

Board Governance Policies

Of

Dakar Academy
Dakar, Senegal

Approved Nov. 1, 2002
Modified February 20, 2004

"Partners in Mission for the Next Generation"

Ends

Organizational products, impacts, benefits, outcomes,
i.e., what good for which needs at what cost.

1. **Dakar Academy exists**

to partner in the advancement of the Kingdom of God through serving missionary families by providing educational services for their children.

To achieve this end, Dakar Academy seeks

"to provide for missionary children, and other children as space permits, quality primary and secondary education from an evangelical Christian perspective utilizing curricula compatible with American school systems, . . ." (Constitution)

1.1 Dakar Academy will provide K-12 education to children of evangelical missionaries in order that:

Christian Growth	1.1.1. Through all curricula, every child will have an overview of God's working in the world and in his/her individual life.
	1.1.1.1. Each child will face his/her responsibility to choose to follow Christ.
	1.1.1.2. Each child will grow in his/her spiritual walk.
Quality Education	1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.
American Education	1.1.3. Each student leaving DA will be able to integrate into a North American school system.
Practical Education	1.1.4. On graduating from Dakar Academy, each student will have the necessary life-skills to function as an adult.

and "to provide . . . boarding for missionary children." (Constitution)

1.2 Dakar Academy will provide North American boarding homes for children of missionaries who are not full-time residents of Dakar in order that those families will be able to continue their work where they are while meeting the educational needs of their children.

1.2.1. Missionary children in the boarding homes will live in a home-like atmosphere with loving adults who will fill the role and meet the responsibilities of their parents who are absent. The students will have a safe place physically, emotionally and spiritually in which to grow up.

1.2.2. Parents will participate in regular personal communication with their children, boarding home parents and administration.

Common Ground

Organizational beliefs, assumptions, philosophy and culture
i.e., who we seek to be as we do this ministry.

2. Common Ground:

2.1. Doctrinal Statement Of Dakar Academy

The United World Mission, Assemblies of God, Conservative Baptist International, and the International Missions Board of the Southern Baptist Convention share the doctrines we consider necessary to harmoniously labor together in the love of our Lord at Dakar Academy.

2.1.1. We believe that the Bible is God's Word, written by men divinely inspired, and that it is absolutely trustworthy and has supreme authority in all matters of faith and conduct.

2.1.2. We believe in one God, eternally existent in three persons: God the Father, God the Son, and God the Holy Spirit.

2.1.3. We believe in God the Father, Creator of heaven and earth, perfect in holiness, infinite in wisdom, measureless in power. We rejoice that He concerns Himself mercifully in the affairs of men and women, that He hears and answers prayer, and that He saves from sin and death all who come to Him through Jesus Christ.

2.1.4. We believe in Jesus Christ, God's only begotten Son; conceived of the Holy Spirit, born of the Virgin Mary, sinless in His life, making atonement for the sin of the world by His death on the cross. We believe in His bodily resurrection, His ascension into heaven, His high priestly intercession for His people and His personal, visible return to the world according to His promise.

2.1.5. We believe in the Holy Spirit, who came forth from God to convince the world of sin, of righteousness, and judgment and to regenerate, indwell, sanctify, and comfort all who believe in Jesus Christ.

2.1.6. We believe that all men and women by nature and by choice are sinners, but those who accept Christ as their Lord and Savior will rejoice forever in God's presence, and those who refuse to accept Christ as Lord and Savior will be forever separated from God. Each human being is responsible to God alone in all matters of faith.

2.1.7. We believe in the church as a living, spiritual body of which Christ is the Head and of which all regenerated people are members. We believe that a visible church is a company of believers in Jesus Christ, buried with Him in baptism and associated for worship, work, and fellowship. We believe that to these visible churches were committed the ordinances of baptism and the Lord's Supper, and that God has laid upon these churches the task of persuading a lost world to accept Jesus Christ as Savior and to enthrone Him as Lord and Master.

2.2. Core Values

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| Build Ministry
Community | 2.2.1. To build a staff community unified in its love for each other and for the children and their families. |
| Respect all
people | 2.2.2. To honor and respect all people as God's creatures, whether students, their parents, national workers or staff. |
| Celebrate Cultural
Diversity | 2.2.3. To encourage the acceptance of cultural diversity within the framework of Christian values and ethics and the social health of the general Dakar Academy community. |
| Treasure
Children | 2.2.4. To nurture and protect all children in the care of Dakar Academy in a manner appropriate to their age. |
| Act
Professionally | 2.2.5. To conduct all DA affairs professionally, aiming for quality, thoughtfulness and good organization. |
| Plan | 2.2.6. To keep a long-term view for the organization's development. |

Governance Process

Specification of how the board conceives,
carries out, and monitors its own task.

3. Governance process:

3.1 Governing Style:

The board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, and proactivity rather than reactivity.

In this spirit, the board will:

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| Internal Discipline | 3.1.1. Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, respect for clarified roles, speaking with one voice, and self-policing any tendency to stray from adopted governance policies. |
| Accountability | 3.1.2. Be accountable to the Owing Missions for competent, conscientious, and effective accomplishment of its obligations as a body. This will include a review of the vision and philosophy of Dakar Academy annually. |
| Mission Community | 3.1.3. Be proactive to identify the educational needs of the greater evangelical mission community and determine Dakar Academy's responsibility in meeting those needs. |
| Beyond Mission Community | 3.1.4. Be sensitive to the greater Dakar Academy community in providing quality education where Dakar Academy's concerns and their concerns coincide. |
| Govern better | 3.1.5. Monitor and regularly discuss the board's own process and performance. Ensure the continuity of its governance capability by retraining and redevelopment. |
| Be proactive | 3.1.6. Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance. |

3.2 **Board Job Description:** The job of the board is to lead Dakar Academy toward the desired performance and assure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. These include:

3.2.1. Setting written policies, which at the broadest levels address:

- 3.2.1.1. **Ends:** Organizational products, impacts, benefits, outcomes, i.e., what good for which needs at what cost.
- 3.2.1.2. **Governance Process:** Specification of how the board conceives, carries out, and monitors its own task.
- 3.2.1.3. **Board-Director Relationship:** How power is delegated and its proper use monitored.
- 3.2.1.4. **Executive Parameters:** Constraints on executive authority that establish the prudence and ethical boundaries within which lies the acceptable arena of executive activity and decisions.

3.2.2. Assuring director performance against the ends and within executive parameters.

3.2.3. Assuming the following limited administrative functions:

Financial issues:

- 3.2.3.1. The board establishes tuition and fees for the day school and room and board fees for the DA operated boarding homes. (Constitution)
- 3.2.3.2. The board sets compensation, subsidies, and benefits for staff and national workers. (Constitution)
- 3.2.3.3. The board approves the budget and modifications to the budget that exceed the guidelines in the executive parameters.
- 3.2.3.4. The board approves all business contracts longer than one year or a value of more than \$2,000 per year.
- 3.2.3.5. The board is responsible for capital development. (Constitution)

Personnel issues:

- 3.2.3.6. The board approves teaching and staff contracts.
- 3.2.3.7. Based upon the director's recommendations, the board may affirm staff members prior to departure on year-long furloughs in order to guarantee a position upon their return.
- 3.2.3.8. When necessary, the board will give written notice of mid-year termination stating terms of severance.

Judicial issues:

- 3.2.3.9. The board reviews and verifies that all handbooks are in conformity to current Governance Board policies prior to distribution.
- 3.2.3.10. The board acts as the final court of appeal in all matters relating to the school. (Constitution)

- 3.3 **Board Makeup:** The board will consist of two voting members of each owning Mission (one designated as representative to the Executive Committee and one designated as representative to the Full Board). Associate Missions are entitled to one non-voting member. (Constitution IV.A.1)

- 3.4 **Orientation of New Board Members:** New board members will be briefed on the governing process; role of the board, director and staff; the history of Dakar Academy; goals; plans; and finances.
- 3.5 **Chair's Role:** The job of the chair is, primarily, maintaining the integrity of the board's process.
- 3.5.1. **Direction:** The chair ensures that the board behaves in a matter consistent with its own rules and those legitimately imposed on it from outside the organization. Discussion content at meetings will be only those issues that, according to board policy, clearly belong to the board to decide, not the director.
- 3.5.2. **Spokesperson:** The chair is the only trustee authorized to speak for the board, other than in rare and specifically authorized instances.
- 3.5.3. **Emergency decisions:** The responsibility of the chair consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies on governance process and on the board-director relationship. This includes "acting in full authority of the Executive Committee in emergencies when efforts to contact its other members fail." (constitution IV.B.1.c.)
- 3.5.4. **Encouraging Director / interpreting policy:** The chair has no authority to make decisions beyond policies created by the board within ends and executive parameters policy areas. Therefore, the chair has no authority to usurp the director's role except for clear violation of policy, but is expected to maintain close communication, offer advice, interpret policy and provide encouragement to the administration and staff on behalf of the board.
- 3.6 **Board Meetings:**
- 3.6.1. The full board meets three times a year, normally in October, January and May. (Constitution IV.A.2.b. - "at least twice each year.") (See attached **Appendix A** for agenda items.)
- 3.6.2. The executive committee will meet as needed to act on behalf of the full board (Constitution IV.C.2.)

- 3.7 **Board Members' Code of Conduct:** The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including the proper use of authority and appropriate decorum when acting as board members.

Accordingly:

- 3.7.1. Board members must avoid any conflict of interest with respect to their fiduciary responsibility. There must be no self-dealing or any conduct of private business or personal services between any board member and Dakar Academy except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 - 3.7.2. Board members may not attempt to exercise individual authority over the organization.
 - 3.7.2.1. Board members' interaction with the director or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 3.7.2.2. Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - 3.7.2.3. Board members will make no judgments of the administrator or staff performance except as the performance of the head administrator is assessed according to explicit board policies and agreed upon performance objectives.
 - 3.7.3. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 3.8 **Board members' commitment:** Board members will annually sign the affirmation statement (see attached **Appendix B**).

Board-Director Relationship

How power is delegated and its proper use monitored.

4. Board-Director Relationship

4.1 Delegation to the Director: While the board's job is generally confined to establishing the broadest policies, implementation and subsidiary policy development is delegated to the Director.

4.1.1. All board authority delegated to staff is delegated through the Director, so that all authority and accountability of staff - as far as the board is concerned - is considered to be the authority and accountability of the Director.

4.1.2. Ends policies direct the Director to achieve results; Executive Parameters policies constrain the Director to act within acceptable boundaries of prudence and ethics. With respect to ends and executive means, the Director is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consistent with any reasonable interpretation of the board's policies.

4.1.3. The board may change its policies, thereby shifting the boundary between board and Director domains. Consequently, the board may change the latitude of choice given to the Director, but so long as any particular policy is in place, the board and its members will respect and support the Director's choices. This does not prevent the board from obtaining information in the delegated areas.

4.1.4. Except when a person or committee has been authorized to incur some amount of staff cost for study of an issue, no board member, officer, or committee has authority over the Director. Information may be requested by these individuals or groups, but if such request, in the Director's judgment, requires a material amount of staff time or funds or is disruptive, it may be refused.

4.2 Director Job Description: As the board's single official link to Dakar Academy, the Director's performance will be considered synonymous with Dakar Academy's performance as a whole. Consequently, the director's job contributions can be stated as performance in two areas:

4.2.1. Organizational accomplishment of board policies on ends,

4.2.2. Organization operation within the boundaries established in board policies on executive parameters.

4.3 Monitoring Executive Performance: Monitoring executive performance is synonymous with monitoring organizational performance against board policies on ends and on executive parameters. Any evaluation of the

director's performance, formal or informal, should be derived from these monitoring data.

The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information that does not do this will not be considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past. A given policy may be monitored in one or more of three ways:

- 4.3.1. **Internal report** - Disclosure of compliance information to the board from the director.
- 4.3.2. **External report** - Discovery of compliance information by a disinterested external auditor, inspector, or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard.
- 4.3.3. **Direct board inspection** - Discovery of compliance information by a board member, a committee, or the board as a whole. This is a board inspection of documents, activities, or circumstances directed by the board that allows a "prudent person" test of policy compliance.

Upon the choice of the board any policy can be monitored by any method at any time. For regular monitoring, however, each ends and executive parameters policy will be classified by the board according to frequency and method.

4.3.4. **Appendix C** contains the regular monitoring schedule.

- 4.4 **Annual Performance Review:** In addition to ongoing monitoring, the board will provide a specific opportunity for the director to present a self-evaluation and for board members to organize their evaluation of the director's performance and have it presented in a face-to-face debriefing with the director. At this time, the board and the director will agree on specific performance goals for the year ahead.

Executive Parameters

boundaries on executive authority that establish the prudence and ethical boundaries within which lies the acceptable arena of executive activity and decisions.

(General outline – elucidation, see page 12)

5. **General Executive Parameter:** The director will lead this organization in such a way that not only does DA accomplish its ends, but also glorifies God by how it accomplishes them.
 - 5.1 **Christian Environment:** The director will actively promote a favorable atmosphere to maintain a Christian testimony and advance spiritual growth.
 - 5.2 **K-12 day school:** The Director will assure that quality North American education from a Christian perspective is achieved.
 - 5.3 **MK Home:** The director will provide for and participate in the safety, protection, and nurturing of the boarding home students.
 - 5.4 **Relationships:** Dakar Academy values highly the relational practices and teachings of the Biblical narrative. Accordingly the director will seek a high standard of relational integrity within the policies and practices of Dakar Academy, including, but not limited to the following areas:
 - 5.4.1 **Treatment of Students and Their Parents:** With respect to interactions with students and their parents, or potential students and their parents, the director will not cause or allow conditions, procedures, or decisions which are misleading, unnecessarily intrusive, unsafe, disrespectful, unbiblical, or which fail to provide appropriate confidentiality or privacy.
 - 5.4.2 **Treatment of Staff:** With respect to the treatment of staff, paid or volunteer, the director may not create or permit unfair or unbiblical conditions.
 - 5.4.3 **Compensation and Benefits:** With respect to recommendations for employment, subsidies, compensation and benefits to staff, national workers, substitutes, consultants and volunteers, the Director will not cause or allow financial jeopardy or a violation of Dakar Academy's moral and legal obligations or a deviation from Dakar Academy's character as a missionary enterprise.
 - 5.4.4 **National workers**
 - 5.4.5 **Communication and Counsel to the Board:** The director will inform and support the board in its work.

5.5 Finances: Dakar Academy's financial operation will reflect the Biblical standards of stewardship, openness, wise planning and honesty and the historical evangelical standards of conservative financial policies, prudence, preparedness, and public integrity.

5.5.1 Planning and Budgeting: The Director will not allow Dakar Academy to operate without a financial plan.

5.5.2 Financial Condition & Activities: The Director will not allow actual, on-going financial activity to bring Dakar Academy into financial jeopardy or to deviate from the organizational goals established by the Board or to violate Dakar Academy's moral and legal obligations.

5.5.3 Asset Protection: The Director will not allow the assets of Dakar Academy to be unprotected, inadequately maintained or unnecessarily risked.

5.6 Administrative turnover and continuity:

5.6.1 Administrative Continuity: In order to protect Dakar Academy from sudden loss of school administrative services, the director will not fail to provide for continuity in school operation in the case of lack of key administrative personnel.

5.6.2 Pace of Change: A new director will exercise extra prudence in implementing changes by seeking a wide range of counsel.

(Elucidation of the Parameters)

5. **General Executive Parameter:** The director will lead this organization in such a way that not only does DA accomplish its ends, but also glorifies God by how it accomplishes them.

5.0.1 The director will assure that all practices, activities, decisions and organizational circumstances are lawful, prudent, moral, biblical and are not in violation of commonly accepted business and professional ethics or in violation of the constitution or doctrinal statement of Dakar Academy.

- 5.1. **Christian Environment:** The director will actively promote a favorable atmosphere to maintain a Christian testimony and advance spiritual growth.

Accordingly, the director will at least:

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| Leadership | 5.1.1 | By example and delegation assure the spiritual well being of the community. |
| Extracurricular Programs | 5.1.2 | Provide extracurricular opportunities for the Gospel to be presented and Christian students disciplined (such as - Chapels, SEW, King's Kids, youth groups, etc) |
| Materials | 5.1.3 | Assure that curricula, literature, A-V resources, and other media reflect Christian values and/or can be taught from a Christian perspective. |
| Discipline | 5.1.4 | Enforce disciplinary policies grounded in the Bible which train and lead students into maturity, self-discipline, and development of Christian character and integrity. |
| Dress Code | 5.1.5 | Apply dress codes to staff which are above reproach in terms of neatness, modesty and professionalism; and to students which promote an atmosphere of learning and development of Christian character. |
| Reputation | 5.1.6 | Prohibit students while engaged in any Dakar Academy activity from behavior which would compromise the Christian testimony of the school, offend the local culture, or give any appearance of sin.

Prohibit staff from such behavior at all times. |
| Conflict Resolution | 5.1.7 | Facilitate conflict resolution based on the Biblical model of Matthew 18 and other passages. |

5.2 K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

Accordingly, the director will at least:

Accreditation	5.2.1 Assure that the school meets and maintains the accreditation standards of ACSI and Middle States Association of Colleges and Schools.
Staff Hiring	5.2.2 Assure the hiring and supervision of administrative staff, teachers, and counseling staff who are spiritually qualified, adhere to the Dakar Academy statement of faith, competent, certified, and growing personally and professionally. 5.2.2.1 To achieve Ends 1.1.3 priority is given to hiring North Americans
Curriculum	5.2.3 Assure a coherent, cohesive, improving curriculum that reflects Christian values and that uses books and materials that can and will be taught from a Christian perspective.
Facilities	5.2.4 Assure the provision, maintenance and improvement of necessary facilities and resources.
Calendar	5.2.5 Assure a school calendar which balances the needs of the boarding families and the day school program.
Admission	5.2.6 Assure that an admissions procedure is in place and equitably applied that establishes: <ul style="list-style-type: none">➤ Minimum age requirements➤ Placement procedures for transfer students which includes minimum English language requirements for ESL students➤ Priorities and percentages consistent with the Ends statement of Dakar Academy,
Transfer Students	➤ Upon assuring the admission policy, Dakar Academy will not discriminate 5.2.7 Assure a procedure for placement and credit evaluation for at least <ul style="list-style-type: none">➤ North American transfer students➤ Transfer students from non-North American school systems,➤ Students who have been home-schooled.
Achievement tests	5.2.8 Assure that standardized achievement testing be available.
Graduation Standards	5.2.9 Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

5.3 MK Home: The director will provide for and participate in the safety, protection, and nurturing of the boarding home students.

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Accordingly: the director will at least:

- 5.3.1 Maintain admission standards,
 - 5.3.1.1 That include age limits, developmental standards and limitations due to physical handicaps.
 - 5.3.1.2 That assure the safety, adaptation and well-being of the residents.
 - 5.3.1.3 That honor the contractual priorities with the SBC and the ends established by the board.

- 5.3.2 Maintain and equitably apply disciplinary procedures in accordance with Matthew 18.

- 5.3.3 Communicate to all concerned said standards, restrictions and expectations in a clear and timely way.

- 5.3.4 Provide to the owning missions, through the board, the necessary information with enough detail to determine the opening and closing of the boarding homes according to the needs of the Owing Missions and the feasibility of financing the operation.

- 5.3.5 Assure that the boarding facilities meet and maintain ACSI standards.

- 5.3.6 Will develop a cooperative relationship with boarding homes operated by other missions.

5.4 **Relationships:** Dakar Academy values highly the relational practices and teachings of the Biblical narrative. Accordingly, the director will seek a high standard of relational integrity within the policies and practices of Dakar Academy, including, but not limited to, the following areas:

- 5.4.1 **Treatment of Students and Their Parents:** With respect to interactions with students and their parents, or potential students and their parents, the director will not cause or allow conditions, procedures, or decisions which are misleading, unnecessarily intrusive, unsafe, disrespectful, unbiblical, or which fail to provide appropriate confidentiality or privacy.

Accordingly, the Director

- 5.4.1.1 will review with each student and his parents:
 - the vision and philosophy of Dakar Academy
 - the outcomes that DA seeks to produce in the student's life through the particular educational program involved
 - the requirements for the student to participate in the program
 - the cost involved

- 5.4.1.2 may not elicit information for which Dakar Academy has no clear need.

information
privacy

	5.4.1.3	will protect a student and family against improper access to personal information
physical privacy	5.4.1.4	will maintain facilities that provide a reasonable level of privacy, both visual and aural.
Safety	5.4.1.5	will protect a student or his parents from undue physical, emotional or spiritual danger because of their involvement with a Dakar Academy activity.
	5.4.1.6	will have a clear procedure for investigating reports of abuse immediately: This procedure will require adults serving with Dakar Academy to report any reasonable suspicion of abuse in any form immediately to the Director.
Abuse Policy		<ul style="list-style-type: none"> ➤ Ensure that the reporting and investigating procedures name the Board Chair as the point of contact if the accusation concerns the Director. The Chair will then work with the investigators, playing the role the Director normally would. ➤ Not accept any applicant for any position at Dakar Academy who has been convicted of abuse at any time during their adult life. ➤ Permanently dismiss any adult currently serving at Dakar Academy if information should come to light revealing that they were convicted of abuse at any time during their adult life. ➤ Permanently dismiss any adult currently serving at Dakar Academy whom an investigation finds to have abused someone. ➤ Suspend any adult student whom an investigation finds to have abused someone, pending expulsion
Parental responsibility	5.4.1.7	Will reinforce the role of the parents as the persons primarily responsible for decisions relating to their children's life and education.
appeals	5.4.1.8	will inform each student and his parents of the above policies and to provide a grievance process to those who believe that they have not been accorded their rights under this policy.
availability	5.4.1.9	will model and provide appropriate personal informal contact between staff, students and parents.

5.4.2 **Treatment of Staff:** With respect to the treatment of staff, paid or volunteer, the director may not create or permit unfair or unbiblical conditions.

Concerning paid staff, the director will at least:

- 5.4.2.1 develop the esprit-de-corps and encourage the spiritual and emotional well being of the staff.
- 5.4.2.2 communicate/meet regularly with the staff concerning any new policy or changes which affects them. This will include a review of the vision and philosophy of Dakar Academy.

- 5.4.2.3 Not discriminate against any staff member.
 - 5.4.2.4 Operate with clear, written policies concerning staff conduct grievance procedures.
 - 5.4.2.5 not prevent staff from bringing grievances to the board when
 - a) internal grievance procedures have been exhausted and
 - b) the staff member alleges that board policy has been violated to his/her detriment.
 - 5.4.2.6 acquaint staff with the above policy.
 - 5.4.2.7 discipline staff for non-compliance of Biblical ethics or DA policy according to established guidelines.
 - 5.4.2.8 allow for, encourage and provide opportunities for ongoing professional training.
 - 5.4.2.9 Allow career staff with an owning mission to attend required mission meetings.
 - 5.4.2.10 Evaluate the performance of all staff formally and in writing at least once a year.
 - 5.4.2.11 Provide for regular cultural orientation and direction, including social expectations within the Senegalese context.
 - 5.4.2.12 Encourage staff in their responsibility to teach by example as well as verbal instruction.
- 5.4.3 **Compensation:** With respect to employment, subsidies, compensation and benefits to staff, national workers, substitutes, consultants and volunteers, the Director will not cause or allow financial jeopardy or a violation of Dakar Academy's moral and legal obligations or a deviation from Dakar Academy's character as a missionary enterprise.

Thus, the Director may not:

- 5.4.3.1 Promise or imply permanent or guaranteed employment.
- 5.4.3.2 Recommend to the board or change existing subsidies for missionary staff so that it would:
 - 5.4.3.2.1 Support one missionary staff position at a higher level than another.
 - 5.4.3.2.2 Attempt to compensate missionary staff with a professional salary, instead of subsidizing their personal support raising efforts as missionaries.

- 5.4.3.3 Recommend to the board or change benefits so as to cause unpredictable or inequitable situations, including those that
 - 5.4.3.3.1 Allow any employee to lose benefits already accrued from any foregoing plan.
 - 5.4.3.3.2 Give more benefits to someone in one staff position than in another.
- 5.4.3.4 Establish compensation rates for local hire staff, substitutes, consultants or others that substantially deviate from those that other schools like Dakar Academy pay for persons with their skills.

5.4.4 **National Workers:** Concerning local hire, the director may only:

- 5.4.4.1 Hire a Senegal resident who has current identification.
- 5.4.4.2 Hire an expatriate with the proper papers for living in Senegal.
- 5.4.4.3 Conform to Senegalese law in regards to pay, insurance and social security.

In addition, the director will

- 5.4.4.4 give preference to and encourage the hiring of Christians in good standing with a local evangelical church.

5.4.5 **Communication and Counsel to the Board:** The director will inform and support the board in its work.

Accordingly, the director will:

- 5.4.5.1 Submit monitoring, agenda items delegated to the director, and incidentals in an understandable, timely, and accurate fashion as they relate to provisions of board policies.
- 5.4.5.2 Inform the board of relevant trends, external and staff views or opinions, and changes in assumptions about previously established board policy.
- 5.4.5.3 Advise the board if, in the director's opinion, the board is in non-compliance with its own Governance Policies.
- 5.4.5.4 Report actual or anticipated noncompliance with any policy of the board.

5.5 Finances

Dakar Academy is a cooperative endeavor between three faith missions. As such, Dakar Academy's financial operation will reflect the Biblical standards of stewardship, openness, wise planning and honesty and the historical evangelical standards of conservative financial policies, prudence, preparedness, and public integrity.

Accordingly,

5.5.1 In regards to **Planning and Budgeting**

The Director will insure that Dakar Academy operates with a financial plan which:

- 5.5.1.1 reflects the organizational goals established by the Board.
- 5.5.1.2 does not risk financial jeopardy.
- 5.5.1.3 demonstrates multi-year planning.
- 5.5.1.4 uses sufficient detail
 - 5.5.1.4.1 To make credible financial projections
 - 5.5.1.4.2 To separate capital and operating expenses
 - 5.5.1.4.3 To disclose basic planning assumptions
- 5.5.1.5 conservatively projects income sufficient for the total expenses planned for that year and/or includes an explicit plan of expenditure of appropriate reserve funds to cover any shortfall.
- 5.5.1.6 Is regularly updated to reflect current conditions, showing income and expenses to date and improved knowledge of expected income and expenses for the rest of the year.

5.5.2 In regards to **Financial Condition & Activities**

The Director will not allow actual, on-going financial activity to bring Dakar Academy into financial jeopardy or to deviate from the organizational goals established by the Board or to violate Dakar Academy's moral and legal obligations.

Accordingly, the Director will not:

- 5.5.2.1 Allow total liquid assets to fall below \$100,000 more than known liabilities without Board approval.
- 5.5.2.2 Acquire, encumber or dispose of real property unless directed to do so by the Board.
- 5.5.2.3 Fail to pay debts and personnel in a timely manner.
- 5.5.2.4 Fail to pursue debts owed to Dakar Academy after a reasonable grace period.
- 5.5.2.5 In regards to budgeted spending, the Director will not spend or authorize to spend
 - more in a fiscal year than received as income in that year or released from appropriate reserves.
 - for purchases that exceeds the approved budget.
 - funds from other reserves beyond those budgeted for the fiscal year unless those funds can be restored through expected income for that year within ninety days.

5.5.3 **Asset Protection**

The Director will not allow the assets of Dakar Academy to be unprotected, inadequately maintained or unnecessarily risked.

Thus, the Director will:

- 5.5.3.1 Establish and maintain proper safeguards against theft and casualty losses to a reasonable level and against liability for Board, staff and school.
- 5.5.3.2 Not allow personnel, other than the Business Manager, access to material amounts of funds.
- 5.5.3.3 Not subject plant and equipment to improper wear and tear or insufficient maintenance.
- 5.5.3.4 Avoid unnecessarily exposing Dakar Academy, its Board or its staff to claims of liability.
- 5.5.3.5 Avoid making or authorizing any purchase or contract
 - 5.5.3.5.1 Wherein normally prudent protection has not been given against conflict of interest
 - 5.5.3.5.2 Of over \$500 without having obtained comparative prices and quality
 - 5.5.3.5.3 Of over \$2,000 without a method of assuring the balance of long-term quality and cost.
- 5.5.3.6 Refuse to receive, process or disburse funds under controls that are insufficient to meet an auditor's standards.

- 5.5.3.7 Refuse grant arrangements or directed gifts that will not help Dakar Academy achieve the organizational goals established by the Board, that are contrary to the grant or wishes of the giver, or that is inconsistent with the budget or long-term planning.

5.6 Administrative turnover and continuity: Dakar Academy has a high turnover rate in personnel due to its location in a third world country and its dependence on short term subsidized volunteers. Accordingly certain precautions need to be in place.

5.6.1 Administrative Continuity

In order to protect Dakar Academy from sudden loss of school administrative services, the director will provide for continuity in school operation in the case of lack of key administrative personnel.

Accordingly the Director will:

- 5.6.1.1 Have at least two other individuals, either staff members or individuals approved by the board, who will be familiar with board and school administrative issues and processes.
 - 5.6.1.2 Assure updated written procedures in the key areas of administration, including the functions of business procedures, admissions, testing, maintenance, boarding homes and record keeping.
 - 5.6.1.3 Provide complete and safe archives for scholastic records, business records and any other records needed for efficient operation of the school.
 - 5.6.1.4 Assure updated principle driven handbooks which clearly present policies and procedures with an explanation of the principles behind the policies.
 - 5.6.1.5 Assure coverage of essential services during summer break by:
 - 5.6.1.5.1 Restricting his/her vacation to July.
 - 5.6.1.5.2 Arranging the presence of other personnel on campus as necessary. (e.g. Secretary on campus by August 1; Business Manager on 11 month contract; supervision of summer work crews, etc.)
 - 5.6.1.6 Update the Crisis plan yearly.
- 5.6.2 **Pace of Change:** Because of the nature of living in a cross-cultural environment, a new director will exercise extra prudence in implementing changes by seeking a wide range of counsel from the

Board Chair, Executive Committee, and other sources knowledgeable in the cultural ambience and historical roots of Dakar Academy.

Appendix A

3.6 Board Meetings

3.6.1.3 October

Review of staff subsidies (Constitution VI.D “at the semi-annual meeting”

Elect process observer
Board self-evaluation
Meet w/ constituents
Review & revise BGP
Review & revise 15 yr. Plan

Elect sub-committee for board survey of students now in NA
Approve minutes

Director’s Reports

Teacher summary of how incorporate 11.1.
Financial reports
Test scores review – ACT, SAT, IOWA

3.6.1.2 January (semi-annual)

Elect process observer
Board self-evaluation
Meet w/ constituents
Review & revise BGP
Approve 2 yr. Calendar

Report from board sub-committee—survey from students in NA
Approve minutes
Approve budget for next year
Approve handbooks for next year
Survey results—furlough fam, grads

Director’s Reports

Financial reports
Review of tuition & fees
Review of all compensation, subsidies, and benefits
Facilities update
Draft of 2 year budget
Present 2 year school calendar

3.6.1.1 May (annual)

Elect new board officers (Constitution IV.B)

Elect process observer
Board self-evaluation
Meet w/ constituents
Review & revise BGP
Welcome new board members

Board members sign Affirmation of Service document
Approve minutes
Director evaluation

Director self-evaluation

Approve new staff contracts
Survey results – parents, students, staff, mission heads

Director’s Reports

Financial reports
Chaplain’s report
Financial reports
Report on long term contracts
Accreditation status
Boarding home survey summary

Appendix B
Board Member Annual Affirmation of Service

1. I continue to fully support the mission, vision, doctrinal and core value statements of Dakar Academy.
2. I understand board membership requires the equivalent of 6-8 days per year of my time, including preparation and meetings (for Board members) or 20 days per year of my time (for Executive Committee members). I am able to give that time during the twelve months ahead and expect to attend all board and committee meetings unless I give the chairman advance notice of my need to be absent for good cause.
3. I am able to fully support, without any reservations, the leadership or our School Board, and director. I give my full support to:

_____ Board Chairman

_____ Director

4. If anything should occur during the year which would not allow me to keep these intentions of being a positive contributor to our board, I will take the initiative to talk to the officers about a voluntary resignation to allow another to serve who is able to meet these common expectations of all board members.

_____ I am able to affirm all the above items and look forward to continued service.

_____ Given my current circumstances, I am unable to affirm all of the above and request that the board accept my resignation effective _____ and seek a replacement who can meet all expectations of board members.

Signed: _____ Date: _____

Please return your copy to the Board Secretary in the envelope provided. Thank you!

Appendix C

Ends Monitoring – a detailed description

This is a detailed description of how the board will monitor our Ends Statements and our Executive Parameters. The board will be using different monitoring tools to gather their information. These tools include:

- Director's Report DR
- Parent Survey PS
- Graduate Survey GS
- Staff Survey SfS
- Mission Community Survey MCS
- Boarding Family Survey BFS
- Boarding Student Survey BSS
- Student Survey StuS
- National Worker Survey NWS
- Furloughing Family Survey FFS
- Calendar Overview Calendar
- Director's Evaluation DE

<u>Topic</u>	<u>Monitoring Method</u>	<u>Tool</u>
<u>Christian Curriculum</u> 1.1.1, 5.1.3 and 5.2.3	<ol style="list-style-type: none"> The director will demonstrate that the staff uses their curricula so that "each child will have an overview of God's working in the world and in his/her individual life." (1.1.1) The [director/Survey Subcommittee??] will present the portion of the parent and graduate surveys that address Christian curriculum. 	October DR PS GS
<u>Christian Growth</u> 1.1.1.1 , 1.1.1.2, 1.1.2 and 5.1.2	<ol style="list-style-type: none"> The director will report how "each child was faced with his/her responsibility to choose to follow Christ" (1.1.1.1) and will give examples of how they have seen students "grow in his/her spiritual walk" (1.1.1.2) and how they were "challenged to reach his/her potential...spiritually and morally" (1.1.2) The [director/Survey Subcommittee??] will present the portion of the parent and graduate surveys that address Christian growth. 	May DR PS GS

<p><u>Quality Education</u> 1.1.2 and 5.2, 5.2.8, 5.2.9</p>	<ol style="list-style-type: none"> 1. ACADEMICALLY: The director will provide a summary of test results (ACT, SAT, IOWA) and will give a report that will identify the areas in the curriculum that need improvement. 2. PHYSICALLY and SOCIALLY: The director will give a report identifying the student groups who are not being challenged physically and socially. The [director/Survey Subcommittee??] will present the portion of the parent, staff, mission community and graduate surveys that address this question. 3. The board will preview the next year’s school calendar and note opportunities that will be given to challenge each student physically and socially. 	<p>October DR</p> <p>October DR</p> <p>PS, Sfs, MCS, GS</p> <p>Calendar</p>
<p>American Education 1.1.3 and 1.1.4</p>	<ol style="list-style-type: none"> 1. The director will report how the students have “integrated into the North American school system” (1.1.3) and how DA graduates “have the necessary life skills to function as an adult.” 2. (1.1.4) [The director/Survey Subcommittee??] will present the results of the Furloughing Family and Graduate Surveys. 	<p>October DR</p> <p>FFS, GS</p>
<p><u>Boarding Homes</u> 1.2.1, 1.2.2, 5.3, 5.3.1.2, 5.3.4 and 5.3.5</p>	<ol style="list-style-type: none"> 1. The director will bring a report demonstrating that “Missionary children will live in a home-like atmosphere and have a safe place physically, emotionally and spiritually in which to grow up” (1.2.1). The report should indicate that parents (are participating) “in regular personal communication with their children, boarding home parents and administration” (1.2.2) The report should also include a recommendation of the opening or closing of the boarding program and should demonstrate that the boarding homes are following ACSI standards. 2. The [director/Survey Subcommittee??] will present the results of the Boarding Family and Boarding Student Surveys. 	<p>May DR</p> <p>BFS BSS</p>
<p><u>Policy Handbooks</u> 5.1.4, 5.1.5, 5.1.6, 5.1.7, 5.2.6, 5.2.7, 5.3.1.1 , 5.3.1.3, 5.3.2, 5.3.3, 5.4.1.1, 5.4.1.2, 5.4.1.6, 5.4.1.7, 5.4.2.4, 5.4.3, 5.6.1.2, 5.6.1.4</p>	<p>The director will present Staff, MK home, Student and Policy handbooks for board approval. (Changes will be effective the following school year. It would cause too much confusion if policies were changed in the middle of the school year.)</p>	<p>January DR</p>

<u>Values</u>	In a variety of surveys the constituency will be asked if:	
5.0.2, 5.4.1.5	<ol style="list-style-type: none"> 1. They feel a sense of community 2. They feel a sense of respect from the director 3. They feel that cultural diversity is accepted within the framework of Christian values 4. They feel that the DA students are protected and nurtured 5. They feel that DA conducts itself professionally 6. In the director's evaluation the board will see if the director is keeping to the long term view. 7. The board will review the school calendar to ensure that there are opportunities to learn about living in a multicultural environment. (eg: Senegalese Awareness Week) 	<p>SfS SfS, PS, StuS, NWS SfS, StuS, PS SfS, StuS, PS SfS, PS DE Calendar</p>
<u>Spiritual leadership</u>	In the director's self evaluation he will demonstrate how he is assuring the spiritual well being of the community.	DE
5.1.1		
<u>Discipline</u>	The [director/Survey Subcommittee??] will present the Staff, Student and Parent surveys that address how disciplinary policies are being enforced.	SfS, StuS, PS
5.1.4		
<u>Dress code</u>	The director will show how he enforced the dress codes for both staff and students.	May DR
5.1.5		
<u>Reputation</u>	The director will report any incidents that compromise the reputation of the school.	May DR
5.1.6		
<u>Conflict Resolution</u>	<ol style="list-style-type: none"> 1. In the director's report he will give examples of how he facilitated conflict resolutions using biblical principles. 2. The [director/Survey Subcommittee??] will present the Staff and Students that address conflict resolution. 	May DR or as incidents arise SfS, StuS
5.1.7, 5.3.2		
<u>Accreditation</u>	In the director's report he will give an update on our accreditation status.	May DR
5.2.1		
<u>Staff Hiring</u>	The director will update the board on new hires and positions needing to be filled as he gathers the information.	May DR as information is gathered
5.2.2, 5.4.4.4		
<u>Facilities</u>	<ol style="list-style-type: none"> 1. In the director's report he will give an update on the provision, maintenance and improvement of necessary facilities and resources including plans for capital development. 2. The director will note how he is providing for the privacy of staff and students. 	January DR
5.2.4, 5.4.1.4		

<u>Calendar</u> 5.2.5	The director will present a calendar to the board.	January DR
<u>Intrusion</u> 5.4.1.2, 5.4.1.3	<ol style="list-style-type: none"> 1. The director will present the staff and student application forms to the board for review. 2. The director will report to the board any complaints of intrusion or breach of privacy. 	January DR As incidents arise
<u>Availability</u> 5.4.1.8	The [director/Survey Subcommittee??] will present the portion of the staff, parents and students surveys that address the availability of the director.	SfS, PS, StuS
<u>Treatment of staff</u> 5.4.2.1, 5.4.2.2, 5.4.2.3, 5.4.2.5, 5.4.2.7, 5.4.2.8, 5.4.2.9, 5.4.2.12	The [director/Survey Subcommittee??] will present the portion of the staff survey that addresses the director/staff relationships.	SfS
<u>Staff Evaluation</u> 5.4.2.10	The director will attest to the board that all the staff were formally evaluated or will list any exceptions.	May DR
<u>Orientation</u> 5.4.2.6, 5.4.2.11	The director will report how he orientated the staff on grievance procedures and Senegalese cultural expectations.	October DR
<u>Compensation</u> 5.4.3	The director will present to the board a table showing the compensation and benefits of all employees of Dakar Academy, including staff, national workers, substitutes, consultants ...	October DR
<u>National Workers</u> 5.4.4.3	The director will provide assurance to the board that all national workers' pay, insurance, social security and benefits conform to the Senegalese Worker's Laws.	October DR
<u>Identification Papers</u> 5.4.4.1, 5.4.4.2	The director will provide assurance to the board that all staff, children of staff and boarding students 16 years and older, and national workers have current identification required by the Senegalese government.	October DR
<u>Communication and Counsel to the Board</u> 5.4.5, 5.4.5.1, 5.4.5.2, 5.4.5.3, 5.4.5.4	In the director's evaluation, the board will ask itself if the director informed and supported the board in its work.	DE
<u>Finances</u> 5.5.1.1, 5.5.1.2, 5.5.1.3, 5.5.1.4, 5.5.1.5, 5.5.1.6, 5.5.2.1, 5.5.2.1 and 5.5.2.5	<ol style="list-style-type: none"> 1. The director will present to the board a one year budget and a two year budget giving sufficient detail for the projections. 2. The director will inform the board of any budget adjustments as they arise. 3. The director will provide monthly financial statements to the board. 	January DR As needed Monthly

<u>Debts</u> 5.5.2.3, 5.5.2.4	The director will present the details of any outstanding debts The director will present the details of any debts owed to Dakar Academy and the plan to recuperate the debt.	January DR
<u>Asset Protection</u> 5.5.3	The director will show how he is protecting Dakar Academy's assets and how he complied with the guidelines outlined in the Board Governance Policy.	January DR
<u>Administrative Continuity</u> 5.6.1.1, 5.6.1.2, 5.6.1.3, 5.6.1.5, 5.6.1.6	The director will present to the board his plan to assure administrative continuity. 1. In case of unexpected loss of personnel 2. Summer staffing 3. An update on the Crisis plan	October DR May DR January DR

Appendix D Survey Monitoring Tools

Parent Survey (PS) – results presented in the May board meeting. Survey is to include parents of students currently attending Dakar Academy.

BGP Related Topics:

Christian Curriculum -1.1.1, 5.1.3, 5.2.3

1.1.1. Through all curricula, every child will have an overview of God's working in the world and in his/her individual life.

5.1.3. The director will assure that curricula, literature, A-V resources, and other media reflect Christian values and/or can be taught from a Christian perspective.

5.2.3. The director will assure a coherent, cohesive, improving curriculum that reflects Christian values and that uses books and materials that can and will be taught from a Christian perspective.

Christian Growth - 1.1.1.1, 1.1.1.2, 1.1.2 and 5.1.2

1.1.1.1. Each child will face his/her responsibility to choose to follow Christ.

1.1.1.2. Each child will grow in his/her spiritual walk.

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

5.1.2 The director will provide extracurricular opportunities for the Gospel to be presented and Christian students disciplined (such as - Chapels, SEW, King's Kids, youth groups, etc)

Quality Education - 1.1.2 and 5.2, 5.2.8, 5.2.9

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

PHYSICALLY and SOCIALLY: The director will give a report identifying the student groups who are not being challenged physically and socially. The director will present the portion of the parent, staff, mission community and graduate surveys that address this question.

5.2. K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

- 5.2.8 [The Director will] Assure that standardized achievement testing be available.
 5.2.8 [The Director will] Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

Christian Climate - 5.0.2, 5.4.1.5

5.0.2 has to do with the core values which are listed under "Common Ground."

In a variety of surveys the constituency will be asked if:

1. They feel a sense of community
2. They feel a sense of respect from the director
3. They feel that cultural diversity is accepted within the framework of Christian values
4. They feel that the DA students are protected and nurtured
5. They feel that DA conducts itself professionally

5.4.1.5. The director will protect a student or his parents from undue physical, emotional or spiritual danger because of their involvement with a Dakar Academy activity.

Discipline - 5.1.4

The director will present the Staff, Student and Parent surveys that address how disciplinary policies are being enforced.

- 5.1.4 [The Director will] Enforce disciplinary policies grounded in the Bible which train and lead students into maturity, self-discipline, and development of Christian character and integrity.

Availability - 5.4.1.8

The director will present the portion of the staff, parents and students surveys that address the availability of the director.

5.4.1.8 The director will model and provide appropriate personal informal contact between staff, students and parents.

Other:

Student Survey (StuS) - results presented in the May full board meeting. Survey includes students currently attending Dakar Academy.

BGP Related Topics:

Values - 5.0.2, 5.4.1.5

In a variety of surveys the constituency will be asked if:

1. They feel a sense of community
2. They feel a sense of respect from the director

3. They feel that cultural diversity is accepted within the framework of Christian values
4. They feel that the DA students are protected and nurtured

Discipline - 5.1.4

The [director/Survey Subcommittee??] will present the Staff, Student and Parent surveys that address how disciplinary policies are being enforced.

- 5.1.4. [The Director will] Enforce disciplinary policies grounded in the Bible which train and lead students into maturity, self-discipline, and development of Christian character and integrity.

Conflict Resolution - 5.1.7, 5.3.2

The [director/Survey Subcommittee??] will present the Staff and Students that address conflict resolution.

- 5.1.7. [The Director will] Facilitate conflict resolution based on the Biblical model of Matthew 18 and other passages.
- 5.3.2. [The Director will] Maintain and equitably apply disciplinary procedures in accordance with Matthew 18.

Availability - 5.4.1.8

The [director/Survey Subcommittee??] will present the portion of the staff, parents and students surveys that address the availability of the director.

- 5.4.1.8 The director will model and provide appropriate personal informal contact between staff, students and parents.

Other:

Staff Survey (SfS) – results presented in the May full board meeting. Survey includes teaching and administration staff currently employed by Dakar Academy.

BGP Related Topics:

Quality Education - 1.1.2 and 5.2, 5.2.8, 5.2.9

- 1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

PHYSICALLY and SOCIALLY: The director will give a report identifying the student groups who are not being challenged physically and socially. The director will present the portion of the parent, staff, mission community and graduate surveys that address this question.

5.2. K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

5.2.8. [The Director will] Assure that standardized achievement testing be available.

5.2.9. [The Director will] Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

Values - 5.0.2, 5.4.1.5

In a variety of surveys the constituency will be asked if:

1. They feel a sense of community
2. They feel a sense of respect from the director
3. They feel that cultural diversity is accepted within the framework of Christian values
4. They feel that the DA students are protected and nurtured
5. They feel that DA conducts itself professionally

Discipline - 5.1.4

The [director/Survey Subcommittee??] will present the Staff, Student and Parent surveys that address how disciplinary policies are being enforced.

5.1.4. [The Director will] Enforce disciplinary policies grounded in the Bible which train and lead students into maturity, self-discipline, and development of Christian character and integrity.

Conflict Resolution - 5.1.7, 5.3.2

The [director/Survey Subcommittee??] will present the Staff and Students that address conflict resolution.

5.1.7. [The Director will] Facilitate conflict resolution based on the Biblical model of Matthew 18 and other passages.

5.3.2. [The Director will] Maintain and equitably apply disciplinary procedures in accordance with Matthew 18.

Availability - 5.4.1.8

The [director/Survey Subcommittee??] will present the portion of the staff, parents and students surveys that address the availability of the director.

5.4.1.8 The director will model and provide appropriate personal informal contact between staff, students and parents.

Treatment of staff - 5.4.2.1, 5.4.2.2, 5.4.2.3, 5.4.2.5, 5.4.2.7, 5.4.2.8, 5.4.2.9, 5.4.2.12

The [director/Survey Subcommittee??] will present the portion of the staff survey that addresses the director/staff relationships.

5.4.2.1. [The Director will] develop the esprit-de-corps and encourage the spiritual and emotional well being of the staff.

5.4.2.2. [The Director will] communicate/meet regularly with the staff concerning any new policy or changes which affects them.

5.4.2.3. [The Director will] Not discriminate against any staff member.

5.4.2.5. [The Director will] not prevent staff from bringing grievances to the board when

- a) internal grievance procedures have been exhausted and
- b) the staff member alleges that board policy has been violated to his/her detriment.

5.4.2.7. [The Director will] discipline staff for non-compliance of Biblical ethics or DA policy according to established guidelines.

5.4.2.8. [The Director will] allow for, encourage and provide opportunities for ongoing professional training.

5.4.2.9. [The Director will] Allow career staff with an owning mission to attend required mission meetings.

5.4.2.12 [The Director will] Encourage staff in their responsibility to teach by example as well as verbal instruction.

Other:

Boarding Student Survey (BSS) – results presented in the May full board meeting. Survey includes students currently living in a Dakar Academy boarding home.

BGP Related Topics:

Boarding Homes - 1.2.1, 1.2.2, 5.3, 5.3.1.2

1.2.1. Missionary children in the boarding homes will live in a home-like atmosphere with loving adults who will fill the role and meet the responsibilities of their parents who are absent. The students will have a safe place physically, emotionally and spiritually in which to grow up.

1.2.2. Parents will participate in regular personal communication with their children, boarding home parents and administration.

5.3. MK Home: The director will provide for and participate in the safety, protection, and nurturing of the boarding home students.

5.3.1.2. [The Director will] That assure the safety, adaptation and well-being of the residents.

Other:

Boarding Family Survey (BFS) – results presented in the May full board meeting. Survey includes families who currently have a student living in a Dakar Academy boarding home.

BGP Related Topics:

Boarding Homes - 1.2.1, 1.2.2, 5.3, 5.3.1.2

1.2.1. Missionary children in the boarding homes will live in a home-like atmosphere with loving adults who will fill the role and meet the responsibilities of their parents who are absent. The students will have a safe place physically, emotionally and spiritually in which to grow up.

1.2.2. Parents will participate in regular personal communication with their children, boarding home parents and administration.

5.3. MK Home: The director will provide for and participate in the safety, protection, and nurturing of the boarding home students.

5.3.1.2. [The Director will] That assure the safety, adaptation and well-being of the residents.

Other:

Graduate Survey (GS1, GS2) – results presented in the January board meeting. Initially, this survey is to include students that graduated in previous years. Normally, GS1 will include graduates from the previous school year and GS2 will include graduates 2-3 years earlier to the survey date. The purpose of these 2 surveys is to track the answers of graduates through their transition from DA to adulthood.

BGP Related Topics:

Christian Curriculum - 1.1.1, 5.1.3 and 5.2.3

1.1.1. Through all curricula, every child will have an overview of God's working in the world and in his/her individual life.

5.1.3. [The Director will] Assure that curricula, literature, A-V resources, and other media

reflect Christian values and/or can be taught from a Christian perspective.

5.2.3. [The Director will] Assure a coherent, cohesive, improving curriculum that reflects

Christian values and that uses books and materials that can and will be taught from a Christian perspective.

Christian Growth - 1.1.1.1, 1.1.1.2, 1.1.2 and 5.1.2

1.1.1.1. Each child will face his/her responsibility to choose to follow Christ,

1.1.1.2. Each child will grow in his/her spiritual walk.

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

5.1.2. [The Director will] Provide extracurricular opportunities for the Gospel to be presented and Christian students disciplined (such as - Chapels, SEW, King's Kids, youth groups, etc)

Quality Education - 1.1.2 and 5.2, 5.2.8, 5.2.9

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

PHYSICALLY and SOCIALLY: The director will give a report identifying the student groups who are not being challenged physically and socially. The director will present the portion of the parent, staff, mission community and graduate surveys that address this question.

5.2. K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

5.2.8. [The Director will] Assure that standardized achievement testing be available.

5.2.9. [The Director will] Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

American Education - 1.1.3 and 1.1.4

1.1.3. Each student leaving DA will be able to integrate into a North American school system.

1.1.4. On graduating from Dakar Academy, each student will have the necessary life-skills to function as an adult.

Other:

Furloughing Family Survey (FFS) – results presented in the January board meeting.

Survey includes children who have attended Dakar Academy and are now attending a school in North America. Survey will be processed by email with a separate survey for each child.

BGP Related Topics:

American Education - 1.1.3

1.1.3. Each student leaving DA will be able to integrate into a North American school system.

Other:

1. How are they schooling their child? Home, Christian, public
2. Why did they choose this type of schooling? Money, travel, don't fit in
3. How has your child adapted socially and academically?
4. Are there any apparent gaps in your child's education?

Calendar Overview (Calendar) – presented in the January full board meeting. The board will preview the next year's school calendar and note opportunities that will be given to challenge each student physically and socially.

BGP Related Topics:

Quality Education - 1.1.2 and 5.2, 5.2.1., 5.2.5., 5.2.8, 5.2.9

1.1.2. Each student will be challenged to achieve his/her potential

- physically
- socially

5.2. The Director will assure that quality North American education from a Christian perspective is achieved.

- (*similar schedule as schools in NA*)

5.2.1. Assure that the school meets and maintains the accreditation standards of ACSI and Middle States Association of Colleges and Schools.

- (*# of course hours and/or days*)

5.2.5. Assure a school calendar which balances the needs of the boarding families and the day school program.

5.2.8. Assure that standardized achievement testing be available.

- (scheduled test dates)

5.2.9. Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

- (beginning and ending of the school year)

Other:

Former Staff Survey (FSf) – our current monitoring does not include surveying former staff but we may want to develop a set of questions to find out why they have decided to leave DA. Results should be presented in the October full board meeting.

Other:

National Worker Survey (NWS) – results presented in the May full board meeting. Survey includes national workers employed by Dakar Academy.

BGP Related Topics:

Values - 5.0.2, 5.4.1.5

They feel a sense of respect from the director

5.4.1.5. The director will protect a student or his parents from undue physical, emotional or spiritual danger because of their involvement with a Dakar Academy activity.

Other:

Mission Community Survey (MCS) – results presented in the May full board meeting. Survey includes heads of mission organizations in Senegal, as well as other places in West Africa. We would like input from missions who do not have students at Dakar Academy as well as those who do.

BGP Related Topics:Quality Education - 1.1.2 and 5.2, 5.2.8, 5.2.9

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

PHYSICALLY and SOCIALLY: The director will give a report identifying the student groups who are not being challenged physically and socially. The director will present the portion of the parent, staff, mission community and graduate surveys that address this question.

5.2. K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

5.2.8. [The Director will] Assure that standardized achievement testing be available.

5.2.9. [The Director will] Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

Other:

Director's Evaluation (DE) – to be presented in the May full board meeting. The DE includes a formal written statement by the board (BGP 4.4, ACSI standards).

BGP Related Topics:Values - 5.0.2, 5.4.1.5

In the director's evaluation the board will see if the director is keeping to the long term view.

5.4.1.5. The director will protect a student or his parents from undue physical, emotional or spiritual danger because of their involvement with a Dakar Academy activity.

Communication and Counsel to the Board - 5.4.5, 5.4.5.1, 5.4.5.2, 5.4.5.3, 5.4.5.4

In the director's evaluation, the board will ask itself if the director informed and supported the board in its work.

5.4.5. Communication and Counsel to the Board: The director will inform and support the board in its work.

5.4.5.1. [The Director will] Submit monitoring, agenda items delegated to the director, and incidentals in an understandable, timely, and accurate fashion as they relate to provisions of board policies.

5.4.5.2. [The Director will] Inform the board of relevant trends, external and staff views or opinions, and changes in assumptions about previously established board policy.

5.4.5.3. [The Director will] Advise the board if, in the director's opinion, the board is in non-compliance with its own Governance Policies.

5.4.5.4. [The Director will] Report actual or anticipated noncompliance with any policy of the board.

Other:

Current Financial Statement

Survey Results:

Parent Survey	May board meeting
Student Survey	May board meeting
Staff Survey	May board meeting
Boarding Students Survey	May board meeting
Boarding Families Survey	May board meeting
Graduate Survey	January board meeting
Furloughing Family Survey	January board meeting
Calendar Overview	January board meeting
National Worker Survey	May board meeting
Mission Community Survey	May board meeting
Former Staff Survey	October board meeting

Director's Report (DR) – the director's report contains scheduled monitoring information requested by the full board in the Board Governance Policies. The director will submit to the board the requested information in writing at least **3 weeks** prior to each full board meeting for board member review.

October Full Board Meeting

Christian Curriculum - 1.1.1, 5.1.3 and 5.2.3

The director will demonstrate that the staff uses their curricula so that:

1.1.1. Through all curricula, every child will have an overview of God's working in the world and in his/her individual life.

5.1.3. [The Director will] Assure that curricula, literature, A-V resources, and other media reflect Christian values and/or can be taught from a Christian perspective.

5.2.3. [The Director will] Assure a coherent, cohesive, improving curriculum that reflects Christian values and that uses books and materials that can and will be taught from a Christian perspective.

Quality Education - 1.1.2 and 5.2, 5.2.8, 5.2.9

4. **ACADEMICALLY:** The director will provide a summary of test results (ACT, SAT, IOWA) and will give a report that will identify the areas in the curriculum that need improvement.

2. **PHYSICALLY and SOCIALLY:** The director will give a report identifying the student groups who are not being challenged physically and socially.

1.1.2. Each student will be challenged to achieve his/her potential, academically, physically, socially, spiritually and morally.

5.2. K-12 day school: The Director will assure that quality North American education from a Christian perspective is achieved.

5.2.8. [The Director will] Assure that standardized achievement testing be available.

5.2.9. [The Director will] Assure that graduation standards are compatible with North American high schools and courses offered that allow graduates to enter most US colleges and universities.

American Education - 1.1.3 and 1.1.4

The director will report how the students have:

1.1.3. Each student leaving DA will be able to integrate into a North American school system.

1.1.4. On graduating from Dakar Academy, each student will have the necessary life-skills to function as an adult.

Orientation - 5.4.2.6, 5.4.2.11

The director will report how he orientated the staff on grievance procedures and Senegalese cultural expectations.

5.4.2.6. acquaint staff with the above (grievance) policy.

5.4.2.11. Provide for regular cultural orientation and direction, including social expectations within the Senegalese context.

Compensation - 5.4.3

The director will present to the board a table showing the compensation and benefits of all employees of Dakar Academy, including staff, national workers, substitutes, consultants ...

5.4.3. With respect to employment, subsidies, compensation and benefits to staff, national workers, substitutes, consultants and volunteers, the Director will not cause or allow financial jeopardy or a violation of Dakar Academy's moral and legal obligations or a deviation from Dakar Academy's character as a missionary enterprise.

National Workers - 5.4.4.3

The director will provide assurance to the board that all national workers' pay, insurance, social security and benefits conform to the Senegalese Worker's Laws.

5.4.4.3. Recommend to the board or change benefits so as to cause unpredictable or inequitable situations,

Identification Papers - 5.4.4.1, 5.4.4.2

The director will provide assurance to the board that all staff, children of staff and boarding students 16 years and older, and national workers have current identification required by the Senegalese government.

5.4.4.1. Hire a Senegal resident who has current identification.

5.4.4.2. Hire an expatriate with the proper papers for living in Senegal.

Administrative Continuity - 5.6.1.1, 5.6.1.2, 5.6.1.3

The director will present to the board his plan to assure administrative continuity in the case of unexpected loss of personnel.

5.6.1.1. [The Director will] Have at least two other individuals, either staff members or individuals approved by the board, who will be familiar with board and school administrative issues and processes.

5.6.1.2. [The Director will] Assure updated written procedures in the key areas of administration, including the functions of business procedures, admissions, testing, maintenance, boarding homes and record keeping.

5.6.1.3. [The Director will] Provide complete and safe archives for scholastic records, business records and any other records needed for efficient operation of the school.

Survey Results – Former Staff Survey (FSf)

January Full Board Meeting

Policy Handbooks - 5.1.4, 5.1.5, 5.1.6, 5.1.7, 5.2.6, 5.2.7, 5.3.1.1, 5.3.1.3, 5.3.2, 5.3.3, 5.4.1.1, 5.4.1.2, 5.4.1.6, 5.4.1.7, 5.4.2.4, 5.4.3, 5.6.1.2, 5.6.1.4

The director will present Staff, MK home, Student and Policy handbooks for board approval. (Changes will be effective the following school year. It would cause too much confusion if policies were changed in the middle of the school year.)

5.1.4 – Discipline policy	5.1.5 – Dress Code policy	5.1.6 – Activities Conduct
5.1.7 – Conflict Resolution	5.2.6 – Admission policy	5.2.7 – Placement Process
5.3.1.1 – Boarding Admiss.	5.3.1.3 – Boarding Priority	5.3.2 – Boarding Discipline
5.3.3 – Commun. policy	5.4.1.1 – Commun. policy	5.4.1.2 – Intrusion policy
5.4.1.6 – Parental respon.	5.4.1.7 – Grievance Process	5.4.2.4 – Staff Griev. Process
5.4.3 – Compensations	5.6.1.2 – Adm. procedures	5.6.1.4 – Princ. in handbooks

Finances - 5.5.1.1, 5.5.1.2, 5.5.1.3, 5.5.1.4, 5.5.1.5, 5.5.1.6, 5.5.2.1, 5.5.2.1 and 4.5.2.5

The director will present to the board a one year budget and a two year budget giving sufficient detail for the projections.

5.5.1.1 [Financial plan which] reflects the organizational goals established by the Board.

5.5.1.2. [Financial plan which] does not risk financial jeopardy.

5.5.1.3. [Financial plan which] demonstrates multi-year planning.

5.5.1.4. [Financial plan which] uses sufficient detail to make credible projections, to separate capital and operating expenses, and to show basic planning assumptions.

5.5.1.5. [Financial plan which] conservatively projects income sufficient for total expenses.

5.5.1.6. [Financial plan which] is regularly updated to reflect current conditions.

5.5.2.1. [The director will not] allow total liquid assets to fall below \$100,000 more than known liabilities without board approval.

5.5.2.5. In regards to budgeted spending, the Director will not spend or authorize to spend more in a fiscal year than received as income in that year or released from appropriate reserves, for purchases that exceeds the approved budget, or funds from other reserves beyond those budgeted for the fiscal year unless those funds can be restored through expected income for that year within ninety days.

Asset Protection - 5.5.3

The director will show how he is protecting Dakar Academy's assets and how he complied with the guidelines outlined in the Board Governance Policy.

5.5.3. The Director will not allow the assets of Dakar Academy to be unprotected, inadequately maintained or unnecessarily risked.

Debts - 5.5.2.3, 5.5.2.4

1. The director will present the details of any outstanding debts

5.5.2.3. [The Director will not] Fail to pay debts and personnel in a timely manner.

2. The director will present the details of any debts owed to Dakar Academy and the plan to recuperate the debt.

Facilities - 5.2.4, 5.4.1.4

3. In the director's report he will give an update on the provision, maintenance and improvement of necessary facilities and resources including plans for capital development.

5.2.4. Assure the provision, maintenance and improvement of necessary facilities and resources.

4. The director will note how he is providing for the privacy of staff and students.

5.4.1.4. [The director] will maintain facilities that provide a reasonable level of privacy, both visual and aural.

Calendar - 5.2.5

The director will present a calendar to the board.

5.2.5. Assure a school calendar which balances the needs of the boarding families and the day school program.

Intrusion - 5.4.1.2, 5.4.1.3

The director will present the staff and student application forms to the board for review.

5.4.1.2. [The Director] may not elicit information for which Dakar Academy has no clear need.

5.4.1.3. [The Director] will protect a student and family against improper access to personal information

5.5.2.4. [The Director will not] Fail to pursue debts owed to Dakar Academy after a reasonable grace period.

Administrative Continuity - 5.6.1.6

The director will present to the board his plan to assure administrative continuity.

3. An update on the Crisis plan

5.6.1.6. Update the Crisis plan yearly.

Survey Results – Graduate Survey (GS), Furloughing Family Survey (FFS)

May Full Board Meeting

Christian Growth - 1.1.1.1, 1.1.1.2, 1.1.2 and 5.1.2

3. The director will report how “each child was faced with his/her responsibility to choose to follow Christ” (1.1.1.1) and will give examples of how they have seen students “grow in his/her spiritual walk” (1.1.1.2) and how they were “challenged to reach his/her potential...spiritually and morally” (1.1.2)

5.1.2. Provide extracurricular opportunities for the Gospel to be presented and Christian students disciplined (such as - Chapels, SEW, King's Kids, youth groups, etc)

Boarding Homes - 1.2.1, 1.2.2, 5.3, 5.3.1.2, 5.3.4 and 5.3.5

3. The director will bring a report demonstrating that “Missionary children will live in a home-like atmosphere and have a safe place physically, emotionally and spiritually in which to grow up” (1.2.1, 5.3, 5.3.1.2). The report should indicate that parents (are participating) “in regular personal communication with their children, boarding home parents and administration” (1.2.2) The report should also include a recommendation of the opening or closing of the boarding program and should demonstrate that the boarding homes are following ACSI standards (5.3.4 and 5.3.5).

Dress code - 5.1.5

The director will show how he enforced the dress codes for both staff and students.

5.1.5 Apply dress codes to staff which are above reproach in terms of neatness, modesty and professionalism; and to students which promote an atmosphere of learning and development of Christian character.

Reputation - 5.1.6

The director will report any incidents that compromise the reputation of the school.

5.1.6. Prohibit students while engaged in any Dakar Academy activity from behavior

which would compromise the Christian testimony of the school, offend the local culture, or give any appearance of sin.

Prohibit staff from such behavior at all times.

Conflict Resolution - 5.1.7, 5.3.2

In the director's report he will give examples of how he facilitated conflict resolutions using biblical principles.

5.1.7. [In running the school, the director will] Facilitate conflict resolution based on the Biblical model of Matthew 18 and other passages.

5.3.2. [In the boarding homes, the director will] Maintain and equitably apply disciplinary procedures in accordance with Matthew 18.

Accreditation - 5.2.1

In the director's report he will give an update on our accreditation status.

4.2.1. Assure that the school meets and maintains the accreditation standards of ACSI and Middle States Association of Colleges and Schools.

Staff Hiring - 5.2.2, 5.4.4.4

The director will update the board on new hires and positions needing to be filled as he gathers the information.

5.2.2. Assure the hiring and supervision of administrative staff, teachers, and counseling staff who are spiritually qualified, adhere to the Dakar Academy statement of faith, competent, certified, and growing personally and professionally.

5.4.4.4. [Concerning local hires, the director may] give preference to and encourage the hiring of Christians in good standing with a local evangelical church.

Staff Evaluation - 5.4.2.10

The director will attest to the board that all the staff were formally evaluated or will list any exceptions.

5.4.2.10. [The director will] Evaluate the performance of all staff formally and in writing at least once a year.

Administrative Continuity - 5.6.1.1, 5.6.1.2, 5.6.1.3, 5.6.1.5

The director will present to the board his plan to assure administrative continuity.

4. Summer staffing

5.6.1.1. Have at least two other individuals, either staff members or individuals approved by the board, who will be familiar with board and school administrative issues and processes.

5.6.1.2. Assure updated written procedures in the key areas of administration, including the functions of business procedures, admissions, testing, maintenance,

5.6.1.3. Provide complete and safe archives for scholastic records, business records and any other records needed for efficient operation of the school.

5.6.1.5. Assure coverage of essential services during summer break by: limiting their vacation to July, and arranging for other personnel during the summer.

Survey Results – Parent Survey (PS), Staff Survey (SfS), Student Survey (StuS), Mission Community Survey (MCS), Boarding Family Survey (BFS), Boarding Student Survey (BSS), National Worker Survey (NWS)

Other:

Other: the following items will be presented or updated to the board as the need arises or as the information is gathered:

Conflict Resolution - 5.1.7, 5.3.2

The director will report to the board any conflicts and/or conflict resolutions that the board needs to be aware of or needs to take action on.

5.1.7. [In running the school, the director will] Facilitate conflict resolution based on the Biblical model of Matthew 18 and other passages.

5.3.2. [In the boarding homes, the director will] Maintain and equitably apply disciplinary procedures in accordance with Matthew 18.

Staff Hiring - 5.2.2, 5.4.4.4

The director will update the board on new hires and positions needing to be filled as he gathers the information.

5.2.2. Assure the hiring and supervision of administrative staff, teachers, and counseling staff who are spiritually qualified, adhere to the Dakar Academy statement of faith, competent, certified, and growing personally and professionally.

5.4.4.4. [Concerning local hires, the director may] give preference to and encourage the hiring of Christians in good standing with a local evangelical church.

Intrusion - 5.4.1.2, 5.4.1.3

The director will report to the board any complaints of intrusion or breach of privacy.

5.4.1.2. [The Director] may not elicit information for which Dakar Academy has no clear need.

5.4.1.3. [The Director] will protect a student and family against improper access to personal information

Finances - 5.5.1.1, 5.5.1.2, 5.5.1.3, 5.5.1.4, 5.5.1.5, 5.5.1.6, 5.5.2.1, 5.5.2.1 and 5.5.2.5

The director will present to the board a one year budget and a two year budget giving sufficient detail for the projections.

5.5.1.1 [Financial plan which] reflects the organizational goals established by the Board.

5.5.1.2. [Financial plan which] does not risk financial jeopardy.

5.5.1.3. [Financial plan which] demonstrates multi-year planning.

5.5.1.4. [Financial plan which] uses sufficient detail to make credible projections, to separate capital and operating expenses, and to show basic planning assumptions.

5.5.1.5. [Financial plan which] conservatively projects income sufficient for total expenses.

5.5.1.6. [Financial plan which] is regularly updated to reflect current conditions.

5.5.2.1. [The director will not] allow total liquid assets to fall below \$100,000 more than known liabilities without board approval.

5.5.2.5. In regards to budgeted spending, the Director will not spend or authorize to spend more in a fiscal year than received as income in that year or released from appropriate reserves, for purchases that exceeds the approved budget, or funds from other reserves beyond those budgeted for the fiscal year unless those funds can be restored through expected income for that year within ninety days.

Major Discipline Problems – 5.1.4, 5.1.5, 5.1.6

The director will inform the board of any major staff or student discipline problems which includes policy, dress code, attitude, or behavior.

5.1.4. Enforce disciplinary policies grounded in the Bible which train and lead students into maturity, self-discipline, and development of Christian character and integrity.

5.1.5. Apply dress codes to staff which are above reproach in terms of neatness, modesty and professionalism; and to students which promote an atmosphere of learning and development of Christian character.

5.1.6. Prohibit students while engaged in any Dakar Academy activity from behavior which would compromise the Christian testimony of the school, offend the local culture, or give any appearance of sin.

Prohibit staff from such behavior at all times.

Other:

Monthly: the following items will be presented to the board members in writing at least **one week** before the monthly executive committee meeting for board member review:

Finances - 5.5.1.1, 5.5.1.2, 5.5.1.3, 5.5.1.4, 5.5.1.5, 5.5.1.6, 5.5.2.1, 5.5.2.1 and 5.5.2.5

3. The director will provide monthly financial statements to the board.

5.5.1.1 [Financial plan which] reflects the organizational goals established by the Board.

5.5.1.2. [Financial plan which] does not risk financial jeopardy.

5.5.1.3. [Financial plan which] demonstrates multi-year planning.

5.5.1.4. [Financial plan which] uses sufficient detail to make credible projections, to separate capital and operating expenses, and to show basic planning assumptions.

5.5.1.5. [Financial plan which] conservatively projects income sufficient for total expenses.

5.5.1.6. [Financial plan which] is regularly updated to reflect current conditions.

5.5.2.1. [The director will not] allow total liquid assets to fall below \$100,000 more than known liabilities without board approval.

5.5.2.5. In regards to budgeted spending, the Director will not spend or authorize to spend more in a fiscal year than received as income in that year or released from appropriate reserves, for purchases that exceeds the approved budget, or funds from other reserves beyond those budgeted for the fiscal year unless those funds can be restored through expected income for that year within ninety days.

Other:

Appendix X

Board Administrative Policies

The limited administrative functions that the Board has reserved for itself (see 2.2.3) require some detailed policy statements. This appendix lists those policies.

1. Fees (See 3.2.3.1)

1.1 Enrollment Fee

An annual enrollment fee is required of all tuition-paying students. The fee varies between MK and non-MK students. It includes a yearbook for each paying student. (See addendum Section D.1)

1.2 Tuition

1.2.1 Annual tuition per child: Fees charged differ based on the student's status as a non-MK or as a MK from an owning or non-owning mission. (See addendum Section D.3-4)

1.2.2 Each owning mission determines whether those missionaries working with them are entitled to member mission tuition privileges.

1.3 Building Fee

A one-time building fee per each new family is due at registration.

1.4 MK Home Room and Board Fees

1.4.2 The board, in consultation with the director, establishes room and board fees. (See addendum Section E. 1-4)

1.4.3 MK-Home parents and their children pay MK-Home board fees. The fee covers them for the full calendar year.

2 Staff Subsidies and Benefits (See 3.2.3.2)

[An explanation of the purpose and rationale behind this system would be helpful here. What are we trying to accomplish? Why do we not pay salaries to our missionaries? Why do we treat local missionary hires differently than the ones we import? Why do we offer housing and insurance? Etc.]

2.2 Classifications

Staff refers to professionals such as teachers, administrators, boarding home parents and support personnel such as a maintenance director who make up the ministry team for Dakar Academy. They fall into one of four financial classifications.

2.2.2 Expatriate Missionary Contract Staff

2.2.2.1 Two, three or four-year contracts will be issued to expatriates coming to Senegal for the express purpose of working at Dakar Academy. These staff members must come through an owning mission or be guaranteed by an approved sending organization.

2.2.2.2 An approved sending organization may include mission organizations and home churches. If this is not possible, staff members may be sponsored by a minimum of six individuals who will constitute a sending organization. Sending organizations must agree to be liable for the staff member in cases of emergency. The Executive Committee must approve all sending organizations prior to finalizing staff contracts.

2.2.3 Expatriate Missionary Direct-Hire Staff

A one-year non-renewable contract may be offered to expatriate staff coming to Senegal for the express purpose of working at Dakar Academy and who do not come with an owning mission or an approved sending organization. Direct hire staff wishing to continue at DA after one year must change status to Expatriate Missionary Contract Staff and fulfill corresponding requirements.

2.2.4 Local Missionary Staff

Renewable one-year contracts may be offered to individuals hired from the local missionary community.

2.2.5 Local Hire Staff

Legal residents of Senegal may be hired for staff positions. Non-missionary expatriates may be hired only if their in-country status agrees with the position they are seeking. Qualified Senegal residents may be employed to fill positions. The hourly rate for local hire will be a graduated rate based on:

- Years of teaching experience.
- Years at DA
- Degrees earned and their practical application to the position.
- Abilities and talents brought to the position.

(See addendum Section C. 1-5)

2.2.6 Substitutes

Substitutes are paid a daily rate based on level of education and certification (See addendum Section B.).

2.3 Salary Subsidies and Benefits for Defined Positions (See Addendum Section A)

2.3.2 Base Subsidy

Expatriate contract, expatriate direct hire, and local mission staff receive a fixed annual salary subsidy in accordance with the constitutional provision for consistency.

2.3.3 Base Benefits

2.3.3.1 Housing, Utilities, and Transport to Campus: Furnished housing, utilities stipend and transport to and from campus for work are provided for expatriate contract and expatriate direct hire staff. Non-staff family members living with these staff are included in these benefits.

2.3.3.2 Health Insurance: Dakar Academy will provide health insurance for all expatriate contract and direct hire staff members under a group plan. Staff members who have alternative, equivalent insurance coverage will be remitted the amount it would cost to insure them under the group plan up to the stated maximum. Non-staff family members must be insured and may be included in the group plan at the expense of the staff member.

2.3.3.3 Social Security: The employer portion of the tax is paid on subsidy to expatriate contract staff who are with an owning mission.

2.3.4 Cash in lieu of Benefits

Expatriate contract staff receiving fourth year or higher benefits have the option of receiving the average value of the Housing, Utilities and Transport to Campus benefits as a package allowance upon approval of the Director. Approval will be based on evidence that the staff member is able to comply with the following requirements:

- Provide own furnishings
- Pay deposits for water and electricity
- Arrange for payment of routine bills at utility companies
- Pay for emergencies related to housing
- Single staff must share housing with another Christian expatriate single/family or live in a compound/building where other missionaries live.

2.3.5 Personal Leave Days

- 2.3.5.1 Expatriate contract, direct hire and local mission hire staff receive one day (first year) or two days (subsequent years) annually for personal leave. Personal leave days do not accumulate.
- 2.3.5.2 Staff members holding career status with a mission may be granted additional days off to attend required mission meetings.
- 2.3.5.3 Staff who are allowed more personal days must reimburse the school \$50 for each day taken above the allotment.

2.3.6 Bereavement

If a substitute is necessary in the case of bereavement in the immediate family of a Dakar Academy staff member, the first two weeks will be paid by Dakar Academy and the remainder will be paid either by the staff member or the respective mission.

2.3.7 Air Fare Reimbursement

Upon completion of two years of service at the Academy, expatriate contract staff may be reimbursed up to the amount stated in the addendum for airline tickets to/from Dakar. (See also Incentives for Signing Longer Contracts, Section II. B. 14.) The amount is calculated annually at half of a direct round-trip New York - Dakar economy fare. The airfare benefit accumulates until used.

2.3.8 Professional Training Reimbursement

Upon completion of three years of service at the Academy, expatriate contract staff may be reimbursed up to the amount stated in the addendum for professional training taken for the purpose of maintaining professional competence and/or certification. (See also Incentives for Signing Longer Contracts, Section II. B. 14.) Local missionary hire staff receive this benefit for each year of service at the Academy.

- 2.3.8.1 The professional training benefit accumulates throughout the duration of employment at the Academy and during subsidized furlough years.
- 2.3.8.2 Payments made for required certification applications may be deducted from the professional training reimbursement.
- 2.3.8.3 Expenses related to in-service and professional development programs attended at the request of the Academy are covered by the Academy and will not be deducted from a staff member's professional training account.
- 2.3.8.4 School loans incurred prior to employment at the Academy are not reimbursable.
- 2.3.8.5 Reimbursements may be collected up to 18 months after termination.

2.3.9 Furlough / Retirement Subsidy

Expatriate contract staff members accumulate a percentage of furlough subsidy for each year of service at the Academy, beginning with the fourth year. (See also Incentives for Signing Longer Contracts, Section II. B. 14.) The amount applied annually to a staff member's account is calculated at one-fourth of the base subsidy plus average base benefits.

- 2.3.9.1 Accumulated subsidy may be collected at the end of any school year beginning with the fourth year.
- 2.3.9.2 Accumulated furlough subsidy that has not been collected will be paid to the staff member upon termination, as a retirement benefit.

2.3.10 Children's Tuition

The first three children of missionary staff members will receive free tuition and exemption from enrollment fees. Staff members must pay the full owning mission tuition rate for any additional children.

2.3.11 Language Study

Dakar Academy will hire a qualified teacher to give beginning level French instruction to staff members after school hours. The hours per week offered will depend on the needs and interests of the staff. Cost of textbooks will be included. Benefit will be extended to each staff member on a one-time, one-year basis. Courses taken at other local language centers or for advanced study will be at the staff member's own expense.

2.3.12 Subsidy Compensation

Staff on 11-month per year contracts receive one additional month's worth of base subsidy.

2.3.13 Maternity Leave

Expectant mothers on staff may receive a maximum of 6 weeks maternity leave without a reduction in pay.

2.3.14 Paternity Leave

A staff member whose wife is delivering a child may receive a maximum of 4 days paternity leave without reduction in pay.

2.3.15 Incentives for Signing Longer Contracts

Expatriate contract staff members signing multi-year contracts accumulate the benefits of the final contract year during each year of that contract. With the exception of the base benefits package allowance, accumulated benefits may not be collected until the year the benefit normally begins has actually been served.

2.3.16 Conditions

2.3.16.1 No back-pay will be given for years served under a different contract

2.3.16.2 Part-time missionary staff receive proportionate subsidy and benefits based on the percentage of time contracted.

2.3.16.3 Staff returning after an extended furlough or leave of absence will re-enter the benefits scale according to the total number of years served.

2.3.17 Service Gifts

For ten and twenty years of service a staff member shall be awarded a gift valued at the amount stated in the addendum (see Section A.). The gift will be selected by the Executive Committee of the board.

2.3.18 Evacuation [We may need to review this with our classifications in mind.]

2.3.18.1 Upon closure of the school, all expatriate staff members shall receive one additional month's subsidy, with the possibility of two months' subsidy, maximum, assuming that this is financially feasible for the school. School personnel covered under the school's medical insurance shall receive health insurance benefits after evacuation according to the conditions set forth in the insurance policy.

2.3.18.2 All national workers (teachers, custodians, maids, gardeners, cooks, and guards) shall be treated in

accordance with Senegalese Law. Payments shall be in FCFA, assuming that this is financially and logistically feasible.

2.3.19 Mid-Year Severance

- 2.3.19.1 Termination by employee with minimum of one month's notice: Expatriate contract, direct hire and local missionary hire staff members terminating service during the course of a school year forfeit the remaining percentage of base subsidy and benefits for that year, and instead receive severance pay in the amount stated less outstanding bills. The value is set at one week's pay per year of service up to a maximum of six weeks. Documentation of the entire termination process will be filed in the staff member's personnel file.
- 2.3.19.2 Termination by employee with less than one month's notice: Base subsidy will be paid to date of termination less any outstanding bills. Exceptions may be made by the Executive Committee in emergency cases.
- 2.3.19.3 Termination by Dakar Academy: Notice of termination must be in writing by the Director stating terms of severance as decided by the Executive Committee. Expatriate contract, direct hire and local missionary hire staff members whose service is terminated during the course of a school year will forfeit the remaining percentage of base subsidy and benefits for that year, and instead receive severance pay in the amount stated less outstanding bills. The value is set at one week's pay per year of service up to a maximum of six weeks. The Executive Committee has the right to augment this amount. Documentation of the entire termination process will be filed in the staff member's personnel file.

3 Court of Appeal

3.2 Board Jurisdiction

[This could list the various cases where the EC would act as a Court: parent-staff conflict, staff-staff conflict, student discipline-expulsion, staff termination, property damage liability, ...]

3.3 Conflict Resolution

3.3.2 Definition and Principles

[This could list the Matthew 18 principles of conflict resolution: direct conversation when possible, stepped intervention. It could also talk about privacy and respect for all involved and written documentation. It would be a philosophy, not a procedure.]

3.3.3 Hearing by the Executive Committee

If the conflict remains unresolved, a formal request accompanied by all previous documentation shall be presented to the Executive Committee of the Board. The Executive Committee will determine if a hearing is in order. If so, it will meet with the parties to arbitrate the conflict and hand down a final decision.

3.4 Termination and Expulsion

3.4.2 Definition and Principles

[This could list principles of authority and oversight: the responsibility to hold people accountable, the need to protect the community, etc. It should also recall the Matthew 18 principles as well, especially direct and clear communication and stepped intervention. It could also talk about privacy and respect for all involved and written documentation. It would be a philosophy, not a procedure, for the expulsion of a student or the premature termination of a staff member.]

3.4.3 Hearing by the Executive Committee

If the issues remain unresolved, the Director may make a formal recommendation to the Executive Committee of the Board that the student be expelled or staff member terminated. This recommendation will be accompanied by all previous documentation. The Executive Committee will hold a hearing with the party concerned and hand down a final decision.

3.5 Liability for School Vehicles

3.5.2 Theft of Vehicles and Items Therein

In case of theft of any school vehicle or items therein because of negligence on the part of authorized school personnel, such personnel shall assume responsibility for a part of the loss. In case of major loss, the Executive Committee shall consider the case.

3.5.3 Liability for Accidents or Thefts involving School Vehicles

3.5.3.1 When an authorized driver (see 1b. above) uses a school vehicle for a school-related event, Dakar Academy will take responsibility for any damage caused by an accident and for any loss due to the theft of the vehicle or its contents, except in a case of gross negligence on the part of the authorized driver. If the cost to repair the damages or to replace the stolen items is \$250 or less and if the director determines that the driver was grossly negligent, the director shall establish the portion of the cost that the driver must pay. If the cost involved exceeds \$250 and the director believes that the driver was grossly negligent, the director shall present the facts to the Executive Committee for its judgment. If the Executive Committee finds that it was a case of gross negligence, it shall establish the portion of the cost that the driver must pay.

3.5.3.2 For any accident or theft involving a school vehicle, but not covered by the previous statement, Dakar Academy

will assume responsibility for any damage caused by an accident and for any loss due to the theft of the vehicle or its contents when these did not result from negligence on the part of an authorized driver. The driver shall be responsible to pay for any damage or loss due to his own negligence. For damages or losses whose cost is \$250 or less, the director shall determine negligence and liability. For cases involving more than \$250, the Executive Committee shall judge whether the driver was negligent and determine the amount of the driver's liability.

- 3.5.3.3 If the director or a member of his family is the authorized driver involved in an accident or theft, the Executive Committee shall determine any issues of negligence or liability.

4 Normal Liability Limits

4.2 Child Injury

The Academy pays up to \$100 of the medical cost for injury to a MK enrolled provided that:

- 4.2.2 The injury occurred on the Academy grounds during the school day or during social functions sponsored by the Academy.
- 4.2.3 The child's family has no insurance coverage.

Missionary Staff Benefits (Paid in US \$)

	Years of Service	Dir. Hire/1	2	3	4	5
1.	Base Subsidy	\$5000	→	→	→	→
2.	Base Benefits: (Average Annual Value) Housing Utilities Transport to campus	Value: 2510 ← (\$1800) (\$600) (\$110)	→ ←	→ ←	Option to receive these benefits as package allowance	→
3.	Health Insurance	Max. \$2000	→	→	→	→
4.	Social Security*	(\$765)	→	→	→	→
5.	Annual Personal Leave Days	1	2	→	→	→
6.	Air Fare (Cum.; NY-Dakar equivalent/reimbursement)	←	½ round trip Value: \$450	→	→	→
7.	Professional Training (Cum./reimbursement)	←	←	\$200	→	→
8.	Furlough/Retirement Subsidy (Cumulative)	←	←	←	¼ of furlough Value: \$2250	→
9.	Mid-Year Severance (one wk. per yr.; max. 6 wks.)	1 week	2 weeks	3 weeks	4 weeks	5 weeks
10.	Children's Tuition (First 3 children only)	Value: \$2350/child	→	→	→	→
11.	Language Study (optional; local hire instructor)	(Estimate: \$70)				
12.	Subsidy Compensation (11-month per year contracts)	\$500	→	→	→	→
13.	Maternity Leave (Max: 6 weeks)	Value: \$2100	→	→	→	→
14.	Paternity Leave (Max: 4 days)	Value: \$280	→	→	→	→
15.	Bereavement (Immediate family)	2 weeks	→	→	→	→
16.	Service Gift	(Min. \$100 for 10 and 20 years of service)				

*Owning missions only benefit
Incentive for Signing Longer Contracts

A staff member signing a 2, 3, or 4-year contract will accrue the benefits of the final contract year during each year of that contract. (These are marked with: ←) The following conditions apply:

1. No back pay is given for years served under a different contract.
2. Part-time staff receives proportionate subsidy and benefits based on the percentage of time contracted.
3. Advance benefits will be applied to the staff member’s account but may not be collected until the year the benefit normally begins has been served. (Exception: Package allowance for base benefits option.)

4.3 Substitutes (Paid in US \$)

1.	Certified Teacher	\$70 per day
2.	College Degree	\$60 per day
3.	Less than College Degree	\$50 per day

4.4 Local Hire Staff (Paid in FCFA; annual increments: 50 FCFA per hour)

		Hourly Min.	Hourly Max.
1.	BEPC	2,730	2,925
2.	High School Diploma (BAC)	2,925	3,250
3.	Bachelor’s Degree (License)	3,250	3,705
4.	Master’s Degree (Maitrise)	3,705	4,290
5.	Doctorate (Docteur)	4,290	5,005

4.5 Annual Tuition Fees

	Tuition Fee	Deadline	Owning Mission	Fraternity Mission	Non-Fraternity Protestant Mission	Non-Mission
1.	Enrollment Fee	August 1	\$ 200	\$ 200	\$ 200	\$ 300
2.	Grade Placement Testing Fee	At time of test	100	100	100	150
3.	Development Fee (once/family)*	August 1	0	0	0	2,500
4.	Tuition K-5	1st day of school	2,350	3,550	4,800	7,550
5.	Tuition 6-12	1st day of school	2,350	4,200	5,500	8,200

**Building Fee is non-refundable after child begins school.*

Grade Placement testing fee is one-half the enrollment fee, payable at the time of testing. Fee will be applied to enrollment fee at time of registration.

4.6 Annual Room and Board Fees

Non-refundable deposit for dorm application: \$100

	Status	Room	Board
1.	Owning Mission	\$1400	\$1300
2.	Fraternity Mission	\$1400	\$1300
3.	Non-Fraternity Mission	\$1400	\$1300

4.7 English Language Test

Per applicant; non-refundable; may be applied toward tuition \$50