:30 pm to 5:30 pm upon request and include Harmony aftercare as well as a partnership with Robohub for children who are five years old. Children will have designated times for lunch and snack; parents are requested to send their children with nut-free packed food and a water bottle. Outdoor play will take place daily, weather permitting. Parents are encouraged to check the weather on a regular basis and send appropriate clothing.

Staff

Nada Siddiqui has completed her Master's in Education from the Harvard Graduate School of Education where she was selected for the School Leadership Pathway. She has worked with school leadership at Sacred Heart STEM and Shady Hill School, premier independent schools in Boston. Nada has also served on the investment committee and DEIB committee at Belmont Day School, an independent school in the greater Boston area. Nada serves on the board of Humanity Rises, a refugee humanitarian aid organization, and oversees The Rehma Fund for Children, which works to promote access to education and healthcare for disadvantaged children. She brings a wealth of experience in finance, management, and strategy from her near decade of experience in investment management at Wellington Management, and her work as a business analyst at Google. Nada graduated from Princeton University with a BSE and Harvard's Kennedy School of Government with an MPA.

Kanza Zahid is an experienced educator with over two decades of dedication to student development, specializing in early childhood and elementary education. Fluent in English, French, and Arabic, she has taught in diverse roles across Malden and Revere Public Schools, including as a classroom teacher, afterschool instructor, and paraprofessional, as well as an independent tutor in academics, Arabic, and Islamic studies. She holds a Bachelor's of Arts and an Associate's degree in Early Childhood Development.

Lubna Almahbobi will be a founding lead teacher, bringing with her a deep passion for education and community service. Lubna taught at Austin Peace Academy, an established Islamic school recognized for its commitment to academic excellence. Prior to that, Lubna served as an English

Language Arts teacher at Lake Travis STEM Academy in Austin, Texas, where she deepened her experience with project-based learning and developed a love for designing engaging, hands-on lessons that inspire students. Lubna is working towards EEC certification and has a Bachelor of Arts degree.

Hajar Adel joins the Harmony Academy team as an Assistant and After-school Teacher. Hajar has worked with preschool and kindergarten children in both classroom and home-based childcare settings and believes in creating an environment where every child feels valued, supported, and encouraged to explore and learn. She is EEC certified and currently pursuing her Associate’s Degree in Early Childhood Education.

Afira Arshad is pursuing her Master’s degree at the Harvard Graduate School of Education’s Education Policy and Analysis program. With experience at Yale Law School and Michigan State University, she has led high-impact initiatives in support for scholarships, student programs, and academic resources. Fluent in Urdu and Punjabi, she combines a culturally responsive lens with a passion for education equity in her work.

Licensing and compliance

Parents may contact the Massachusetts Department of Early Education and Care (MA EEC) for the program’s licensing and compliance history.

<https://www.mass.gov/orgs/departement-of-early-education-and-care>

Academic Calendar:

The school will be closed on all federal and state holidays, as well as major Islamic holidays. The last day of school will be June 18, 2026.

Harmony Academy Academic Calendar 2025-2026

Date	September 2025
9/1	Labor Day - No School
9/2	First Day of School

Date	October 2025
10/13	Indigenous People’s Day - No School
10/31	Parent Teacher Conferences - No School

Date	November 2025
11/7	Community dinner
11/11	Veterans Day - No School
11/26 - 11/28	Thanksgiving Holiday Break - No School

Date	December 2025
12/1	Professional Development Day - No school
12/19	Last day of Term 1
12/22 - 12/31	Winter recess - No School

Date	January 2026
1/1 - 1/4	Winter recess - No School
1/5	First day of Term 2
1/19	MLK Day - No School
1/20	All-school day of service

Date	February 2026
2/16	Presidents' Day - No School
2/18	Ramadan begins
2/27	Community Iftar

Date	March 2026
3/6 - 3/21	Eid-ul-Fitr/Spring recess - No School

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5/11	Mothers' Day celebration (Regular school hours)
5/25	Memorial Day - No School
5/26 - 5/27	Eid Al Adha - No School
6/18	Last day of school

Arrival and Departure Procedures

Drop-off and Pick-up Points

Please park in the lot behind the main building in the spaces designated for Robohub. You are welcome to drop off your child in the classroom during the first week of school as they adjust. However, after the first week, a teacher will receive your child at the building's entrance from the lot and escort your child to their classroom. Please refrain from escorting your child into the classroom to minimize disruption once routines are established. If your child is late however, you will need to drop your child in their classroom.

Please pick up your child at the regular pick-up time in the lobby entrance back area where you dropped off your child. Late pickups will be charged after school rates after fifteen minutes. After school pick ups should be in the classroom where your child will be. Late pickups from afterschool will be charged \$15 for every fifteen minute block past pickup time.

School Uniform

Wearing our school uniform is required for all students attending Harmony. We believe that wearing the uniform promotes positive self-esteem and is an important part of our school culture. Please ensure your child arrives at school looking clean and ready for the day ahead. Shirts should be appropriately sized without rips or excessive stains. Students should wear the logo polos (Landsend) and navy bottoms (pants, shorts, skirts). Students are permitted to wear

comfortable shoes of their choice. Please ensure that your child has a change of clothing available (does not have to be uniform), including appropriate undergarments.

Health and Absence & Health and Safety

We want to support our families so that their students have the best possible experience at school and reach their full potential. Excellent attendance is strongly correlated with success in school and high academic outcomes. Students are not expected to, and should not, attend if they are ill. Parents are asked to notify the school by emailing admin@harmonyma.org prior to the school start day in the event of an absence.

All staff is Adult and Pediatric First Aid/CPR/AED certified by the Red Cross and therefore OSHA compliant and meets workplace and regulatory requirements.

Absence and Lateness

If a family arrives after 8:30 AM, the child should be dropped off with their respective teacher in their respective classroom. The teacher and administration should be notified of any planned lateness or absence via email, from parents. Being late to school will result in lost learning opportunities and can cause disruption for other students and the daily routine. Please make every effort to be punctual.

Enrollment Policy

Statement of Nondiscrimination

We welcome all children and our services are available without discrimination on the basis of race, color, national and ethnic heritage, ,or disability.

Enrollment Procedures

Enrollment is not complete until all required information and paperwork have been added to the profile of the participant and their caregivers and been reviewed. Potential participants who have not provided the required information and paperwork will not be permitted to participate in the program and are not entitled to a refund. All required information and paperwork must be updated annually. Caregivers will be required to acknowledge that they have “reviewed all profile information and confirmed that it is up-to-date for this calendar year.”

The Parent Handbook will be made available on the Harmony Academy website so that parents/caregivers can review our policies and familiarize themselves with the program prior to registering.

In accordance with EEC requirements, parents/caregivers must acknowledge digital receipt of The Parent/Caregiver Handbook as part of their enrollment. A printed version will be made available upon request.

Admissions Information Opportunities

Caregivers interested in enrolling their child in one of our programs are invited to schedule a visit with administration to come to Harmony Academy and familiarize themselves with our space, programs, and staff. Potential students are encouraged to schedule a visit to their prospective classroom in advance. HarmonyAcademy additionally hosts an Open House in the fall and other school community events which applicant families are encouraged to participate in.

During a scheduled enrollment meeting, Harmony Academy staff will seek to understand applicant families interests and needs, provide information on the school's mission, vision, values, programming, and all offerings, and make a best determination as to fit.

During this enrollment meeting, Harmony Academy will seek information about each child's and family's interests and needs. To support transitions and coordinate with services offered by other providers, Harmony Academy will request that parents share information about other therapeutic, educational, social and support services needed or received by the child. The developmental history will be updated annually and maintained in the child's record.

Parent Visitation and Communication

Classroom News

Each class receives a weekly newsletter in electronic form.. Teachers are also available to speak with parents and answer brief questions at drop-off or pick-up time. Additionally, parents can email the teacher directly and/or email admin@harmonyma.org to set up longer meetings with members of the teaching or administrative staff. There will be two scheduled parent-teacher conferences over the course of the academic year. There will be opportunities for parents to engage in their child's learning in the classroom throughout the year.

Parents will be notified...

- Immediately in the event of any injury which requires any medical care beyond minor first aid
- Immediately after any emergency administration of non-prescription medication;
- Immediately after any allegation of abuse or neglect involving their children while in the care and custody of Harmony Academy;
- Prior to or as soon as possible following any change in educators;

- At the end of the day regarding any minor first aid administered;
- Immediately, whenever a communicable disease or condition has been identified in the program;
- In writing seven days prior to the implementation of any change in program policy or procedures.

Plan for Progress Reports

Progress reports are shared with families twice per year (once per semester).

The progress report is based on observations and documentation of the child's progress in a range of activities over time and may include samples of the child's work. It will also address the development and growth of the child including but not limited to the developmental domains of cognitive, social/emotional, language and fine and gross motor and life skills.

All educators and specialists working with the child in the program are offered an opportunity to contribute to the progress report of the child.

Parent-teacher conferences occur twice in the academic year, once during the fall semester and once during the spring semester, where teachers will review the student's progress. Parents may request a meeting with their child's teacher to discuss their progress by emailing the teacher and admin@harmonyma.org

Notification of Required Information and Paperwork

Harmony Academy staff strive to ensure that all registered participants are able to participate in the programs for which they have registered, while adhering to state regulations. In order to ensure the required information and paperwork is fully processed, allowing for time to resolve discrepancies, the date at which a profile must be fully complete is defined as one week before the start of the program.???? However, Harmony Academy will make a reasonable effort to process profiles after that date. Participants registering after this date are expected to complete their paperwork immediately.

Program Fees

Academic Year (School Day Only, 8.30am-2.30pm, September through June): \$2,000 per month, payable by check or money order on the first Monday of each month.

Late payment: Payments received after the due date may incur a late fee of \$25 per week.

Registration: Registration is free for the academic year 2025-2026.

Suspension and Termination Policy

Harmony Academy will attempt to avoid the suspension or termination of any child by working collaboratively with the caregivers to discuss options for joint behavior management strategies. Caregiver participation in this discussion is optional and they may choose to withdraw their child from the program. We will:

- Provide an opportunity to meet with caregivers to discuss options other than suspension or termination
- Offer referrals to caregivers for evaluation, diagnostic or therapeutic services
- Pursue options for supportive services to the program, including consultation and educator training
- Develop a joint plan for behavioral intervention at home and in the program

Harmony Academy is not responsible for any fees associated with these steps. Harmony Academy does not provide supportive services that may only be delivered by a licensed professional.

Suspension

Program suspension can be limited to the remainder of the day and will not extend for more than a week (counted as 5 days of program operation).

Behavior that is both intentional and particularly egregious may result in immediate suspension. This includes physical harm, destruction of property, or the use of slurs.

In cases where suspension lasts for more than a day, a letter will be emailed to the caregivers within 24 hours of the start of the suspension period that documents the specific reasons for the suspension. If there are specific requirements for the child to return to the program, they will be included in this letter.

Termination

Termination of participation in a program is a last resort and is reserved for instances where Harmony Academy determines that the problematic behavior is beyond our ability to support successfully.

Behavior that is both intentional and particularly egregious may result in immediate termination. This includes physical harm, destruction of property, or the use of slurs.

Termination for Parent Behavior

Unacceptable behavior by parents or guardians, including but not limited to verbal abuse, threats, or disruptive conduct, can lead to termination of the child's participation in the

program. Harmony Academy reserves the right to address and terminate involvement if parental behavior interferes with the safety and well-being of the program or its participants.

Harmony Academy procedures for terminating a child from the program are as follows:

- Written documentation will be provided to the parents of the specific reasons for the proposed suspension or termination of the child, and the circumstances under which the child may return, if any. This documentation will be kept in the child's file.
- If caregivers have previously refused the offer of referrals to caregivers for evaluation, diagnostic or therapeutic services they will be offered this support again.

Transitioning Plan

Transitions, in the sense of a child being transitioned into a new class/program due to growing skill or increased age, will not occur until the fall of an academic year. We will transition an entire class each September, and not at any other point in the year.

Children's Records

Student assessment will occur according to the IEYC curriculum purchased by Harmony Academy, as well as EEC and/or DESE required documentation.

Student records are maintained so all teaching staff have access to any notes and progress reports for each child. The practice also supports having our staff substitute for one another in the event of illness or emergency.

When children are moving from the supervision of one staff member to another, a specific hand-off is required. The staff member taking responsibility for the child is required to do a quick roll call check against the attendance sheet.

Referral Services

Harmony Academy does not provide diagnostic services and no statement or referral suggestion should be taken as a diagnostic. However, Harmony Academy and the EEC believe it is in the best interest of every child and their family for child care providers to offer referral suggestions to appropriate social; mental health; educational and medical services such as dental check-up, vision or hearing screening when the program staff feel that an assessment for such additional services would benefit the child.

Referral Services Plan

We use the following procedures for referring parents to appropriate social, mental health, educational and medical services, not limited to vision, hearing, and dental services, for their child, should staff members feel that an assessment for such additional services would be beneficial.

- Whenever any teacher is concerned about a child's development or behavior and feels that further evaluation should be done, he/she should report it to the child's lead teacher, who will review the concerns with the director. If the director agrees, the lead teacher is requested to complete an observation report and review the child's record prior to making a referral.
- The director maintains a list of current resources that help children who need social, mental health, educational or medical services, not limited to vision, hearing, and dental services. This list includes the contact person for Chapter 766 and Early Intervention Program referrals.
- The director will, with parental permission, contact the agency or service provider who evaluates the child for consultation and assistance in meeting the child's needs at the Center. If it is determined that the child is not in need of services from this agency, or is ineligible to receive services, the Center shall review the child's progress at the center every three (3) months to determine if another referral is necessary.
- The director will maintain a written record of any referrals, including the parent conference and results; a referral checklist will be kept in the child's file.

Staff Responsibility

Harmony Academy staff working directly with children are required by prior education, training, experience to be qualified to meet the needs of the children enrolled and to meet the EEC requirements for their specific position. Harmony Academy staff are encouraged to continue their education in their appropriate fields.

By virtue of this expertise and required general interest in fostering development and early childhood education, Harmony Academy staff are assumed to have a unique insight into the health and development of the children in their care; similar to that of their school-day teachers. Staff who have any concerns that a child may benefit from additional specialist care must alert the Program Administrator.

Staff who have concerns that a child is not receiving basic required care must instead follow our protocol for reporting suspected neglect.

Observations and Review of Record

Once notified of the potential need for a referral suggestion, the Program Administrator will coordinate with the child's teachers and other staff, if necessary, in order to conduct targeted observations of the child with respect to the suspected need. The observing staff member(s) must record detailed notes of the observations that would indicate the need for a referral, particularly with respect to child behaviors.

Additionally, the Program Administrator must review the child's file for evidence of previous documentation of related care. If the child is already receiving services, the Program Administrator must make a determination as to whether the observations indicate the need for an additional referral. Notifying Parents

If the Program Administrator determines that the observations and review of the child's record indicates the need for a referral suggestion, the Program Administrator will email the parent requesting a meeting to discuss some suggestions for additional support that may benefit their child.

The Program Administrator is required to provide the parents with the observations that lead to this suggestion and will make a best attempt to provide a current list of potential resources in the community. This list must include the appropriate contact at the child's school for referral for special education services.

Resources for Families

St. 1972, c. 766 and Early Intervention Program

General information email: EI@mass.gov

Emily White, PhD, BCBA-D, LABA, Director, Early Intervention Division

Cambridge and Somerville Women, Infant and Children

Website: <https://www.mass.gov/locations/cambridge-somerville-wic-program-main-site>

Phone: (617) 575-5330

Cambridge Center for Families

Website: <https://www.cambridgema.gov/dhsp/programsforfamilies/centerforfamilies>

Family Resource Centers

Website: <https://www.frcma.org/locations/>

Harmony Academy

Plan for Supporting Students with IEPs, Disabilities, and Learning Needs



Purpose

Harmony Academy will implement policies and procedures to ensure equitable access to education for students with disabilities and learning differences. Upon approval and operation, Harmony Academy will follow all applicable Massachusetts special education laws and regulations, including 603 CMR 28.00, and will collaborate with families and Cambridge Public Schools to support timely referrals, evaluations, and implementation of required accommodations and services.

Scope

This plan will apply to preschool and elementary students enrolled at Harmony Academy who may require special education services through an Individualized Education Program (IEP) or accommodations under Section 504.

Commitment to Inclusion and Non-Discrimination

Harmony Academy will maintain an inclusive, non-discriminatory educational environment. Students with disabilities will be supported in the least restrictive environment appropriate to their needs. Reasonable accommodations will be provided to allow access to curriculum, school routines, and activities, consistent with applicable laws and regulations.

Early Identification and General Education Supports

Harmony Academy will establish procedures for early identification of potential learning or developmental concerns through classroom observation, documentation, and ongoing communication with families. Targeted general education supports may be implemented while ensuring that these supports will not delay or replace a family's right to request a formal evaluation.

Referral for Special Education Evaluation

Referrals for special education evaluation may be initiated by parents or guardians or by Harmony Academy staff. With parent or guardian consent, Harmony Academy will assist families in submitting written referrals to the appropriate public school district and will cooperate fully with all Child Find obligations.

Participation in the Team and IEP Process

Harmony Academy will provide relevant educational documentation to the Team with parent or guardian consent and will participate in Team meetings when invited and appropriate. Harmony Academy will collaborate with families and public school districts to support effective educational planning.

Implementation of IEPs and Services

Harmony Academy acknowledges that the public school district retains responsibility for special education evaluations, IEP development, and service provision. Upon enrollment of a student with an IEP, Harmony Academy will coordinate schedules, provide appropriate space for services when feasible, ensure classroom accommodations are implemented, and communicate progress and observations to families and the Team as requested.

Confidentiality

Harmony Academy will maintain student records securely and confidentially. Student information will be shared only with written parent or guardian consent, except as required by law. Access to records will be limited to authorized personnel.

Staff Training

Harmony Academy will provide annual training for administrators and teaching staff on inclusion, documentation practices, confidentiality requirements, and collaboration with public school districts and service providers.

Family Communication and Problem Resolution

Harmony Academy will maintain open communication with families regarding student progress and concerns. Families will be informed of their right to request evaluations through their public school district, and Harmony Academy will direct families to appropriate district processes when needed.

THE COMMONWEALTH OF MASSACHUSETTS
Department of Early Education and Care

Health Care Consultant Agreement

Name of Program: Harmony Academy

Address of Program: 86A Sherman St, Cambridge, MA 02140

The Department of Early Education and Care Standards for the Licensure or Approval of Large Group and School Age Child Care Programs, 606 CMR 7.11(19)(b) require that each licensee designate a Massachusetts licensed physician, registered nurse, nurse practitioner or physician's assistant with pediatric or family health training and/or experience. In accordance with the regulations, the Health Care Consultant shall approve the program's health care policy initially and at least upon renewal of the regular license, shall approve changes in the health care policy, shall approve first aid training and training in medication administration for staff and shall be available for consultation as needed.

Regulation 7.11(19)(a) require that the Health Care Policy include:

1. The name, address and telephone number of the health care consultant and local health care authority; the telephone number of the fire department, police, ambulance, nearest health care facility, and the Poison Control Center; the name and telephone number of the emergency back-up person, if applicable; and the telephone and address of the program, including where applicable, the location of the program in the facility;
2. The procedures to be followed in case of illness, injury or emergency, method of transportation, notification of parents, and procedures where parent(s) cannot be reached including procedures to be followed when on field trips;
3. A list defining mild symptoms which ill children may remain in care, and more severe symptoms that require notification of the parents or back-up contact to pick up the child;
4. A plan for caring for mildly ill children who remain in care;
5. A plan for administering medication, including:
 - a. Annual evaluation of the ability of any staff authorized to administer medication to follow the medication administration procedures specified at 606 CMR 7.11(2), and above;
 - b. A requirement that parents provide written authorization by a licensed health

care practitioner for administration of any non-topical, non-prescription medication to their child. Such authorization shall be valid for one year unless earlier revoked;

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6. A plan for meeting individual children's specific health care needs, including the procedure for identifying children with allergies and protecting children from that to which they are allergic;
7. A plan to allow parents, with the written permission of the child's health care practitioner, to train staff in implementation of their child's individual health care plan;
8. A plan to ensure that all appropriate specific measures will be taken to ensure that the health requirements of children with disabilities are met, when children with disabilities are enrolled;
9. A plan to ensure that all children twelve months of age or younger are placed on their backs for sleeping, unless the child's health care professional orders otherwise in writing;
10. Notification to parents that educators are mandated reporters and must, by law, report suspected child abuse or neglect to the Department of Children and Families.

I certify by my signature below that I meet the requirements of the health care consultant as described above. I have reviewed and understand the regulations referenced above and have agreed to assist this program regarding the same.

Health Care Consultant: Mohammed Ali Alhassani, MD

Title: Physician, Boston Childrens Hospital

Telephone 508-333-8485

MA Certification/Registration Number: 272663

Expiration Date of MA Certification: 11/24/2027

Signature _____ 

-

Date of

Agreement 11/21/25 _____ Please

refer to A Guide to Developing Sample Health Care Policies for Assistance

HARMONY ACADEMY HEALTH CARE POLICIES

EMERGENCY TELEPHONE NUMBERS

Program Administrator, Nora Khalil

EMERGENCY TELEPHONE NUMBERS:

Fire Department:	911; 617 349 4900
Police Department:	911; 617 349 3300
Ambulance/Rescue:	911
Poison Control Center	800-222-1222

Emergency Health Care Facility Hospital

Mt. Auburn Hospital 330 Mt. Auburn St. Cambridge, MA	617-499-5025
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Children's Hospital 300 Longwood Ave. Boston, MA	617-735-6611
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Cambridge Dept of Public Health 119 Windsor St. Cambridge, MA 02139	617-665-3800
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Program Name, Location, and Phone:

Harmony Academy: 86A Sherman Street, Cambridge, MA 02140

Nora Khalil: 781-572-4583
Nada Siddiqui: 617-953-3597
Farah Moustafa: 617-636-0156

Health Care Consultant: Mohammed Ali Alhassani, MD
Physician, Boston Children's Hospital
508-333-8485

Kimberly Kostas, RN, BSN, CPN,
kkostas@pedinurseconsulting.com
(617)-633-4148.

EMERGENCY EVACUATION

Emergency Evacuation Plans will be posted at all exits

During an emergency evacuation the Lead Teacher will be responsible for taking the attendance information and for leading the children out of the building. Assistant teachers and other staff will assist in the evacuation and check for stragglers.

The Program Director will make a visual inspection of each classroom before exiting the building.

All classrooms, once evacuated, will meet by the back fence and wait for the go ahead by the Program Director before reentering the building.

The Center will maintain a daily attendance list that is current. Staff are responsible for signing children in and out of the center by arrival and departure times. The attendance list will be kept on the top of the cubbies and be readily accessible in case of an emergency evacuation. The lead teacher will be responsible for taking the attendance list and for accounting for all of the children in the class once they are safely out of the building.

Emergency evacuation drills are conducted every month at different times of the program day as determined by the Program Director.

Children and staff should practice using different evacuation routes so that the children and staff will be familiar with them.

The Program Director will maintain documentation of the date, time, and effectiveness of each drill in the Fire Drill Log. This documentation will be maintained for five years.

PROCEDURES FOR EMERGENCIES AND ILLNESS

(Parents must receive a copy of these procedures.)

First Aid and Transportation to the Hospital

- (1) In the case of an emergency or illness (such as a seizure, a serious fall or serious cut), the teacher in charge will begin administration of emergency first aid while the assistant teacher or second teacher takes other children to another area or room. Both staff members should respond in a calm and reasonable manner.
- (2) Other staff will be alerted to send for assistance, be it the Program Director, social worker, or another person in the center.
- (3) One of the supervisory staff will contact the parent to come and pick up the child or, if response time is a factor, to have the parent meet the child and accompanying staff at the emergency room of the hospital utilized in emergencies.
- (4) In the event a situation arises that is life threatening or the child cannot be comfortably restrained in a car, an ambulance will be called immediately. The parent will be called to meet the child and staff at the hospital. The teacher or other designated staff will go with the child in the ambulance. The child's file will be taken, including permission forms and pertinent insurance information if the center has it. All medical information on file should accompany a child in the event that they are transported to a health care facility.
- (5) If the emergency is non-life threatening and the child is transported to the hospital by the Center, one of the staff will drive and another staff will be accompanying the child for comfort. The child will be properly restrained in a car seat and in a seat belt. The child **will not** be carried on the staff member's lap.
- (6) If the parent comes to pick up the child and needs assistance, the teacher or program director may offer to drive to the hospital or to accompany the child
- (7) When parents cannot be reached, those listed as emergency contacts will be called as a further attempt to reach parents. In the event a parent cannot be reached immediately, a designated staff person will continue to attempt to reach parents. If necessary, the child will be transported to the hospital by two designated staff members (or by ambulance) and the child's whole file will be taken, including permission forms.

The program will immediately report to the Department of Early Education and Care any injury to, or illness of, any child which occurs during the hours while the child is enrolled in care and which requires hospitalization or emergency medical treatment.

B. Emergencies While on a Field Trip

If an accident or acute illness occurs while on a field trip, the lead teacher will take charge of the emergency, assess the situation, and give first aid as needed. The method and urgency of transportation for the child to receive medical treatment will be determined by the lead teacher based on the severity of the emergency or illness. If necessary, an ambulance will be called. All medical information on file should accompany a child in the event that they are transported to a health care facility.

The program director, or other designated adult, will be contacted by the head teacher as soon as possible and informed of the nature and extent of the injury and the proposed plan of action.

As a preventive measure, prior to departure from the center, the program director and. or lead teacher will determine appropriate guidelines to be followed during the field trip to insure continuity and safety of the children including:

- (1) A first aid kit will be taken in all vehicles on all field trips.
- (2) Emergency information, including contacts and telephone numbers, will be taken on all field trips.
- (3) On a field trip, staff must know the location of a telephone and have appropriate change to be able to use it or have a working cell phone available

PLAN FOR INJURY PREVENTION

A. To prevent injury and to ensure a safe environment, the staff member who opens each classroom is responsible upon arrival each day for monitoring the environment and for the removal of any hazards. Any needed repairs or unsafe conditions should be reported to the Director

The Program Director will monitor the outdoor playground and remove any hazards prior to any children using the space.

B. No smoking is allowed on the premises.

C. Toxic substances, sharp objects matches and other hazardous objects will be stored out of the reach of children.

D. A first aid kit and emergency contacts and telephone numbers for the children will be taken on all field trip.

E. An injury report for any incident which requires first aid or emergency care will be maintained in the child's file. The injury report includes the name of the child, date, time and location of accident or injury, description of injury and how it occurred, name(s) of witnesses, name(s) of person(s) who administered first aid and first aid required. Staff should use the Accident/Injury Report Form to record the above information. Staff should submit the completed form to the Program Director for review.

Once the Program Director has reviewed the Accident/Injury Report form and has signed it, it should be given to the parent. The parent should be allowed to review it, sign it, and then be given a copy.

The staff member should then log the report in the Central Log of Injuries and then file the report in the Child's file.

Only staff who have a current First Aid will be allowed to administer first aid no matter how minor the injury

ASSESSING INJURIES TO CHILDREN IN CARE

When an injury occurs, ask the child questions and observe to make sure the child is okay. Monitor the child throughout the day. Continue to assess the child's injury to make sure what was first observed and treated is still the appropriate course of action.

NOTE: Anytime you believe the child's life may be at risk, or you believe there is a risk of permanent injury, seek immediate medical treatment.

After first aid is administered and the child is calm, the administrator or a teacher should survey the scene and gather additional information.

- D What was the child doing?
- D What equipment was involved?
- D Was another child involved?
- D Were any hazards involved?
- D Were there any witnesses? What did they see?

Procedures that must be followed:

- Complete an injury report.
- Provide **timely, full, and accurate** verbal notification to parent/guardian regarding injury
- Do not perform first aid or CPR without having completed current training.
- Regularly review program's health care policy with staff.
- Program staff must share all pertinent information with program administrator and any teacher taking over care. Sharing the child's status with the parent/guardian at pick up time.
- Make sure the location of the child's medical information is complete and accessible to staff.

Procedures To Follow In Urgent Emergency Medical Situations:

- 1) Administer First Aid and CPR to the child as deemed necessary based on the nature of the emergency.
- 2) Call emergency medical services right away. **911**
- 3) After EMS or emergency medical services have been contacted, call the child's legal guardian.
- 4) Take child's medical information and emergency consents to doctors' office or emergency room

What You Should Do

- 1) Know how to access Emergency Medical Services (EMS) in your area
- 2) Educate Staff on the recognition of an emergency and the center's health care policy.
- 3) Know the phone number for each child's guardian and primary health care provider.
- 4) Share specific plans and specific health care needs of children with direct care staff.
- 5) Develop plans for children with special needs with their family and health care provider

PLAN FOR MANAGING INFECTIOUS DISEASE

Staff will take extra special precautions when children become ill at the Center and when children who are mildly ill remain at the Center.

Children who exhibit symptoms of the following types of infectious diseases, such as gastro-intestinal, respiratory and skin or direct contact infections, may be excluded from the Center if it is determined that any of the following exist:

- the illness prevents the child from participating in the program activities or from resting comfortably;
- the illness results in greater care need that the child care staff can provide without compromising the health and safety of the other children;
- the child has any of the following conditions: fever, unusual lethargy, irritability, persistent crying, difficult breathing, or other signs of serious illness;
- diarrhea;
- vomiting two or more times in the previous 24 hours at home or once at the center;
- mouth sores, unless the physician states that the child is non-infectious;
- rash with a fever or behavior change until the physician has determined that the illness is not a communicable disease;
- purulent conjunctivitis (defined as pink or red conjunctiva with white or yellow discharge, often with matted eyelids) until examined by a physician and approved for re-admission, with or without treatment;
- tuberculosis, until the child is non-infectious;
- impetigo, until 24 hours after treatment has started or all the sores are covered;
- head lice, until free of all nits or scabies and free of all mites;

- strep infection, until 24 hours after treatment and the child has been without fever for 24 hours;
- many types of hepatitis are caused by viruses. The symptoms are so alike that blood tests are needed to tell them apart. In the U.S. the most common types of hepatitis are A, B, and C. Types B and C are spread through blood and other body fluids. Type A, is spread through contaminated food and water or stool (feces). Fact sheets are available from the state Department of Public health. www.state.ma.us/dph
- chicken pox, until last blister has healed over.

A child who has been excluded from child care may return after being evaluated by a physician, physician's assistant or nurse practitioner, and it has been determined that he/she is considered to pose no serious health risk to him or her or to the other children. Nevertheless, Harmony Academy may make the final decision concerning the inclusion or exclusion of the child.

If a child has already been admitted to the Center and shows signs of illness (for example: a fever equal to or greater than 100.5 degrees by the oral or auxiliary route, a rash, reduced activity level, diarrhea, etc.), he/she will be offered their mat or other comfortable spot in which to lie down. If the child manifests any of the symptoms requiring exclusion (as listed above) or it is determined that it is in the best interests of the child that he/she be taken home, his/her parent will be contacted immediately and asked to pick the child up as soon as possible.

When a communicable disease has been introduced into the Center, parents will be notified immediately, and in writing by the Program Director. Whenever possible, information regarding the communicable disease shall be made available to parents. Program Directors shall consult the Child Care Health Manual for such information. DPH must be contacted when there is a reportable communicable disease in your program.

The program requires, on admission, a physician's certificate that each child has been successfully immunized in accordance with the Department of Public Health's recommended schedule. No child shall be required, under 102 CMR 7.00 to have any such immunization if his parent(s) object, in writing, on the grounds that it conflicts with their religious beliefs or if the child's physician submits documentation that such a procedure is contradicted. This must be maintained in the child's file.

No child will be admitted into the program without the required documentation for immunizations. **(Childhood Lead screening must be done on all children; it is not considered an immunization).** The program will maintain a list of the children who have documented exemptions from immunizations and these children will be excluded from attending when a vaccine preventable disease is introduced into the program. The Massachusetts Immunization Program provides free childhood vaccines. The toll free telephone number is 1-888 658-2850

PLAN FOR MILDLY ILL CHILDREN

Children who are mildly ill may remain in school if they are not contagious (refer to Plan For Infectious Disease) and they can participate in the daily program including outside time. Mild illnesses include: mild cold or allergy symptoms (runny nose, sneezing, congestion, watery eyes, clear runny nose, or light cough) without fever, teething symptoms (drooling, mild fussiness), low-grade fever under 100.4°F if otherwise acting well, a single episode of vomiting or diarrhea (if child is active, playful, and symptoms don't continue), minor skin conditions (diaper rash, mild eczema, non-contagious rashes), and mild tiredness that doesn't prevent participation in daily activities. These symptoms must be mild and must not interfere with their comfort, ability to participate, or pose a risk of transmission.

If a child's condition worsens or, if it is determined that the child poses a threat to the health of the other children, or if the child cannot be cared for by the classroom staff, the Program Director will contact the child's parent(s). The parent(s) will be asked to pick up the child. The child will be cared for in a quiet area, a classroom or in the Center's office by a teacher qualified staff member or by the Program Director until the parent(s) arrive to take the child home.

Any toys, blankets, or mats used by an ill child will be cleaned and disinfected before being used by other children.

PLAN FOR INFECTION CONTROL

The program director shall ensure that staff and children wash their hands with liquid soap and running water using friction. Hands shall be dried with individual or disposable towels. Staff and children shall wash their hands minimally at the following times:

1. Before eating or handling food;
 - a. After toileting;
 - b. After coming into contact with bodily fluids and discharges;
 - c. After handling center animals or their equipment; and
 - d. After cleaning.
2. Children will be permitted to use hand sanitizer or hand sanitizing wipes:
 - a. Before eating
 - b. After wiping their nose

When the use of hand sanitizer or hand sanitizing wipes is permitted, Harmony Academy will provide hand sanitizer with at least 60 percent ethanol or at least 70 percent isopropanol to be utilized as appropriate to the ages of children.

Equipment will be cleaned regularly—using a commercially prepared antibacterial solution—and shall be allowed to air dry. using the following schedule:

1. After each use:
 - a. Sinks and faucets used for hand washing after the sink is used for rinsing a toilet training chair;
 - b. Toys mouthed by children;
 - c. Mops used for cleaning bodily fluids; and
 - d. Thermometers

2. At least daily:
 - a. Toilets and toilet seats;
 - b. Sinks and sink faucets;
 - c. Drinking fountains;
 - d. Water table and water play equipment;
 - e. Play tables;
 - f. Smooth surfaced non-porous floors;
 - g. Mop used for cleaning; and
 - h. Cloth washcloths and towels.

3. At least monthly or more frequently as needed to maintain cleanliness, when wet or soiled, and before use by another child:
 - a. Cots, mats or other approved sleeping equipment;
 - b. Sheets, blankets or other coverings; and
 - c. Machine washable fabric toys

PLAN FOR INFECTION CONTROL

All staff should wear non-latex gloves when they come into contact with blood or body fluids. Specifically, gloves should be worn during toileting, when administering first aid for a cut, bleeding wound, or a bloody nose.

Gloves should never be reused and should be changed between children being handled.

Proper disposal of infectious materials is required. Any disposable materials that contain liquid, semi-liquid, or dry, caked blood will need to be disposed of in the secured trash receptacle located in the janitor's closet and marked "Biohazardous waste." The bags should be removed and securely tied each time the receptacle is emptied.

Cloth items that come into contact with blood or bodily fluids will be double bagged and sent home.

Cleaning supplies and disinfectants will be stored in a secure place and out of the reach of children.

Each staff member will be trained in the above Infection Control Procedures upon employment and before working with the children and then annually.

PROCEDURES FOR USING AND MAINTAINING FIRST AID EQUIPMENT

Location of first aid kit - Each classroom will have a first aid kit. Its location will be marked by a red cross contacted on the front of the container. The first aid kits are stored out of the reach of children but easily accessible in case of emergency.

Portable first aid kits used on field trips will include: first aid supplies, and children's emergency contacts and telephone numbers.

Who maintains the first aid kit? - the first aid kit is kept supplied by the program director. First aid kits will be inspected monthly but supplies will be replaced as needed. Staff should report missing items to the program director.

Staff certified in first aid and in accordance with recommended procedures will use all first aid supplies and/or equipment. All staff must be first aid certified within six (6) months of employment. One staff member certified in CPR must be on the premises during all hours of operation.

Contents of first aid kit

Band-Aids
Gauze Pads
Adhesive Tape
Tweezers
Scissor

Disposable non-latex gloves
Gauze Roller Bandage
Instant Cold Pack
Thermometer Compress

PLAN FOR ADMINISTRATION OF MEDICATION

Prescription Medication

- A. Prescription medication must be brought to school in its original container and include the child's name, the name of the medication, the dosage, the number of times per and the number of days the medication is to be administered. This prescription label will be accepted as the written authorization of the physician.
- B. The Center will not administer any medication contrary to the directions on the label unless so authorized by written order of the child's physician.
- C. The parent must fill out the Authorization For Medication Form before the medication can be administered.

Non-prescription Medication

- A. Non-prescription medication will be given only with written consent of the child's physician. The Center will accept a signed statement from the physician listing the medication(s), the dosage and criteria for its administration. This statement will be valid for one year from the date that it was signed.
- B. Along with the written consent of the physician, the Center will also need written parental authorization. The parent must fill out the Authorization for Medication form, which allows the Center to administer the non- prescription medication in accordance with the written order of the physician. The statement will be valid for one year from the date it was signed.
- C. The Center will make every attempt to contact the parent prior to the child receiving the non-prescription medication unless the child needs medication urgently or when contacting the parent will delay appropriate care unreasonably.
- D. Written parental consent is required and should be renewed weekly for oral non-prescription medications.

Topical Ointments and Sprays

- A. Topical ointments and sprays such as petroleum jelly, sunscreen, and bug spray, etc. will be administered to the child with written parental permission. The signed statement from the parent will be valid for one year and include a list of topical non-prescription medication.

B. When topical ointments and sprays are applied to wounds, rashes, or broken skin, the Center will follow its written procedure for non-prescription medication which includes the written order of the physician, which is valid for a year, and the Authorization for Medication form signed by the parent.

All Medications

1. The first dosage must be administered by the parent at home in case of an allergic reaction.
2. All medications must be given to the teacher directly by the parent.
3. All medications will be stored in the kitchen, out of the reach of children (in the right upper cabinet or on the refrigerator door shelf if refrigeration is necessary). All medications that are considered controlled substances must be locked and kept out of reach of children.
4. The Lead Teacher will be responsible for the administration of medication. In his/her absence, the Program Director will be responsible.
5. The Center will maintain a written record of the administration of any medication (excluding topical ointments and sprays applied to normal skin) which will include the child's name, the time and date of each administration, the dosage, and the name of the staff person administering the medication. This completed record will become part of the child's file.
4. All unused medication will be returned to the parent
5. Only staff members who have successfully completed approved medication administration training and demonstrated competency in following the procedures specified in 606 CMR 7.11(2) are authorized to administer medication. Each authorized staff member's ability to correctly follow medication administration procedures shall be evaluated at least annually by the Health Care Consultant or designated program administrator. Documentation of each staff member's annual medication administration evaluation shall be maintained in their personnel file

PLAN FOR MEETING INDIVIDUAL CHILDREN'S SPECIFIC HEALTH NEEDS

Our program is committed to providing an inclusive environment where all children, including those with disabilities, can participate safely. We will collaborate with families, health care providers, and specialists to ensure that appropriate health-related supports are in place.

Allergies

During intake, parents will be asked to record any known allergies on the face sheet. The face sheet will be updated yearly.

All allergies or other important medical information will be posted in each classroom, on the refrigerator in the kitchen, and on the snack storage cabinet. Allergies list will be updated as necessary - new children enroll, unknown allergies become known.

All staff and substitutes will be kept informed by the Program Director so that children can be protected from exposure to foods, chemicals, pets or other materials to which they are allergic. For children with food allergies, staff will review all foods to be given with parents. Food restrictions for the entire classroom may be necessary. Harmony Academy has a peanut and nut-free policy for all children and staff.

The names of children with allergies that may be life threatening (ie - bee stings) will be posted in conspicuous locations with specific instructions if an occurrence were to happen. The Program Director will be responsible for making sure that staff receives appropriate training to handle emergency allergic reactions.

Unexpected allergic reactions caused by food, medication, or bee stings may be seen as hives, facial swelling, or respiratory problems. Emergency procedures are as follows:

- a) Administer epi-pen if the child has one at the center
- b) Teacher calls rescue/ambulance immediately
- c) A staff member calls parent/emergency contact
- d) Staff member goes with the child to the emergency room until parents or emergency contact arrives. The staff member accompanying the child must bring along all health information that we have on file for the child, including the First Aid/Emergency Medical Consent form signed by their caregiver and their emergency contact information.
- e) If a child has an anaphylactic reaction, they must remain out of the center for 24 hours after.

Allergy/Food Safety Protocol: All parents of children with allergies are encouraged to complete and submit an allergy action plan, signed by a health care practitioner. The following steps will be taken to avoid children being served food that may cause an allergic reaction:

- We are a peanut and tree-nut free center.
- Substances used for art/table play will exclude allergens (ex: no birdseed for projects due to the possibility of nuts in the seed).
- Teachers will monitor foods, as lunch boxes are opened, for possible allergens and choking hazards such as hot dogs, whole grapes, string cheese, etc. Parents will be reminded if they have included an unsafe food in their child's lunch. Teachers receive training in the Heimlich maneuver to be used for choking children and adults. Staff will sit at the table with any kids who have food allergies.

EPI-Pen Use:

If a child has an epi-pen at the center, it is kept with the group at all times and will be brought outdoors in the classroom backpack if necessary.

Signs of an allergic reaction may include:

- Itching
- Swollen lips/tongue
- Throat tightness
- Red, watery eyes
- Hives
- Vomiting

- Stomach cramps
- Wheezing
- Coughing
- Chest tightness

If a child with an epi-pen exhibits any of the above symptoms of an allergic reaction after being exposed to an allergic food or substance, a staff member must administer their epi-pen in accordance with their Individual Health Care Plan.

- Another staff member must call 911 for emergency transport to the hospital as soon as it becomes clear that the situation mandates the use of the epi-pen. The used epi-pen should be secured appropriately and taken to the hospital along with the child. Additionally, the child's First Aid/Emergency Consent form and contact information for both the caregivers and emergency contacts must be kept with the child.
- Once 911 has been contacted and the epi-pen has been used, the caregivers should be notified as soon as possible. If the caregivers are unable to be reached the emergency contact should be contacted.

Individual Health Care Plans

Parents must provide an individual health care plan for each child with a chronic medical condition, which has been diagnosed by a licensed health care practitioner. The plan must describe the chronic condition, its symptoms, any medical treatment that may be necessary while the child is in care, the potential side effects of that treatment, and the potential consequences to the child's health if the treatment is not administered. This plan must be maintained as part of the child's record. Treatment plans shall be considered valid for one year.

Any treatment, including the administration of medication, for a chronic medical condition that a staff member is expected to deliver must be outlined in this plan and with the written consent of a parent and licensed healthcare practitioner's authorization. Staff must complete training given by the child's health care practitioner prior to delivering this care. Parents, with the written permission of the child's health care practitioner, may virtually train staff in implementation of their child's individual health care plan. Consent and authorization shall be considered valid for one year.

The educator must document all medication or treatment administration, whether scheduled or unanticipated, in the child's medication and treatment log.

Any unanticipated administration of medication or unanticipated treatment for a non-life-threatening condition requires that the educator must make a reasonable attempt to contact the parent(s) prior to administering such unanticipated medication or in beginning such unanticipated treatment, or, if the parent(s) cannot be reached in advance, as soon as possible after such medication or treatment is given. This does not include routine First Aid unrelated to their chronic health condition.

PROCEDURE FOR IDENTIFYING AND REPORTING SUSPECTED CHILD ABUSE AND NEGLECT

Cases of suspected child abuse or neglect are reported to:

Department of Children and Families (Cambridge/Somerville Area Office)
810 Memorial Drive
Cambridge, MA 02139
617-520-8700 FAX 617-354-0243

Department of Children and Families Child at Risk hotline # is 800-792-5200.
Department of Early Education and Care (617) 988-6600.

All staff members are mandated reporters according to Massachusetts General Law C119, Section 51A. This means that if a staff member has a reasonable suspicion of abuse or neglect of a child he/she must file a report with the Department of Children and Families. See attached information for definitions, reporting procedures, etc.

Procedure for handling suspected abuse or neglect:

1. A staff member who suspects abuse or neglect must document her observations including the child's name, date, time, child's injuries, child's behavior, and any other pertinent information. The staff member will discuss this information with the Program Director.
2. The Program Director or the staff member with the assistance of the Program Director will make a verbal report to DCF, to be followed by a required written report 51A within 48 hours.
3. If a staff member feels that an incident should be reported to DCF, and the Program Director disagrees, the staff member may report to DCF directly.
4. All concerns of suspected abuse and neglect that are reported to DCF will be communicated to the parents by the Program Director unless such a report is contra-indicated.

Procedure for Identifying and Reporting Child Abuse/Neglect while in the care of the Center

It is the Center's commitment to protect all children in care from abuse and neglect. The following are procedures for reporting suspected child abuse/neglect while the child is in the Center's care.

Any report of suspected abuse or neglect of a child will be immediately reported to the Department of Children and Families and the Department of Early Education and Care. A meeting will be held with the staff member in question to inform him/her of the filed report.

Educators are considered to be responsible for abuse and neglect if they admit to doing so, they are convicted of doing so, or if the EEC concludes that there is reasonable cause to believe that the educator or any other person caused abuse and neglect while a child was in their care.

Potential signs of neglect:

- Chronically unkempt, poor hygiene, hungry, seasonally inappropriate clothing.

Potential signs of physical abuse:

- Bruising on back or buttocks, immersion rings, bruising which is inconsistent with explanation, disclosure by child of abusive behavior.

Potential signs of sexual abuse:

- Bruising, trauma or bleeding to the genital areas, painful urination, fear of urination, excessive masturbation, age-inappropriate knowledge of sexual activity, disclosure by child.

The staff member in question will be immediately suspended from the program with pay pending the outcome of the DCF and EEC investigations.

If the report is screened out by DCF, the Program Director has the option of having the staff member remain on suspension pending the EEC investigation or allowing the staff member to return to the classroom. This decision will be made by the Program Director and will be based on the seriousness of the allegations and the facts available.

If the allegations of abuse and neglect are substantiated, it will be the decision of the Program Director whether or not the staff member will be reinstated.

The Program Director and staff will cooperate fully with all investigations.

Department of Children and Families Child at Risk hotline # is 800-792-5200.

Ali Alhassani, MD

12/16/25

A handwritten signature in black ink, appearing to read 'Ali Alhassani', written in a cursive style.



CITY OF CAMBRIDGE

INSPECTIONAL SERVICES DEPARTMENT

831 Massachusetts Avenue, Cambridge MA 02139

Phone: [617-349-6100](tel:617-349-6100)

Fax: [617-349-6132](tel:617-349-6132)

TDY: [617-349-6112](tel:617-349-6112)



CERTIFICATE OF INSPECTION

In accordance with the provision of 780 CMR, Article 1, Section 110.7 and Table 110 of the Ninth Edition Building Code and in accordance with the provisions of Chapter 40A of the MGL and Article 9.000, Sec 9.20 of the Cambridge Zoning Ordinance, this is to certify that building and/or land located at address b has been inspected and the occupancies thereof are hereby authorized:

Establishment: **Harmony Academy**
Located at: **84 Sherman St Cambridge, MA 02140**

Occupancy Classification: **Daycare**

Certificate Number: [1146169](#)

Expiration Date: **April 30, 2026**

How many children YOUNGER THAN (or exactly) 2 years, 9 months: **0**

How many children OLDER THAN 2 years, 9 months: **6**

Staff Occupancy: **1**

Total Student & Staff Occupancy: **7**

Fire Escape: **No**

Fire Alarm System: **Yes**

Sprinkler System: **Yes**

Occupancy Description: **Full time pre school**

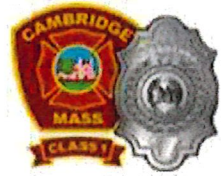
Location of Place of Assembly within Building	Maximum Occupancy
First Floor	8
Total	8

Peter McLaughlin, Commissioner



**CITY OF CAMBRIDGE
FIRE DEPARTMENT**

ISO CLASS 1
BUREAU OF FIRE PREVENTION
491 BROADWAY, CAMBRIDGE, MA 02138
phone: 617-349-4921 fax: 617-349-4979



STATE MANDATED FIRE INSPECTION CERTIFICATE

CERTIFICATE NUMBER: 1146038

FACILITY NAME: Harmony Academy
FACILITY LOCATION: 86 Sherman St, Cambridge, MA 02140
OCCUPANCY TYPE: Daycare
CONSTRUCTION TYPE:
BUILDING HEIGHT: Floors above grade: 0; Floors below grade: 0
INSPECTION FREQUENCY:
CERTIFICATE ISSUED: December 13, 2024

MANAGEMENT COMPANY INFORMATION

NAME:
PHONE:

SIGNATURE OF OFFICIAL GRANTING CERTIFICATE:


Thomas Cahill, Jr., Fire Chief

----- THIS CERTIFICATE MUST BE CLEARLY POSTED UPON THE PREMISES -----

THIS CERTIFICATE IS SUBJECT TO REVOCATION, MODIFICATION, CANCELLATION AND SUSPENSION AS PROVIDED BY LAW.