

# Membership Information



Working with Heads and Principals to  
promote excellence in Independent Education





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Founded in 1879 and a registered charity, ISA is one of the oldest of the independent schools' associations. Justifiably proud of the association's reputation for warmth and professionalism, we exist to serve our Members and provide a mark of quality assurance in independent education.

# The Chair of the ISA Membership Committee



*Jeremy Duke, Headmaster of Highfield Priory School, and ISA Chair of Membership*

The Independent Schools Association (ISA) is a distinguished professional network for school and college leaders, built on fellowship and mutual support. It is a privilege to chair the Membership Committee of an organisation that offers exceptional professional development opportunities for both myself and my staff.

The ISA team at the head office is not only highly knowledgeable but consistently goes above and beyond to provide the guidance and support we often need. Their commitment extends beyond just professional advice, offering a wealth of resources and opportunities.

ISA also creates fantastic avenues for our students to excel in areas such as art, drama, sport, writing, and other competitive and extracurricular activities.

Joining ISA was one of the best decisions I made as a Head. Both I and the school I lead have gained immensely from my membership. ISA has opened doors to numerous opportunities for our pupils at both regional and national levels. The professional development I've experienced through courses, conferences, and the unparalleled fellowship with respected colleagues has been invaluable. I truly believe that ISA is the leading association for Independent School Heads.

ISA membership is diverse, with leaders from a wide range of independent settings—from large through-schools with boarding to sixth form colleges, as well as smaller prep, pre-prep and SEND schools. Regardless of the setting, every member is valued and supported equally by both the ISA HQ and fellow members. This inclusive, collaborative environment is why I choose to remain an active member of this remarkable association and why I volunteer as the North Area Co-ordinator and Chair of the ISA Membership Committee.

There is a common perception that Headship can be a solitary role. However, as an ISA member, that has never been my experience. Fellowship is a cornerstone of this association, and I can attest to the truth of this sentiment. Over the years, I've made lifelong friends through ISA—individuals I can trust, rely on, and confide in. Whether we meet once a year at the conference or regular catch up over coffee or online, the support and camaraderie are constant and deeply meaningful.

I encourage you to consider pursuing ISA accreditation and to earn the right to display the ISA kite mark of quality. Through ISA support and fellowship, headteachers and principals can meet the expectations of discerning parents and help their students reach their full potential.

I look forward to meeting you at future ISA events.

Jeremy Duke





# Aims of the Association

We work with Heads/Principals from 785 of the best accredited schools and colleges across the UK and beyond in order to provide fellowship and support in promoting excellence in education.

We aim to:

- Sustain our schools by providing high-quality information and advice (from HQ, Area Co-ordinators, consultants and other professionals)
- Arrange conferences and professional development courses to promote excellence in independent education
- Promote Members' support networks and fellowship regionally, nationally and internationally
- Promote initiatives and provide access to a wide range of member services, such as free legal advice and low-cost procurement
- Provide extensive enrichment opportunities for pupils in Area and National Competitions for Sport, Drama and the Arts
- Influence the national educational debate by promoting independence and choice

# Our Values

ISA values the diversity of our schools, which cover the complete age range and vary in size and nature, from charitable trusts to proprietorial schools, early years to senior, boarding and day schools, all-through schools, co-educational and single gender, and specialist schools and colleges in the arts, special needs and music.

We exist to serve all of our schools so that they can enhance the educational experience of all pupils in their care and ensure that their pupils go on to enjoy success and lead fulfilling lives.

# Types of Membership

ISA is one of the sponsoring associations of the Independent Schools Council (ISC, a federation of associations which exist to promote independent education. ISC represents over 1,400 of the independent schools and colleges in the UK (around 75% of the total number, together educating more than 600,000 pupils.

**The four main types of ISA Membership/Affiliation are:**

## Full

For Heads or Principals who wish to work with the Association to promote excellence in their schools. Heads elected to Full Membership are subject to the Articles that govern the Association, have voting rights and may present for honorary office. Their schools have access to a range of ISA services, including Area and national sports and competitions. Members' schools are also granted access to ISC, ISI and IStip (for teacher induction).

## Associate

(including Head/Principal/CEO of a group, school or former member)

For those who have (or have had) management or leadership responsibility within an independent school where there is already a full ISA Member.

## Affiliate

For Heads or Principals who do not meet all the requirements for full membership of the Association, but who would benefit from links with it and who would enrich the Association.

## Dual

For Heads or Principals who recognise that belonging to ISA as well as an additional Heads' Association will offer something complementary – be it the professional development, the extra-curricular opportunities in sport, art and drama, or the additional layer of support, networking and services. Dual Members have the same rights as Full Members.

Full and Dual Membership Schools are able to display the ISA Accredited Schools Plaque and use the ISA logo on communications, including their website. Affiliate ISA Schools may display the ISA Affiliate Plaque and appropriate logo.

# Benefits of Membership

Please visit our website for full benefits:

[www.isaschools.org.uk](http://www.isaschools.org.uk)

## The Independent Schools Association

With 785 member schools, ISA is the largest and most representative association within the Independent Schools Council. As such, you have access to instant support, our full range of services and can display the ISA badge of quality (including a plaque and logo for your documentation and website which is recognised by parents and educators throughout the UK and beyond.

## Accreditation

As an accredited Full or Dual Member of ISA, your school automatically has access to the services of ISC, such as its daily education news summary and specialist advice. You may also display the ISC quality kitemark on your promotional materials alongside the ISA logo.



independent  
schools  
council

## ISA Support

Available by telephone or online. Talk to our staff for impartial and informed advice on areas as diverse as staffing, compliance and leadership. ISA's regional structure also means that serving Heads/Principals are nearby to support you. **In the year before your inspection, you have the option of a free visit to help with compliance from an expert practitioner.**

## Inspection and accreditation

As a Full Member, your school gains access to inspections from the Independent Schools Inspectorate, and staff also have opportunities to train as ISI inspectors.



## Legal advice



ISA membership gives you a free initial legal advice line from Penningtons Manches Cooper Solicitors. The PMC legal team are available to answer your enquiries in every area of the law (employment to child protection). If your matter requires ongoing legal work, charges are made clear, with special reduced rates for ISA Members.

## ISTIP

As an ISA Member, your school is able to access the Independent Schools' Teacher Induction Panel (ISTIP) for statutory induction of ECTs. ISTIP is the single largest statutory body for induction, with over 1000 registered ECTs annually. (England only.)



## Information and Resources

Keep up to date with ISA and independent education matters through our regular newsletters and the ISA Journal magazine, both included with your membership. You also have access to our website for useful resources and ideas for innovation.

## Conferences

Our Autumn Study, Proprietors' and Annual Conferences are inspirational and refreshing, promoting excellence in school leadership and the latest in educational thinking, as well as providing important networking opportunities for Heads and senior leaders.





## Courses

The ISA Professional Development programme provides a range of high quality training opportunities for staff of members' schools. Each year we run over 100 courses across the UK, promoting excellence in independent education and helping Heads to keep up to date with the latest best practice. ISA's training programme covers a broad range of themes including preparing for inspections, school development planning, and assessment and tracking. We also run a number of age range specific events such as our EYFS and Sixth Form courses.

## Competitions for Independent Schools

ISA runs a number of prestigious annual competitions for pupils in our schools. ISA National Sport and National Arts Competitions give pupils and schools the opportunity to showcase their talents. We offer prizes in a range of categories. Each year the Whitbread and Lexden Prizes are awarded for outstanding performances at GCSE and A-level respectively, combined with exceptional service to the wider community.

The ISA Awards is an annual awards ceremony which recognises and celebrates success in the schools of our ISA Member heads. Now in its fifth year, the ISA Awards invites entries from schools of ISA Members in a range of categories, recognising achievement in academic and extra curricular provision and community and outreach activities.

## Sport

ISA Sport offers an extensive programme of Area and National events for our member schools to participate in throughout the year. ISA Sport has been a key feature of ISA since the Association was founded in 1878 and it is now one of the largest sports programmes offered to Independent schools in the UK. For many pupils, an ISA sports event is the first time that they get to represent their school or Area. This widens their horizons and provides greater challenge when compared to their everyday experiences. ISA provides sporting opportunities at all levels so that a large number of pupils can enjoy and benefit from them.

## Arts

Independent schools have long celebrated the value of the arts and ISA Arts are committed to continuing this with a growing programme of both in-person and virtual events, widening the access to extra-curricular opportunities that have now become a highlight in the calendars for many of our schools. We deliver events, competitions and challenges which give pupils the chance to express themselves, achieve awards, gain feedback from experts, attend and perform at live events and learn from the work of their peers. Inclusion is at the heart of ISA, there are opportunities for pupils from EYFS to Sixth Form.

## ISA Forum

ISA hosts an online Forum packed full of useful links and resources, encouraging discussion and debate between heads on a range of educational issues.





### Mentoring

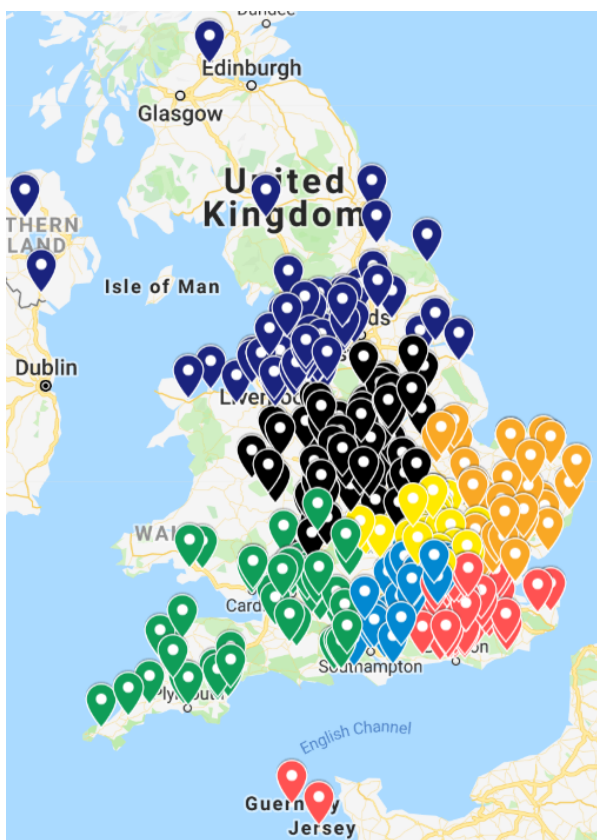
New Heads have the opportunity to be mentored by an experienced head for their first two years of headship, providing useful advice and support, as well as a friendly ear.

### ISA Regional Ambassadors

ISA Regional Ambassadors are an additional layer of support for Heads and their schools. All are experienced school leaders and are on hand to visit your school at short notice. Each ISA Member will receive a courtesy visit from their Regional Ambassador annually.

### Area opportunities

ISA consists of seven regional Areas. Each has an Area Coordinator who provides support and advice to new and existing Members. Each Area is run by a committee of dedicated ISA Heads and Principals, with a range of sports events, meetings and professional development opportunities on offer. Wherever your school is located, ISA is a close and supportive presence.



### Committee involvement

ISA provides prestigious career opportunities to represent other Members at national and Area level. Full details of the ISA Area and National Committee structure can be seen on the ISA website.

### Educational Opportunities

ISA run Subject Level Networking Groups available for staff within Member schools in a range of subjects. This is a great opportunity for subject teachers to network and build connections with colleagues from across the Association while discussing topics relevant to their respective subjects in independent schools.

## Feedback from Members

**When asked what they valued most about belonging to ISA, members said...**

“The professional, yet friendly and family feel of the Association.”

-

“The sense of belonging and opportunities to support and be supported by people who really are in similar situations, not least through the invaluable local area support.”

-

“The kite mark of quality that belonging to a premier association provides.”

-

“The chance to get our name and news of our successes out there!”

-

“I found the whole ISA conference experience incredibly friendly and enriching ... As always, excellent speakers who make me enthusiastic to take new ideas back to school.”

-

“The CEO and his expertise – he is a genuine support.”

-

“The chance for me, my staff and my pupils to get into other schools.”

-

“The sense of achievement our pupils get from taking part in regional and national sporting events. Parents love it too!”

# Requirements for Membership

## Requirements for Full Membership

### **a. Candidates for Membership**

To be elected to Full Membership of the Association, Members (Heads/Principals/School Leaders) are required to:

- Be the person in day-to-day control of the school.
- Has sufficient relevant experience as agreed by Executive Council. Our Members do not have to hold a specific degree or qualification.
- The head is the member, not the school, and so there is no requirement for the school to be in the TPS.

### **b. Registration and inspection requirements**

All schools/colleges with more than 5 pupils of compulsory school age are required to be registered with the Department for Education as an independent school and to undergo a Government approved inspection, e.g. Ofsted or ISI. FE (Further Education) colleges with fewer than 5 pupils of compulsory school age may apply for full membership based upon a successful Educational Oversight Inspection.

To be elected to membership satisfactory inspection standards must be reached and maintained. Applicants for Full Membership submit a copy of their school's latest inspection report for consideration. This may be an ISI, Ofsted or other report from a recognised inspectorate. Where there are no significant regulatory failings and where inspection judgements meet the standards, schools will be eligible to be brought into membership.

For registered Independent schools, where significant regulatory failings exist and/or standards are below an acceptable level, the Association may defer membership until evidence of satisfactory regulatory compliance is available. While membership may not be possible at this juncture, ISA will advise and support the school until appropriate standards are reached and an application for membership can be resubmitted. No additional application charge is levied.

In cases of minor regulatory non-compliance, ISA may admit an applicant into membership though it may not be possible to move onto ISI's inspection regime until compliance is attained.

All members are required to send ISA any Ofsted or other public reports as soon as these are published.

### **c. Accreditation procedure**

The application procedure involves a number of stages.

- You complete and return the application form. On receipt of your paperwork, we will review the application and your last inspection report. A registration fee (see below) is payable at this point and ISA will invoice the school.
- Your papers will be sent to the appropriate ISA Area Coordinator. He/she will contact you to arrange to meet with you in your school/college. The purpose of this visit, which forms part of the accreditation process, is as much to ensure that you are aware of all that ISA has to offer as it is to see you at work in your own environment. This is of course NOT an inspection of the school and you will not be asked for evidence of compliance.

- Following their visit the Area Coordinator will write a report to be presented at the next meeting of the Membership Committee (these are held 3 times a year). The report will include a recommendation regarding suitability for ISA membership. The ISA Membership Committee will in turn make a recommendation to the Executive Council who will take the decision to move schools into full membership. If successful your school/college will have access to full ISA benefits. Your school/college will be presented with a plaque denoting full membership and you will be able to use the ISA logo. Your pupils will also be able to take part in all ISA activities from that point onwards. ISA will invoice you for the fees, as well as ISC fees (which ISA collects on ISC's behalf). We will notify ISI of your acceptance into membership and the inspectorate will then contact you and levy its fees accordingly. The Membership Team will keep you abreast of developments throughout the process.

### **Requirements for Dual Membership**

The requirements are as above, but the Association recognises that you have already been accepted into membership of one of the other heads' associations within ISC. The process is more streamlined and you receive a reduction in ISA subscriptions to recognise your Dual Membership.

### **Requirements for Affiliate Status (UK)**

#### **a. Candidates for Membership**

Our Members (Heads/Principals/School Leaders) are required to be the person in day-to-day control of the school/college sufficient relevant experience as agreed by Executive

#### **b. The school/college must:**

- Provide a curriculum taught in mainly or partly in English and based on a British Curriculum. For secondary schools, recognised British Examination Boards should be used
- Show through local inspection reports (as appropriate) and exam results that it is performing at an acceptable level of competence (where available a copy of the latest inspection report will be required)

#### **c. Accreditation**

Following receipt of the application pack, a review of the school's inspection report and where appropriate a visit to the school by an ISA Area Coordinator or other official (where applicable and practical), the Membership Committee considers the application. If the school meets the standards set, and shares the values of the Association, then accreditation will be approved.



### Requirements for Associate Status (including: Head/Principal of group, school, and former member)

Full/Dual Members may put forward members of their staff, who have management/ leadership responsibility, for school associate status. Alternatively, a person overseeing the running of a group of schools, where the Heads/Principals of the schools within the group are in full membership, may apply for associate status. Retiring Heads/Principals may apply for Quondam Membership and finally, ex members and ex school associates who have not retired but who have moved to work in non ISA schools, may apply for Quondam Member status.

In each case, on return of the application paperwork the Membership Committee will take the decision to accredit the member. The Membership Team will keep the applicant and Head/Principal abreast of developments throughout the process



# Professional Guidance for Members

On joining the Association Members agree:

1. To abide by the terms of the Memorandum and Articles of Association \*(see ISA website) and Regulations as laid down occasionally by the Executive Council of the Association, and the ISA standards set out in this information
2. To attend the Heads' Induction Course within the first two years of becoming a Member
3. To encourage staff at all levels throughout the school to participate in ISA's range of courses and conferences, and INSET generally
4. To notify the Deputy CEO immediately of any fundamental change ("material change") to the school, such as age range, governance, change of Head/Principal/Proprietor and contact details. The Chief Executive Officer should be advised if the school is in difficulty, as help and guidance is available - but early action is imperative
5. To pay all fees required by the Association within the invoice period set
6. To abide by the letter and spirit of the Associations Code of Practice \*(see ISA website) which covers:
  - Provision of information
  - Relationships with parents
  - Relationships with other schools and organisations
  - Marketing
  - Staff
  - Admissions
  - Statistical information
  - Transfer
7. To make every reasonable effort to maintain accreditation standards, including compliance with the Independent Schools Standards Regulations and other regulatory requirements under relevant law pertinent to registered independent schools.
8. To complete the ISC Census each year (if a Full or Dual Member)

# ISA Fee Structure

Fees vary depending upon the type of membership. A registration fee of £473 is payable on receipt of an application. All ISA charges are reviewed annually in September.

For 2025/26, ISA fees are:

## Full Membership Fees

(On Accreditation/Admission to Full Membership)

Annual Subscription	Per Capita Payment	Other Costs (approximate and unconfirmed)
£947 p/a	£4.16 per pupil p/a	ISC per capita annual payment calculated as: • 0 - 4 years £1.40 pp • 5-11 years £2.20 pp • 12 and older £3.81 pp  ISI £2,323/annum for all schools plus a per capita annual charge of £6.12 pp. Additional pp charge of £2.24 for pupils between 301 and 1050. Boarding (£739 150 and under, £1478 over 150). EYFS £950. Split site £765.

## Dual Membership Fees

(On Accreditation/Admission to Dual Membership)

Annual Subscription	Per Capita Payment	Other costs
£717 p/a	£4.16 per pupil p/a	ISC/ISI costs via the first Association joined

## UK Affiliate Membership Fees (to stay with Ofsted)

(On Accreditation/Admission to Affiliate Membership)

Annual Subscription	Per Capita Payment	Other Costs
£1087 p/a	£4.16 per pupil p/a	(Inspection costs as appropriate e.g. Ofsted)

*Additionally, the seven ISA Areas charge a small area fee in the range £25-£370. ISA payments are pro rata depending on the time of year. Groups of schools receive discounted base rates depending on the number of schools in the group. Please contact Peter Woodroffe on 01799 581694 for details.*

<u>Other types of membership</u>	<u>Costs</u>
Associate Membership	Annual subscription £106
Overseas Affiliate	Annual subscription £1098
Quondam Member	One-off payment £349



# A Network of Colleagues

## Support from ISA

ISA Head Office is always happy to help with advice and support on a range of issues, from inspection to staffing and educational policy, as well as providing courses and conferences for the continuing professional development of Members and their staff.

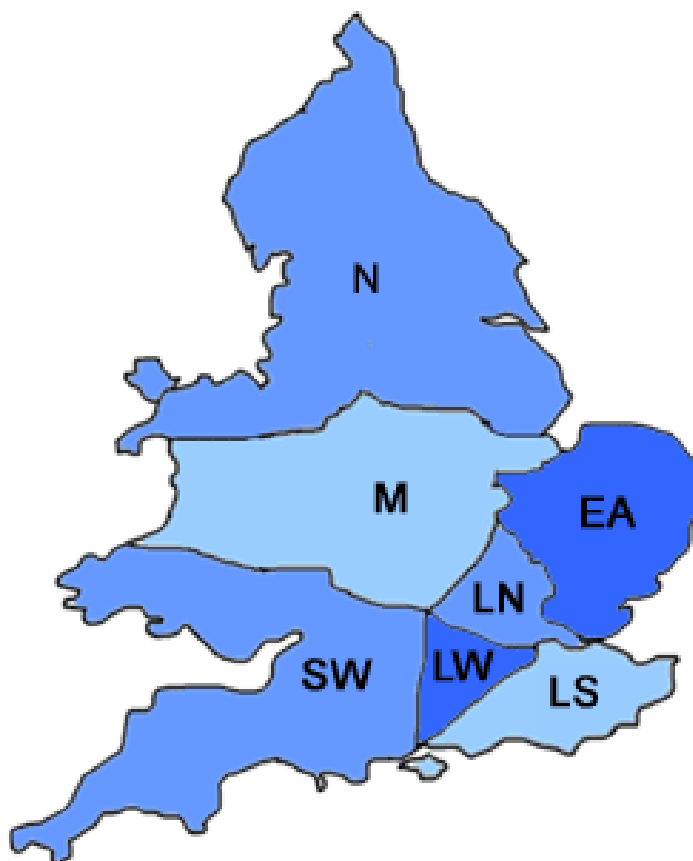
Chief Executive Officer	Rudi Elliott Lockhart	01799 581692 rudi.elliott.lockhart@isaschools.org.uk
Deputy CEO	Peter Woodroffe	01799 581694 peter.woodroffe@isaschools.org.uk
Head of Press	Philip Reynolds	07895 432526 press@isaschools.org.uk
Director of Education and Inclusion	Helen Stanton-Tonner	01799 610184 helen.stanton-tonner@isaschools.org.uk
Education Officer	Debra Cannon	01799 610184 debra.cannon@isaschools.org.uk
Professional Development Officer	Alice Thompson	01799 581696 alice.thompson@isaschools.org.uk
Marketing and Events Assistant	Alex Glendinning	01799 581697 alex.glendinning@isaschools.org.uk
Marketing and Events Coordinator	Helen Marks	01799 581695 helen.marks@isaschools.org.uk
Senior Membership Administrative Assistant	Lesley Rea	01799 581699 lesley.rea@isaschools.org.uk
Office Manager and Executive Assistant to the CEO	Karen Goddard	01799 581698 karen.goddard@isaschools.org.uk
Senior Finance Assistant	Gemma Golab	01799 523699 gemma.golab@isaschools.org.uk
Membership and Accounts Assistant	Joanne Snow	01799 581693 joanne.snow@isaschools.org.uk
Media and Communications Officer	Joe Tomkins	07999 033683 comms@isaschools.org.uk
National Sports Officer	Emily Ward	01799 610189 / 07842 767163 emily.ward@isaschools.org.uk
National Sports Coordinator	Neave Wilson	01799 610181 / 07842 767165 neave.wilson@isaschools.org.uk
National Arts Officer	Marie-Ange Moncuy	01700 800368 marie-ange.moncuy@isaschools.org.uk
National Arts Assistant	Alicia Muscella	01799 610185 Alicia.muscella@isaschools.org.uk

## Support in Your Local Area

Membership of ISA automatically brings you and your school into a network of colleagues in your area - something that our Members value highly.

ISA consists of seven regional Areas within the UK. There is an Area Coordinator for each region who provides support and advice to new and existing Members. Each Area is run by a committee of ISA Heads/Principals and teachers, and runs its own activities, sports events, meetings and professional development. Wherever your school is located, ISA is a close and supportive presence, ready to share knowledge and experience.

Regional Ambassadors are retired ISA members, who now work for ISA, visiting each school in their area each year. They offer friendly support and confidential advice for members.



Region	Area Coordinators	Regional Ambassadors
East Anglia	Pauline Wilson 01277 227152	Barbara McKeown 07779 003421
London North	Amanda Campbell 020 8504 1749	Lynn Maggs-Wellings 07739 859877
London South	Dominic Price 020 8300 2112	Linda Sanders 07984 628033
London West	Jonathan Hetherington 01252 792 303	Sue Manser 07554 954641
Midlands	David Preston 01926 778050	John Price 07391 074085
North	Jeremy Duke 01772 709624	Emma Howard 07931 523561
South West	Craig Wardle 01980 632387	Victoria Kennington 07801 983103

# The ISA Website

[www.isaschools.org.uk](http://www.isaschools.org.uk)

- Up-to-date resources for Heads/Principals, staff, parents and prospective parents
- Book a complimentary compliance consultancy visit
- Access to ISA's Gold Supplier initiative that saves ISA schools money and offers a premium service
- Details and booking facilities for ISA courses and conferences
- News from Member schools – constantly updated (email us with your latest news to help promote your school)
- Area events and meetings – see the calendar of events for full details
- National ISA sports events and results
- National ISA Arts events (live and online)
- ISA Newsletters – archive
- Access the ISA Jobs board
- Join discussion and interest groups
- See the ISA Member Map





## **Appendix 1**

### **ISA Enrichment: Sport (updated regularly on ISA website)**

ISA runs an annual programme of sporting competitions at Area and National levels. The Sports Calendar details National-level events taking place this academic year. Each ISA area has a nominated Sports Co-ordinator who is also a member of our Sports Committee, which meets once a term. Our Members, pupils and parents all value highly the provision of sport in ISA, which enjoys a justifiably high reputation.



In 2025-26 ISA Sport plans to run over 60 national events, giving over 7000 children amazing sporting opportunities including football, hockey, table tennis, golf, sailing, judo and many more. Please see the [Sports Calendar](#) for a full list.



### **ISA Enrichment: Fine Arts and Performing Arts (updated regularly on ISA website)**

ISA Arts runs a number of prestigious annual regional and national events and competitions. There will be 24 National opportunities in 2025-2026 in a variety of disciplines and genres. The programme includes live events such as Dance, Drama, or Music Competitions. Virtual competitions and challenges are also available including Comic Strip, Poetry, Essay, STEAM, or Digital Art Competitions, which are easily accessible to schools across the country. Opportunities are open to a wide age range. Some competitions dedicated to EYFS and Primary pupils (such as Handwriting Competition) and some for older students (Debating and Public Speaking for example). Please see the [Arts Calendar](#) on the ISA website for more details.

We encourage everyone to participate, however large or small their school. Entry into ISA sporting and arts competitions is, however, restricted to ISA Full, Dual and UK Affiliate Member schools.

## Appendix 2

### Frequently asked questions.

- **Does my school need to be a member of the Teachers' Pension Scheme in order to qualify for membership?**

No – ISA does not require this of its schools or insist on a minimum pension contribution, beyond the arrangements required of all employers.

- **Does my school have to offer any specific pay scale or spine to qualify for membership?**

No – as with pensions, all ISA schools are free to make choices on pay and conditions in line with their wishes.

- **If I become an ISA Member, do I have to join any other organisation or be a member of a union?**

No – ISA members are of course free to join any other organisation as they see fit. Membership of a recognised headteachers' union such as ASCL or NAHT is always worth considering, but is not a requirement.

- **Do I have to attend national conferences or the Area meetings each year?**

We very much hope that you will attend our events, though none are a requirement beyond the Heads' Induction Course which new Members should attend sometime in their first two years of headship, no matter what their previous headship experience might be. The Association's Annual Conference is reserved for ISA Members and focusses on the fellowship and support that sustains leadership. The Autumn Study Conference in November is open to Members and their leadership teams, to share best practice and hear of the latest pedagogical developments. Area meetings are similarly encouraged, with most Areas holding termly meetings and an Area AGM.

## Appendix 3

### ISA Continuing Professional Development.

ISA runs an annual programme of professional development events for Heads, Governors, Senior and Middle Leaders, practitioners and support staff. Please visit our website to see the full list:

<https://www.isaschools.org.uk/professional-development.html>

I very much hope that, after reading this pack, you will feel that membership of ISA can offer real benefits to you and your school.

Please get in touch with me if you would like to discuss anything further.

I really look forward to hearing from you.

Peter Woodroffe (Deputy CEO),  
[peter.woodroffe@isaschools.org.uk](mailto:peter.woodroffe@isaschools.org.uk)  
Tel: 01799 581694



INDEPENDENT  
S C H O O L S  
ASSOCIATION