

*"Partners in Mission for the Next Generation"*

# **POLICY MANUAL**

**A document of the Dakar Academy Board**

(Revised May 2004)

~ Our Mission~

To provide for missionary children, and other children as space permits, quality primary and secondary education from an evangelical Christian perspective utilizing curriculum compatible with American school systems and boarding for missionary children.



# Dakar Academy Policy Book

## Table of Contents

<b>I. Fees .....</b>	<b>1</b>
A. Enrollment Fee .....	1
B. Tuition .....	1
C. Building Fee.....	1
D. Payment Due Dates and Method of Payment .....	1
E. Collection of Delinquent Tuition.....	1
F. Special Privileges .....	1
G. Semester Reductions and Refunds.....	1
H. Private Instruction.....	1
I. Use of School Property by Non-Missionary Personnel .....	2
J. MK-Home.....	2
K. Transcript Of Credits .....	4
L. Changes To Fee Structure .....	4
<b>II. Staff.....</b>	<b>4</b>
A. Selection .....	4
B. Staffing Goals.....	5
C. Salary Subsidies and Benefits for Defined Positions (See Addendum Section A).....	5
D. Expectations.....	8
E. Orientation .....	9
F. Supervision and Evaluation .....	10
G. Bereavement.....	10
H. Service Gifts .....	10
I. Parent/Student Complaint.....	10
J. Resolution Of Conflicts .....	11
<b>III. Students .....</b>	<b>11</b>
A. Admissions Policy.....	11
B. Student Records.....	13
C. Child Injury.....	13
D. Beach Events .....	13
E. Graduation Guidelines.....	14
<b>IV. Physical Plant And Equipment.....</b>	<b>14</b>
A. School Vehicles .....	14
B. Private Vehicles for School Business.....	15
C. Monthly Rent of Vacant Apartments.....	15
D. Telephones .....	15

E. Audio-Visual Equipment .....	15
F. Photocopy Machine .....	15
G. Playground, Furnishings, Equipment, Tools, and Auditorium .....	15
H. Personal Articles Stored at the Academy .....	15
<b>V. Miscellaneous.....</b>	<b>15</b>
A. Academic .....	15
B. Administrative.....	17
C. Campus Smoking & Drinking Policy .....	17
<b>VI. Policy Revisions.....</b>	<b>17</b>
<b>Policy Book Addendum: 2001 - 2002 .....</b>	<b>18</b>
A. Missionary Staff Benefits .....	18
B. Substitutes .....	19
C. Local Hire Staff .....	19
D. Annual Tuition Fees.....	19
E. Annual Room and Board Fees .....	19
F. English Language Test.....	20
G. On-Campus Private Instruction .....	20
H. Transcript Of Credits .....	20
I. Rental of Campus Apartments .....	20
J. Vehicle Rates .....	20
K. Telephone Rate .....	20
L. Photocopy Rate .....	20
M. Facilities/Equipment Rental.....	20
<b>Approving Sending Organizations.....</b>	<b>21</b>

# Dakar Academy Policy Book

## I. Fees

### A. 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)

### B. Tuition

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

### C. Building Fee

A one-time building fee per each new family is due at registration (See addendum Section D.2)

### D. Payment Due Dates and Method of Payment

1. Enrollment fee is due May 1st or upon enrollment. The enrollment fee is non-refundable except in cases where Dakar Academy denies enrollment. Testing fees will be deducted from the refund.
2. Tuition fees are due on the first day of school.
3. Payments may be made by US \$ check and in CFA cash or check, from approved Senegal banks.

### E. Collection of Delinquent Tuition

Accounts are considered overdue at the end of the second week of classes. Late payments are assessed a \$50 penalty. Alternative payment arrangements must be made through the business office or the student(s) will be excluded from classes after the second week of classes. The director will make this decision.

### F. Special Privileges

1. No special privileges are given to anyone, including government personnel, American or other, regarding tuition rates or methods of payment.
2. Exception on Payments: In cases where embassies are awaiting receipt of tuition allowances, time extensions may be granted if written guarantees of payment in full are given by the embassies prior to the normal due dates. This letter of guarantee will be valid until the first grading period of that semester, after which the children will be excluded from class until the account is paid in full, including late payment fees.

### G. Semester Reductions and Refunds

Reductions for late entry begin at the end of each quarter. A 25% reduction will be made after each quarter. No refunds are given for entry in the last quarter of. Enrollment fees are not reduced, only tuition fees.

### H. Private Instruction

1. When tutoring or music lessons are available, priority is given to MK students. Arrangements for private instruction on campus are to be made between the student and the teacher and are billed

through the business manager. When tutoring or music lessons are given by staff, 75% of the fee is paid to the staff person. The remaining 25% will be retained by D. A. to cover administration costs. No travel expenses are paid.

2. Hourly tutoring/music lesson rates vary for MK and Non-MK children. (See addendum Section G. 1-2)
3. All arrangements must be verified by the signature of the director, teacher, and the parent on a form provided by the business manager. Dakar Academy, through the business manager, assumes the responsibility of the collection of these fees and payment to the teacher.

### ***I. Use of School Property by Non-Missionary Personnel***

Use of school property by non-missionary personnel must be approved through the director. The director and business manager establish fees for use.

### ***J. MK-Home***

#### **1. Mission Statement**

Dakar Academy's MK-Home exists to provide a home-like atmosphere with loving adults who will fill the role and meet the responsibilities of parents for our students living apart from their families. The MK-Home is to be physically, emotionally and spiritually a safe place in which to grow up.

#### **2. Opening and Closing**

The opening and closing of the MK-Home is dependent upon meeting the needs of the owning missions.

#### **3. Admission of Boarding Students**

- a. It is the goal of the Academy to provide boarding facilities as needed for all duly registered children of missionaries. The board is responsible for providing facilities and personnel.
- b. Applications for all MK-Home students are due by March 1st for the following school year. A non-refundable application deposit (see addendum Section E) must accompany all MK-Home applications. Applications received after March 1st will be accepted on a space available basis only.
- c. Admission of all children to the MK-Home is subject to the approval of the Director.
- d. The Academy is not obligated to accept children who:
  - 1.) Have emotional problems that would hinder their adjustment to a normal MK-Home routine.
  - 2.) Are not cooperative with the MK-Home rules that are necessary for healthy MK-Home living conditions.
- e. Students in grades 1-4 will be admitted to the MK-Home on a probationary basis. Both the student's teachers and the MK-Home committee will make a review of the student's adjustment after the end of the first grading period.
- f. Kindergarten-age boarding students will not be accepted.
- g. Children whose parents live within the Dakar area will not be considered for boarding.
- h. In cases of missionary children applying for temporary admission to the MK-Home, the MK-Home parents shall be consulted prior to any agreement. Children in such special cases are subject to all MK-Home rules. If a child is removed from the MK-Home with less than one week's notice, the boarding fee for that week is considered due.
- i. If it becomes impractical or impossible to accept all boarding student applicants, the following priority listing serves as a guide for determining which students will be accepted:
  - 1.) Sixteen places will be guaranteed for Southern Baptist children.
  - 2.) Owing-mission children.

- 3.) Additional SBC children over the guaranteed sixteen.
  - 4.) Non-owning mission children.
  - 5.) Older children are given preference over younger children within each category.
4. Suspension or Expulsion of Boarding Students
    - a. Students are required to comply with the regulations of the MK-Home and submit to the MK-Home parents' authority. Willful disobedience, open defiance of a MK-Home parent's authority, or any habitual conduct unbecoming of a Christian is sufficient cause for suspension or expulsion from the MK-Home.
    - b. The Director may, upon consultation with the MK-Home parents, suspend a student from the MK-Home until a meeting of the executive committee is convened.
    - c. Students may be re-admitted on a conditional basis for a four-week probation period. Toward the end of the four weeks, the Director shall evaluate the student's behavior and a recommendation made to the executive committee in the following terms.
      - 1.) Full acceptance
      - 2.) Continuation of probation
      - 3.) Expulsion from the MK-Home
  5. Room and Board Fees
    - a. The board, in consultation with the director, establishes room and board fees. (See addendum Section E. 1-4).
    - b. MK-Home parents and their children pay MK-Home board fees. The fee covers them for the full calendar year.
    - c. Missed meals: No rebates will be given from the MK-Home account for missed meals.
  6. MK-Home Activity Fee
    - a. All students residing in the MK-Home will be required to pay this fee at the beginning of each semester. For 1998-99 the fee is set at 50,000 CFA per semester.
    - b. The MK-Home parents will use the monies to pay for group activities inclusive of all MK-Home residents. This could include school activities such as plays, WAIST, or a madrigal dinner. It could also include MK-Home outings such as a trip to Goree or a game park.
    - c. Excess funds at the end of the year will be returned to the parents of boarding students.
  7. Guests
 

The MK-Home committee will set rates for guest meals and rooms. See the MK-Home handbook.
  8. Medical Check-ups for Workers
 

All school workers involved inside the MK-Home are required to have an annual check-up for tuberculosis and parasites. MK-Home parents insure that this procedure is carried out at Academy expense.

9. Records and Reports of Boarding Students  
Adequate health and conduct records of boarding students will be maintained.
10. Evaluation of the Boarding Program  
The MK-Home committee will evaluate the MK-Home program annually with input from parents as appropriate. In addition, an evaluation of the MK-Home parents will be done in accordance with school policy.
11. Supervision of Student Safety and Protection  
The MK-Home parents are responsible to the director for providing for boarding student safety and protection while a student is under the jurisdiction of the Academy. Boarding students are considered under the Academy's jurisdiction from the time they meet an authorized Academy representative until they return to their parents.
12. MK-Home Committee  
The MK-Home committee will consist of the director, the dorm parents, a Southern Baptist representative, and a representative from the board. The same person may represent the Southern Baptists and the board. This committee will be revised annually.

### **K. Transcript Of Credits**

A fee is charged for transcripts (See addendum Section H). The fee for the release of transcripts applies to Dakar Academy *graduates only*.

### **L. Changes To Fee Structure**

All fees are subject to evaluation each year at the semi-annual board meeting.

## **II. Staff**

### **A. Selection**

1. Expatriate Missionary Contract Staff
  - a. 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.
  - b. 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. (See addendum for details on process of approving sending organizations.)
2. Expatriate Missionary Direct-Hire Staff  
A one-year non-renewable contract may be offered to expatriate staff 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.
3. Local Missionary Staff  
Renewable one-year contracts may be offered to individuals hired from the local missionary community. Contract terms include base subsidy, personal leave days (one day for first contract and two days for subsequent contracts), professional training, and children's tuition.

4. Local Hire

No Senegal resident may be hired without current legal identification. 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:

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

(See addendum Section C. 1-5)

5. Substitutes

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

### **B. Staffing Goals**

1. Four Year Contract Staff

In order to assure a stable academic climate and effective operation, 4 -year contract staff will be sought to fill the following positions:

- Director
- Business Manager
- Chaplain/Counselor
- Librarian
- MK-Home Parents

2. Teacher Load

In order to assure quality education and prevent teacher burn-out, the director will endeavor to limit the number of different courses taught by individual MS/HS core subject teachers to four. No teacher in core subjects will be asked to teach more than five different courses during any one semester.

### **C. Salary Subsidies and Benefits for Defined Positions** (See Addendum Section A)

1. 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. Base Benefits

a. 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. Expatriate contract staff receiving fourth year or higher benefits have the option of receiving the average value of these 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:

- 1.) Provide own furnishings
- 2.) Pay deposits for water and electricity
- 3.) Arrange for payment of routine bills at utility companies
- 4.) Pay for emergencies related to housing

- 5.) Single staff must share housing with another Christian expatriate single/family or live in a compound/building where other missionaries live.
3. 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.
4. Personal Leave Days
  - a. 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.
  - b. Staff members holding career status with a mission may be granted additional days off to attend required mission meetings.
  - c. Staff who are allowed more personal days must reimburse the school \$50 for each day taken above the allotment.
5. 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 Incentives for Signing Longer Contracts, Section II. B. 16.) The amount is calculated annually at half of a direct round-trip New York - Dakar economy fare. The airfare benefit accumulates until used.
6. 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. 16.) Local missionary hire staff receive this benefit for each year of service at the Academy.

  - a. The professional training benefit accumulates throughout the duration of employment at the Academy and during subsidized furlough years.
  - b. Payments made for required certification applications may be deducted from the professional training reimbursement.
  - c. 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.
  - d. School loans incurred prior to employment at the Academy are not reimbursable.
  - e. Reimbursements may be collected up to 18 months after termination.
7. Furlough / Retirement Subsidy

Expatriate contract staff members accumulate a percentage of furlough subsidies for each year of service at the Academy, beginning with the fourth year. (See also Incentives for Signing Longer Contracts, Section II. B. 16.) The amount applied annually to a staff member's account is calculated at one-fourth of the base subsidy plus average base benefits.

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

#### 8. Mid-Year Severance

- a. 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.
- b. 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.
- c. 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.

#### 9. 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.

#### 10. 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.

#### 11. Subsidy Compensation

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

#### 12. Maternity Leave

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

#### 13. Paternity Leave

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

#### 14. Bereavement Leave

Personnel may take up to 2 weeks for bereavement leave for losses in the immediate family. Leave requests must be made to the director prior to leave being granted.

#### 15. Service Gifts

DA may provide for service gifts for staff based upon the desires of the board following guidelines in Addendum A.

#### 16. 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.

17. Conditions
  - a. No back-pay will be given for years served under a different contract
  - b. Part-time missionary staff working ½ time or more receive proportionate subsidy and benefits based on the percentage of time contracted.
  - c. Staff returning after an extended furlough or leave of absence will re-enter the benefits scale according to the total number of years served.

#### **D. Expectations**

1. Teaching Requirements

One-year minimum teaching experience is required of all personnel engaged in teaching. The Director may make exceptions to this policy. It is intended that we maintain a high percentage of experienced staff each year while allowing for a qualified but inexperienced person to be included on staff.
2. Certification

All administrative, teaching and counseling staff are to have at least provisional certification from their state/province and/or from ACSI. The director and teaching staff remaining for more than three years are to have both. Each certified staff member is to keep his/her certification current and to upgrade as appropriate. The Director may make exceptions.
3. First Aid Training

In the annual selection of staff the director will endeavor to have at least one staff member with first aid training.
4. Obligations
  - a. The director, business manager and maintenance supervisor shall serve the Academy for eleven months per year from August 1 to June 30. The director's presence during August and June is considered essential. The executive committee must approve any changes.
  - b. All staff shall remain two days after the close of the school year to carry out closing tasks under the supervision of the director. The director must approve any exceptions, and work week responsibilities must be completed.
  - c. All staff shall be on hand before the beginning of the fall term for orientation and preparation of materials.
5. Housing Assignments

Administrative staff in charge of housing will annually assign staff members to both on- and off-campus housing.

  - a. Staff members must accept what is provided and must be willing to move if this is more economical for the Academy.
  - b. When it is necessary for a career missionary to house a staff member, the Academy will assist in providing furniture, linens, and any repairs or remodeling necessary uniquely for the housing of that staff member.
  - c. Pets: Staff members living in Dakar Academy housing are not permitted to have any fur-bearing pets. No pets are to be allowed indoors or outdoors. No pet sitting is to be allowed. Two watchdogs will be maintained on the grounds. Proper immunization and care must be provided.
  - d. Returning staff members who will be teaching at D.A. the following school year, may use school housing without charge during the summer months. Although D.A. is not obligated to provide housing for non-returning staff, a grace period may be extended through the end of June, providing the person is willing to move to other housing as determined by the director and maintenance director.

6. Personal Conduct (See Teacher Handbook for rationales)
  - a. Staff members should dress neatly and modestly both on and off campus. Dress should be appropriate for the situation. Shorts are appropriate at the beach or in American recreational areas. Shorts, blue jeans and spandex type pants with short tops are not allowed during the normal school day. No clothing should be shorter than three inches above the knee. The Director makes exceptions to this rule concerning school day attire for appropriate positions (e.g. PE teacher) or situations.
  - b. Dakar Academy encourages staff members to develop friendships with the people of Dakar; however this should be with members of the same sex. If someone of the opposite sex expresses interest in Christianity, the staff member should refer that person to a Christian of the same sex. Moreover, with rare exceptions staff are not to date persons from other cultures. Only with the advice and consent of the director and the local mission leader will a staff member pursue such a relationship.
  - c. All expatriate staff will so conduct themselves with those of the opposite sex as to avoid any appearance or accusation of being indiscreet within either the cultural or spiritual codes. This includes the following:
    - 1.) No unmarried couples are permitted to be alone in a home.
    - 2.) No staff member should visit the bedroom of a staff member of the opposite sex unless they are married to each other.
  - d. All dating relationships between staff and other Americans or Canadians should be done with the knowledge and approval of the director and the individual's respective mission field leader. The dating couple will so conduct themselves as to avoid any appearance or accusation of being indiscreet within either the cultural or spiritual codes. If the couple has doubts about a particular situation or action, they will seek the advice of the director.
  - e. Staff are expected to behave as professionals toward their students. They must be their teachers, not their buddies. Staff are encouraged to know the difference between fraternizing and nurturing in their relations with students.
  - f. Staff should consult the dorm parents before any visit to the dorm unless there is a planned activity that has been approved by the dorm parents.
  - g. Staff members sharing living quarters with others should limit personal guests to reasonable hours.
  - h. Staff members are to avoid places whose primary purpose is dancing and/or serving alcoholic beverages such as discos, casinos, and nightclubs.
  - i. Staff members are not to dance when they are with a group representing Dakar Academy, and they are to use discretion about dancing at other times.
  - j. Staff members are to abstain from the use of alcohol as a beverage. Alcoholic beverages may be used for cooking purposes only.
  - k. When jogging off campus please observe the following guidelines:
    - 1.) Jog during daylight hours.
    - 2.) Jog with another person.
    - 3.) Do not wear jewelry, a watch, walkman, or anything of value.
    - 4.) Joggers should not wear "short" shorts or tights.

### **E. Orientation**

1. The school board will participate in the staff orientation each year.
2. Teaching staff orientation is held the week before school opens.
3. The car policy is thoroughly covered during each annual orientation to assure proper use of these vehicles for staff needs.

## **F. Supervision and Evaluation**

1. Non-teaching staff
  - a. Evaluation of the performance of all non-teaching staff shall be done in April.
  - b. Non-teaching staff will be evaluated using the written input of the rest of the staff and others as appropriate. The director will meet privately with each non-teaching staff member to discuss the results. The director will write an evaluation to be placed in each non-teaching staff member's file.
  - c. The evaluation of the performance of the director is accomplished with the input of the academic staff through the director evaluation form. The evaluation forms are given to the board chairman and discussed at a closed session of the full board after which the board chairman will discuss the results privately with the director.
2. Teaching Staff
  - a. The performance of all teaching staff is formally evaluated each semester. This evaluation is signed by the staff member, placed in his/her file and reported at the next full board meeting.
  - b. Following positive evaluation, a staff member wanting to extend his commitment is to inform the director by October 31 of their second year of their contract. A contract of appropriate duration will be issued for the staff member to sign.
  - c. Following a negative evaluation, the director must commence weekly consultations with the teacher concerning job performance. A written progress report of these consultations must be submitted to the teacher and each executive committee member. If performance still does not meet Academy requirements, the staff member will be notified by April 1 of the termination of their service.
3. Affirmation before Furlough

Prior to departure on yearlong furloughs, staff members must be affirmed by the board in order to be guaranteed a position upon their return.

## **G. 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.

## **H. 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.

## **I. Parent/Student Complaint**

1. A personal meeting to discuss the problem must be held between the parent/student and the staff member and/or administrator involved.
2. If the difficulty is not resolved on this level, the director shall schedule and preside at interviews between the parent/student and staff member. In the event that the director is one of the parties involved in the conflict, and resolution has not been reached in personal meeting, the dissatisfied party shall submit a formal request in writing to the board chairman to schedule and preside at an interview between the two parties.
3. These interviews shall be documented so as to include all pertinent facts concerning the problem. The documentation is to be signed by all the parties concerned.
4. If the problem 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 and hand down a final decision.

5. All such grievances, interviews, and documentation are private, and should in no circumstances be discussed or presented to persons not involved.
6. At no time shall anonymous letters or complaints be presented or accepted as any type of documentation or evidence.

#### ***J. Resolution Of Conflicts***

When conflicts arise, either personal or work related, the following steps are to be taken in accordance with the principles outlines in Matthew 18:15 - 17:

1. The person who first recognizes the conflict should prayerfully check his/her own attitude and motives.
2. He/She should then arrange a private meeting with the other party to communicate his/her concern. This should be done in a loving, honest manner (Ephesians 4:15-16).
3. If the difficulty is not resolved to the satisfaction of both parties, an impartial third party should be asked to participate in further conferences. The details of these and all subsequent conferences should be documented.
4. At this point, if an acceptable solution has not been reached, an individual holding a leadership position in the school should be requested to preside at a formal meeting between the parties involved. The director should preside if the conflict is between non-administrative staff members. The board chairman should preside if the conflict involves an administrator.
5. In the event the conflict remains unresolved, a formal request, accompanied by all previous documentation, should be presented to the executive committee of the board. This committee will determine if a hearing is in order and hand down a final decision.
6. All such grievances, conferences, and documentation are private and should not be discussed with persons not involved.

### **III. Students**

#### ***A. Admissions Policy***

1. The Academy enrolls students without regard to color, race, religion, or creed. The student's parents are to receive a copy of the school's statement of basic philosophy and objectives to enable them to understand and accept the total educational program for their child.
2. Minimum Age
  - a. Kindergarten: A child must be at least five years old on or before October 31 to enroll in the kindergarten program for the school year starting in September. A child whose fifth birthday occurs on or before December 31 may be granted early admission on a probationary basis subject to attaining the accepted level on approved readiness tests and maturity level as determined by the teacher and the director.
  - b. First Grade: A child must be at least six years old on or before October 31 to enroll in the first grade program for the school year starting in September. A child whose sixth birthday occurs on or before December 31 may be granted early admission on a probationary basis subject to attaining the accepted level on approved readiness tests and maturity level as determined by the teacher and the director.
  - c. Early Admission to Kindergarten or First Grade: Requests for exceptions to the minimum age policies must be submitted in writing to the director and must include rationale for the request. The director will make the placement decision based on the validity of the request, documentation of previous educational experience, performance on approved readiness tests, space availability and teacher approval. All early placements will be made on a probationary basis with the understanding that the child may be moved to a lower level during the year or

retained at the same level for an additional year at the recommendation of the classroom teacher in consultation with the director.

### 3. Grade Placement

- a. Students enrolling in Grades 1-12 must provide records documenting successful completion of the prior level of schooling. Records will consist of transcripts, report cards, and /or portfolios of work samples. All grade placements are temporary until these records have been received and evaluated
- b. Any student above age six, coming from a school outside the United States or Canada, is to be tested for grade placement. Scores from recognized standardized tests that are no more than two years old may be accepted in lieu of DA-administered placement test. Elementary students who score significantly above or below their expected grade level will be placed in the grade appropriate for their age for a maximum six-week probation period to determine if actual academic ability, work habits and maturity level indicate a need for placement in a different grade.
- c. Requests for exceptions to standard placement must be submitted in writing to the director and must include rationale for the request. The director will make the placement decision based on the validity of the request, documentation of previous educational experience, performance on placement or standardized tests, space availability and teacher approval. All exceptional placements will be made on a probationary basis with the understanding that the student may be moved to a different level during the year or retained at the same level for an additional year at the recommendation of the teacher(s) in consultation with the director.
- d. Prior to testing for grade placement, a non-refundable fee equal to one half the enrollment fee must be paid to the Business Office. This fee will be applied to the enrollment fee should the parent enroll his child.

### 4. Foreign Language Placement

Any student new to the Foreign Language Department must meet with the foreign Language Department chairperson before placement. This policy includes students returning from furlough, homeschoolers, those new to Dakar Academy, as well as students new to the foreign language program.

### 5. English Proficiency

- a. the ESL teacher will administer an English language test to all applicants who do not speak English as a native language. The non-refundable testing fee (see addendum Section F) will be applied to the applicant's tuition upon acceptance.
- b. Dakar Academy will accept elementary students who test below age level in English proficiency, but will require them to participate in the ESL program. Though enrolled in a regular class, the primary goal of the initial year will be to learn English. Promotion at the end of that year will depend upon mastery of academic requirements in addition to English language proficiency.
- c. Dakar Academy will accept middle school and high school students who test below their grade level in English proficiency if they demonstrate at least fourth grade level. Such students must enter the ESL program. The director, in consultation with the ESL teacher, may make exceptions.
- d. No more than 2 ESL students will be placed in any given classroom. Exceptions may be made by consensus of the classroom teacher(s), ESL teacher, & the director.
- e. Students may be placed in a lower grade for ESL reasons and will be advanced up to the appropriate grade for their age as rapidly as their English language development permits.
- f. Students in the ESL program are exempt from taking foreign language classes. High School students may earn foreign language credit for each year of participation in the ESL program.

### 6. Students per Classroom

Grades K-3: 15 maximum

Grades 4-5: 18 maximum

Grades 6-12: 25 maximum

Exceptions may be made by the director with the agreement of the classroom teacher(s).

7. **Priority Acceptance**

Where student acceptance in any grade must be limited by lack of space, priority is given to students as follows:

- a. Children of missionaries with the owning missions
- b. Children of missionaries with cooperating missions
- c. Children of missionaries with the fraternity missions
- d. Returning students
- f. Children of missionaries with all other missions
- g. All remaining children

After the enrollment fee due date, students will be accepted on a first-come, first-served basis.

8. **High School MK Students**

At least 40% of the high school students must be MK students or have previously attended the Academy for at least 1 year and shown compliance with the Christian philosophy of the Academy.

9. **Parent/Guardian of Day Students**

No student is allowed to enroll as a day student unless there is a parent or guardian in Dakar with whom the administration has contact.

**B. Student Records**

1. **Maintenance of Records**

The Academy maintains an individual record for each student enrolled.

2. **Confidentiality**

Information contained within the student record is considered confidential and is not for release without prior written consent of a parent or guardian.

3. **Transcript of Credits**

No transcripts will be given for students with outstanding debts.

4. **Boarding Student Reports**

Grade, progress, and conduct reports are to be sent to parents as well as MK-home parents.

**C. Child Injury**

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

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

**D. Beach Events**

1. Dakar Academy students going on a Dakar Academy-sponsored swimming trip to the beach will be accompanied by at least one adult for every four students.
2. Safety equipment that must be taken to the beach includes a ring buoy and a throw rope. Students will not be allowed to swim where safety equipment is not available.
3. Students are not permitted to use surfboards or boogie boards without permission from the group sponsors.

## **E. Graduation Guidelines**

1. All graduating students are encouraged to participate in the program.
2. The speaker/s will be proposed by the graduates and their advisors, and approved by the director.
3. Those graduates who have compiled a 3.50 cumulative grade point average or above by the end of the third quarter of their senior year will be recognized as "honor graduates".

## **IV. Physical Plant And Equipment**

### **A. School Vehicles**

1. Use of Vehicles
  - a. Driver's Licenses: Any person authorized to drive a school vehicle must possess a valid driver's license from his home country plus a current international driver's license or a valid Senegalese or French driver's license.
  - b. School cars may be used for personal use during the school year or during school vacations, at the rate specified (see addendum Section J), and the school will cover all operating expenses. Tickets for traffic violations are not considered to be an operating expense. All vehicles shall be under the care of a designated staff member for administration, maintenance and coordination of use. School vehicles shall not be loaned to or driven by other than school personnel or their spouses. In the case of a specific school-related activity, the director may make an exception to this limitation and designate someone who is not a staff member to drive a school vehicle.
  - c. Use of Academy vehicles for extended trips must have the approval of the Director.
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. Liability for Accidents or Thefts involving School Vehicles
  - a. 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.
  - b. 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.
  - c. 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. Vehicle Papers

All official papers for Academy vehicles are to be photocopied.

## **B. Private Vehicles for School Business**

A private vehicle used for Academy business is reimbursed at the rate specified (see addendum Section J), or at the rate designated by the lending mission and the owner is responsible for all operating expenses.

## **C. Monthly Rent of Vacant Apartments**

If the staff housing is not occupied by Academy staff, the business manager is authorized to rent vacant apartments to evangelical mission personnel. Rents vary according to the size of the apartment (see addendum Section I).

## **D. Telephones**

Charges for use of Academy phones for other than Academy business are established by the business manager (see addendum Section K).

## **E. Audio-Visual Equipment**

The Academy public address system, film projection and video equipment or any of their components are not to be removed from the Academy premises for other than Academy functions and then with approval of the director.

## **F. Photocopy Machine**

Charges for use of photocopiers for other than Academy business are established by the business manager (see addendum Section L).

## **G. Playground, Furnishings, Equipment, Tools, and Auditorium**

1. Buildings, grounds and equipment are under the supervision of the director. Usage charges will be levied for non-DA staff or student sponsored events to cover maintenance costs (see addendum section M). Exceptions may be made by the director.
2. All shop equipment is to be signed out by the maintenance supervisor and only at the convenience of the Academy. The date of return is given for each item and an overdue charge will be assessed on items not having a daily charge.
3. All items must be returned in original condition. Damages and repair costs must be paid to the Academy over and above any use fee.
4. A list of items and fees is maintained by the maintenance supervisor and is subject to change.
5. No item may be loaned to a third party at any time.
6. Loss of keys: Anyone losing a school key is responsible to pay personally for the replacement of the lock(s) and key(s).

## **H. Personal Articles Stored at the Academy**

The academy is not responsible for personal items stored on school property.

# **V. Miscellaneous**

## **A. Academic**

1. Academic Calendar
  - a. There shall be at least a 2 ½ week break at Christmas with the last day of school at least 1 week before Christmas Day.
  - b. Easter break will be at least 2 weeks, with Easter in the middle.

- c. Summer break shall be at least 10 weeks. (School shall normally start somewhere around the last week in August and end around the first week in June.)
  - d. Minimum number of days shall be the minimum required to maintain our accreditation status (about 170 days).
  - e. Every effort should be made to optimize long weekends to take into consideration the needs of boarding families.
  - f. When school is unexpectedly closed for a day by presidential decree or otherwise, the school day may be made up by a full day of school at a later date to be determined by the director.
2. School Vacations/Holidays
- a. The following are normally considered holidays:
 

Thanksgiving	Good Friday	Korite	Senegal Independence Day
Christmas	Easter Monday	Tabaski	
President's Day	SIPS		
  - b. Office Closure: In order to accommodate vacation for administrative personnel, the Academy administrative offices are closed each year for the month of July.
3. Book Loans
- a. Basal textbooks are not loaned to non-students at any time, nor to students during school vacation periods without receipt of a deposit more than adequate to pay for the book.
  - b. No additional books are loaned until formerly loaned books are returned.
4. Limitation of Extra-Curricular Activities
- a. Acceptable and unacceptable activities: All extra-curricular activities are to be in keeping with Biblical principles on which the Academy operates. Unacceptable activities include suggestive, erotic dancing and martial arts that include eastern religious practices. Acceptable activities might include self-defense, chess, sports, stamp collecting, and photography.
  - b. Funding: The executive committee decides funding of extra-curricular activities by the Academy on an individual basis.

## **B. Administrative**

1. Audit of Financial Records  
The Dakar Academy financial records will be reviewed annually, preferably by personnel from one of the member missions, and audited bi-annually and before the departure of the business manager by a certified accountant.
2. Fiscal Year  
The fiscal year is from July 1 to June 30.
3. Cash Balances  
A bank balance of \$10,000 is to be maintained at all times.
4. Reserve Funds
  - a. Contingency fund: A contingency fund of \$50,000 will be maintained and invested in long-term special-interest accounts in the United States.
  - b. The Board of Directors may establish additional reserved funds.
5. Business Dealings  
The name "Dakar Academy" is not used in any business or government dealings.  
Business is transacted in the name of one of the member missions or "Foyer Evangelique".
6. Long-term Contracts  
No long-term business contracts are to be engaged in on behalf of the Academy without the express approval of the board or executive committee.
7. Handling of Cash  
Cash in excess of 50,000 CFA should not be kept in any area other than the safe provided in the business manager's office or the dormitory safe.
8. Checks  
The director or board chairman shall sign all checks.
9. Evacuation
  - a. 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.
  - b. 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.

## **C. Campus Smoking & Drinking Policy**

Smoking and drinking are not allowed on the Dakar Academy campus.

## **VI. Policy Revisions**

These policies may be revised at any time by board action.

## Policy Book Addendum: 2001 - 2002

### A. Missionary Staff Benefits

(Paid in US \$)

	Years of Service	Dir. Hire/1	2	3	4	5
1.	<b>Base Subsidy</b>	\$5000	→	→	→	→
2.	<b>Base Benefits:</b> (Average Annual Value) Housing Utilities Transport to campus	Value: 2510 ← (\$1800) (\$600) (\$110)	→ ←	→ ←	option to receive these benefits as package allowance	→
3.	<b>Health Insurance</b>	Max. \$2000	→	→	→	→
4.	<b>Annual Personal Leave Days</b>	1	2	→	→	→
5.	<b>Air Fare</b> (Cum.; NY-Dakar equivalent/reimbursement)	←	½ round trip Value: \$450	→	→	→
6.	<b>Professional Training</b> (Cum./reimbursement)	←	←	\$200	→	→
7.	<b>Furlough/Retirement Subsidy</b> (Cumulative)	←	←	←	¼ of furlough Value: \$2250	→
8.	<b>Mid-Year Severance</b> (one wk. per yr.; max. 6 wks.)	1 week	2 weeks	3 weeks	4 weeks	5 weeks
9.	<b>Children's Tuition</b> (First 3 children only)	Value: \$1250/child	→	→	→	→
10.	<b>Language Study</b> (optional; local hire instructor)	(Estimate: \$70)				
12.	<b>Subsidy Compensation</b> (11-month per year contracts)	\$500	→	→	→	→
13.	<b>Maternity Leave</b> (Max: 6 weeks)	Value: \$2100	→	→	→	→
14.	<b>Paternity Leave</b> (Max: 4 days)	Value: \$280	→	→	→	→
15.	<b>Bereavement</b> (Immediate family)	2 weeks	→	→	→	→
16.	<b>Service Gift</b>	(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.

- 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.)

### B. Substitutes

(Paid in US \$)

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

### C. 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

### D. Annual Tuition Fees

	Tuition Fee	Deadline	Owning Mission	Fraternity Mission	Non-Fraternity Protestant Mission	Non-Mission
1.	Enrollment Fee	May 1 or upon enrollment	\$ 200	\$ 200	\$ 200	\$ 300
2.	Grade Placement Testing Fee	At time of test	100	100	100	150
3.	Development Fee (once/family)*	May 1 or upon enrollment	0	0	0	3,000
4.	Tuition K-5	1st day of school	2,250	3,885	5,050	7,565
5.	Tuition 6-12	1st day of school	2,250	4,100	5,350	8,000

\*Development 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.

Payment of fees may be made by dollar check drawn on a US bank or equivalent cfa in cash or check drawn on a Dakar bank. (Rate of exchange is determined at beginning of school year by school's business office.)

Late payment of fees are assessed 5% penalty on remaining balance 2 weeks after due date; 10% after 4 weeks

### E. Annual Room and Board Fees\*

Non-refundable deposit for dorm application: \$100

	Status	Room	Board
1.	Owning Mission	\$1,350	\$1,200
2.	Fraternity Mission	\$1,350	\$1,200
3.	Non-Fraternity Mission	\$1,350	\$1,200

\*Actual room and board costs may vary, with the total room and board rate being \$2,250.

**F. English Language Test**

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

**G. On-Campus Private Instruction**

		Mission	Non-Mission
1.	Hourly per Student*	\$8	\$10
2.	Use of Basic Textbook Deposit	5000 FCFA/bk.	5000 FCFA/bk.

\*75% of fee is remitted to staff instructor

**H. Transcript Of Credits**

Per transcript; graduates only \$3

**I. Rental of Campus Apartments**

	(as available)	Staff	Non-Staff Mission
1.	One bedroom + utilities/month	\$150	N/A
2.	Two bedroom + utilities/month	\$300	\$375
3.	Four bedroom + utilities/month	\$425	\$575

**J. Vehicle Rates**

1.	Vehicles w/ KM odometer	200 Fcfa/km
2.	Vehicles w/ Mile odometer	250 Fcfa/mile
3.	After first 100 kms/60 miles on single trip	150 Fcfa/km 185 Fcfa/mile

**K. Telephone Rate**

1.	Local Calls Only	100 Fcfa each
2.	Staff Personal Use	Expense Report

**L. Photocopy Rate**

1.	Per Copy	100 Fcfa / sheet
2.	Staff Personal Use	Expense Report

**M. Facilities/Equipment Rental**

1.	MK-Home Breakfast	1000 Fcfa
2.	MK-Home Lunch	1500 Fcfa
3.	MK-Home Dinner	2000 Fcfa
4.	MK-Home Room	\$5 per night
5.	Auditorium	\$50 per day Min. \$25 for ½ day or less
6.	Playing Field (incl. rest rooms)	\$15 per day
7.	TV/VCR	\$10 per day or any part thereof
8.	Overhead Projector	\$5 per day or any part thereof
9.	Equipment w/ moving parts	2.5% of new cost per day

## Approving Sending Organizations

The executive committee of the board must approve any sending organization prior to finalizing staff contracts. Dakar Academy should send the following packet of information to the staff applicant to be given to the organization requiring approval:

1. A cover letter outlining the following:
  - Senegalese government requirement that staff be guaranteed by an organization registered in Senegal
  - Need for guarantee from sending organization to accept liability for the staff applicant and non-staff family members to back up owning mission's guarantee of that person with the Senegalese government
  - Time limit that the school will hold liability until receiving payment from sending organization
  - Possible circumstances in which sending organization would be liable for staff applicant and/or non-staff family members: deportation, civil crisis, economic crisis, medical emergency, death of staff applicant or family member
  - Potential costs of liability: travel expenses of staff applicant and/or family members returning home; medical expenses of staff applicant and/or family members exceeding school insurance coverage
  - Subsidy and benefits given to the staff applicant by the school during contract year(s)
2. Sample copy of staff health insurance policy
3. Form or request for letter containing the following:
  - Statement guaranteeing liability for the staff applicant and non-staff family members, if applicable.
  - Statement of how organization would expect to raise needed funds in cases of liability. (Executive committee may request documentation of financial resources.)
  - Signatures of organization's director/board chairman and treasurer or sponsors

