

THE BIBLE INSTITUTE OF SOUTH AFRICA



Business Plan of the Bible Institute Of South Africa¹

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Contents

Business plan.....	1
1. Executive Summary of the Business Plan	4
2. Vision, Mission and Organisational Objectives	4
2.1 Vision.....	4
2.2 Mission	4
2.3 Strategic Objectives	5
3. Scope of operations	6
3.1 Description of Infrastructure to be used for the proposed programmes.....	6
3.2 The nature and level of research to be conducted.....	7
3.3 Areas in which expansion is contemplated within the first three years.....	7
4. Planned structure of the organisation	8
5. Market Research, Assessment and Feasibility	8
5.1. Description of the target market	8
5.2. Current and long term demand of proposed programme offerings	8
5.3 Degree of concentration of similar by other public or private providers in the geographical area of the applicant’s proposed location.	9
5.3.1 Inter-denominational college	9
5.3.2 Comprehensive Curriculum	9
5.3.3 Highly Qualified Academic Staff.....	12
6. Risk Analysis and Management Strategies	17
6.1 External Risks	17
6.2 Internal Risks.....	18
6.3 Risk management strategies	19
6.3.1 BISA Risk Management Policy Commitment.....	19
6.3.2 BISA’s risk Management Policy Framewok	19
6.3.3 Roles and Responsibilities.....	20
7. Organisation policies.....	23
7.1 Staffing policy.....	23
a) Employment Equity policy	23
7.2 Institutional policy dealing with:.....	24
7.2 a) Student admission policy	24

7.2.b) Language policy	26
7.2.c) Rules relating to assessment, academic credits, progression and qualification.....	27
7.2.d) Fees and Refunds Policy	35
7.2.e) Student financial Aid.....	37
7.2.f) Student Support Services	38
7.2.g) Student Rules and Regulations/ Code of Conduct.....	40
7.2.h) Staff and student grievance policies and procedure	63
7.3 Occupational health and safety policy	87
7.4 HIV/ AIDS policy	89
7.5 Implementation framework.....	93
References	94

1. Executive Summary of the Business Plan

The Bible Institute of South Africa (BISA) is a non-profit company (NPC Registration No. 2004/011004/08) which is dedicated to equip Christian men and women in biblical truth and ministry expertise for a life of relevant witness and service in the church, marketplace and society. BISA plans to offer its own Bachelor of Theology (BTh) and Bachelor of Theology Honours degrees, accredited with Council of Higher Education (CHE), to undergraduate students via the distance and contact modes of learning. BISA has good infrastructure suitable for the proposed programmes at 180 Main Road, Kalk Bay, in Cape Town.

Bible Institute was established in 1923 and has been in existence for the past 92 years. Since 2004, BISA had been operating as an Off-Campus Learning Centre of North-West University (NWU) and has been offering NWU's BTh and BTh Hons degrees to students.

2. Vision, Mission and Organisational Objectives

2.1 Vision

The vision of the Bible Institute of South Africa is for Africa and the world to be filled with Christian men and women who are equipped in Biblical truth and ministry expertise for a life of relevant witness and service in the Church, marketplace and society.

2.2 Mission

The Bible Institute of South Africa is a non-denominational, international theological college committed to the evangelical faith of our confessing protestant Reformational Heritage. It serves the Church of the Lord Jesus Christ by equipping Christian men and women in Biblical truth and ministry in order to fulfil the Great Commission in Africa and throughout the world.

Non-denominational: The Bible Institute of South Africa is not a particular church nor does it belong to any denomination. BISA is committed to training those who are truly Christian. Faculty members are committed to discussing and respecting the views of others that are compatible with Evangelical faith.

Evangelical: We understand Evangelical to mean those who believe that the Bible is the inspired, authoritative, inerrant Word of God, our only rule for faith and practice. The Gospel calls all people to repent of their sins and come to a personal faith in Jesus Christ in order to be saved. The gospel must be preached to every person throughout the world, for the church will be within every language and tribe and nation.

Serves the Church: BISA exists to serve the worldwide church, most especially the church in South Africa. It does not take on the role of a particular church or assume authority over the church, but gives itself specifically to preparing servants for the church.

Equipping: BISA seeks to prepare men and women for cross-cultural Gospel ministry and for holy Christian living through modelling the Christian life, classroom instruction, practical ministry training, and through various formal and informal aspects of campus life.

Biblical truth: BISA is committed to teaching the Bible as the inspired, authoritative, inerrant Word of God. Its truth is eternal, as relevant for today as it was in the days when it was originally written. It is to be understood, believed and obeyed.

Ministry: Application of knowledge is always necessary. BISA is committed to providing training that prepares people for ministering to others. This includes the teaching of ministry skills and the supervised use of these skills within and beyond the curriculum.

The Great Commission: The Great Commission is the "marching order of the church". Our aim is that all who are a part of BISA share personal responsibility in helping to accomplish this command. It is our desire that there be a deep commitment and zeal about this.

Africa and throughout the World: This continent is where the Lord has put us, and we therefore are committed to training men and women who will take the Gospel to the peoples of Africa. The Lord has also sent us into "all the world", and therefore we will encourage our students to look beyond their home countries and beyond the continent of Africa. Our desire is that all of our students have a world vision and that they be developed as World Christians. These are people who stay in touch with the world and believe that wherever they are ministering for the Gospel, they are contributing to world evangelisation.

2.3 Strategic Objectives

We plan to accomplish our mission by providing training for Christian service that is:

- Academically and practically integrated.
- Accessible to existing and potential Christian leaders.
- Appropriate for the students we serve.
- Accredited by education authorities and recognised by the Church.

We plan to accomplish our vision by

- Offering a Bachelor of Theology degree (contact mode & distance mode) and Bachelor of Theology Honours degree (contact mode).
- Having well-qualified faculty as lecturers
- Having well-equipped lecture rooms.
- Having a good relationship with the Church.
- Having a good library.
- Having a good support system for the students.

3. Scope of operations

3.1 Description of Infrastructure to be used for the proposed programmes

The Bible Institute of South Africa's campus for contact learners is situated at 180 Main Road in Kalk Bay, Cape Town. The campus comprises of the following main buildings, all identified by name:

- **Roxton** – This is the main building which houses the following:
 - 5 no. administrative offices
 - A conference room
 - The Principal's office
 - 3 no. teaching staff offices
 - A post-graduate study room
 - The library including an under-graduate study room
 - A computer laboratory
 - 3 no. classrooms
 - 1 no. lecture hall
- **Upper Marsh** – This building houses the following:
 - 5 no. teaching staff offices
 - 1 no. teaching staff accommodation (3 bedroom Principal's flat)
- **Lower Marsh** – This building houses the following:
 - 5 no. rooms for male post-graduate student accommodation
 - 1 no. administrative staff accommodation/student family (3 bedroom flat)
- **Kingon** – This building houses the following:
 - 1 no. administrative staff accommodation (en-suite bedsit)
 - 1 no. student family accommodation (1 or 2 bedroom flat depending on requirements)
 - Industrial kitchen
 - Dining Hall

- **Douglas** – This building houses the following:
 - 1 no. single room male under-graduate student accommodation
 - 7 no. double room male under-graduate student accommodation
 - A recreational room
 - An archive room
- **Upper Daintree** –This building houses the following:
 - 4 no. single room female under-graduate and post-graduate accommodation
 - 5 no. double room female under-graduate and post-graduate accommodation
 - 1 no. triple room female under-graduate and post-graduate accommodation
- **Lower Daintree** – This building houses the following:
 - Administrative and teaching staff accommodation (2 no. 2 bedroom flats)
 - 3 no. rooms for visitor’s accommodation (these rooms can be utilised for female student accommodation if necessary)
 - Student lounge
 - Student laundry
- **BISA Cottage** – 3 no. bedroom cottage utilised by full time teaching staff
- **Harris Road House** – 4 no. bedroom house utilised by full time teaching staff
- **Garage** – 1 no. single garage for the housing of the BISA vehicle and various maintenance materials

The grounds contain a parking area, grassed areas for sports and other recreational purposes, including a tennis court.

The entire campus is secured by fencing and code accessed gates, complete with electric fencing.

3.2 The nature and level of research to be conducted

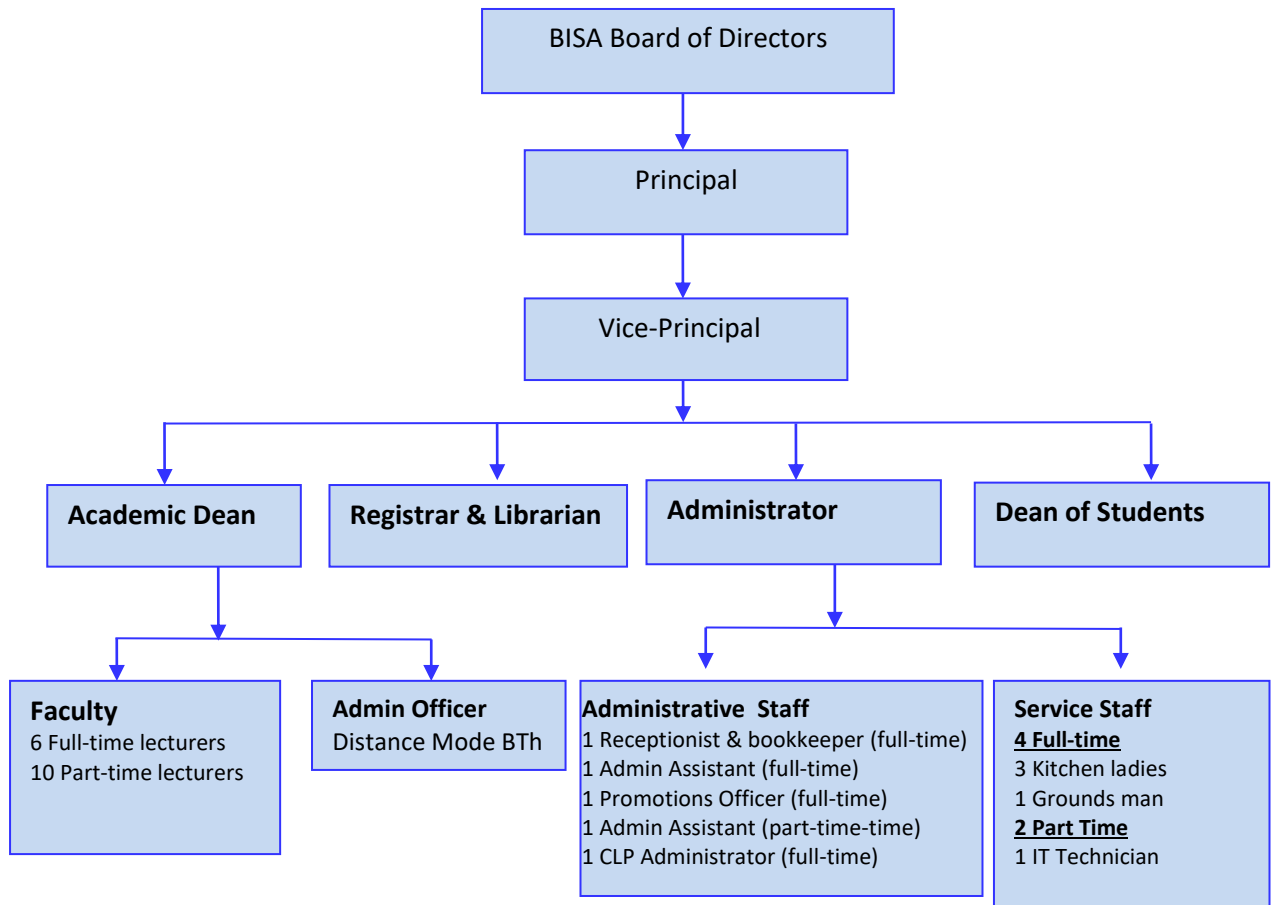
The nature and level of research to be conducted is under-graduate level and post-graduate honours level.

3.3 Areas in which expansion is contemplated within the first three years

During our first three years of operation we wish program expansion in the following areas:

- BTh - Contact learning
- BTh - Distance learning
- BTh Honours in Theology - Contact learning

4. Planned structure of the organisation



5. Market Research, Assessment and Feasibility

5.1. Description of the target market

Our target market is the Evangelical Churches, Para-Church Organisations and Mission Organisations in South Africa, Africa and beyond. Our product is our graduates. We train pastors, missionaries, church workers, church leaders and chaplains for Christian ministry in various contexts.

5.2. Current and long term demand of proposed programme offerings

When it comes to religion, South Africa has a large Christian majority. Research conducted by Operation World confirms that 75% (i.e. 37.9 million) of the South African Population is Christian. 21% (i.e. 10.6 million) is evangelical (Mandryk, 2010:758). There are few accredited institutions involved in Theological Education in South Africa – the research conducted by Operation World points out that there are only 28 theological, degree-awarding university faculties and seminaries (Mandryk, 2010:760). Therefore, BISA's plan to offer its own Bachelor of Theology (BTh) and Bachelor of Theology Honours degrees, accredited with Council of Higher Education (CHE), would fulfil the current need in the South African market for theological education or training. The fact that BISA has

been offering theological training for the past 92 years also proves that there is a market for theological education and that we are able to supply to it.

5.3 Degree of concentration of similar by other public or private providers in the geographical area of the applicant's proposed location.

What sets BISA apart from other public or private providers in our geographical area is that we are an interdenominational college, we are one of the few colleges that have a comprehensive curriculum and our students are taught by highly qualified academic staff.

5.3.1 Inter-denominational college

The Bible Institute of South Africa (BISA) is not a training institution of a particular church nor does it belong to any denomination. BISA is committed to training all those who are truly Christian. Because of our interdenominational ethos, BISA is able to attract many students from various denominations. Because our students come from various denominations, this allows for cross-pollination of ideas which enriches the educational experience of the students. Our academic staff is committed to discussing and respecting the views of others that are compatible with Evangelical faith.

5.3.2 Comprehensive Curriculum

5..1.1 Introduction

Curriculum is defined as all that goes into the education of the student. Because Bible Institute of South Africa (BISA) is a Bible college, and not simply an educational institution, several important components go into the education of our students beyond the typical academic component of classroom instruction. The curriculum of BISA is demarcated into four areas: Academic, Practical, Spiritual, and Character. BISA takes a holistic approach to education, not simply shaping the mind, but also the heart and hands of the student as well.

5..1.2 Academic

The academic requirements for graduation are spelled out in both the Lecturers Handbook and the Student Handbook, and are briefly summarized here. For both BTh and BTh Hons degrees, the student must take all courses offered in the curriculum, unless the student has been granted exemptions due to prior learning. All courses must be completed with a final mark of at least 50.

A weekly "Visiting Christian Workers" talk is mandatory for all students. At these seminars, students are exposed to a variety of guest speakers who discuss their ministries or Christian employment, or where special workshops are offered (e.g., Art Therapy, evangelizing children). Time Commitment: one hour per week

BISA utilizes several academic opportunities each year to further broaden student education. Although these vary from year to year, other academic opportunities for our students in the past few years have included special guest lecturers who are world-

renowned in their particularly area of expertise (e.g., Dr. Robert Yarbrough, Dr. Chris Warton [University of Cape Town Professor] on medical ethics).

Lastly, while the BISA semester is fourteen weeks long as with other South African tertiary institutions, we add a two-week interterm period at the start of the second semester. This gives us more lecture hours to cover material, each year adding an additional 8 credits to the curriculum or 24 additional credits for the three-year BTh.

5..1.3 Practical

Along with the academic load, a practical ministry component runs concurrently throughout the student's studies. The guidelines for Community Engagement (CE) are provided in the Student Handbook and are briefly summarized here. Students must complete five semesters of CE, which involves practical involvement in adult, youth, and children ministry, as well as holiday ministry work. Students are not allowed to graduate unless CE requirements are fulfilled.

CE is largely directed by the individual student, in conjunction with the leadership of his or her church, and with the oversight of the student's fellowship group leader (see below). Students are evaluated by the ministry supervisor and must submit a two-page, personal reflection paper each semester on their CE experience.

There are also practical ministry opportunities annually created by BISA to provide further avenues for practical involvement for the student. All students participate in Ministry Week, a weeklong ministry opportunity led by fellowship group leaders that occurs at the end of the first term each year. Students get to work alongside lecturers in practical ministry, which gives the Academic Staff an opportunity for hands-on evaluation of a student's ministry fitness.

Other ministry opportunities created by BISA have included taking a team of students for children's ministry at the Carmel Christian Conference Centre each summer holiday, international ministry trips such as the Lesotho trip in 2015, and other speaking engagements such as representing BISA at high school career days and conferences.

Time Commitment: weekly practicals usually involve one hour per week minimum; practical ministry trips considerably more time, some an entire weekend or even more than a week, e.g., international trips

5..1.4 Spiritual

BISA is a Bible college whose goal is to graduate spiritual leaders for Christian churches in Africa. Many opportunities are created whereby the student is encouraged in his or her spiritual maturation and growth. When considering the academic load of a student, spiritual development must also be factored in, as time requirements for both can often be extensive. BISA students are given the following opportunities to grow spiritually in their Christian faith:

Weekly Chapels – BISA offers two sessions per week where students and staff (both academic and non-academic staff) worship, sing, pray, and learn from God’s Word together. Students are given opportunities to lead and sing in these devotions. The devotions are mandatory for all involved at BISA. Time Commitment: two hours per week

Fellowship Groups – Each full-time lecturer is annually allocated a group of students (usually five to eight students) with whom he works each week in a mentoring capacity. This involves meeting weekly for prayer, Bible study, and fellowship, plus visitations each semester to the students’ churches where the entire group ministers in a worship service. Fellowship Groups are also opportunities for closer interaction between lecturers and students, and provide occasions for one-on-one counselling as needed. Fellowship Groups are mandatory for both students and full-time lecturers. Time Commitment: one hour per week minimum

Quiet Day – Each semester one day is allocated for Faculty and students to take a break from classes and spend the day in meditation, prayer, voluntary fasting, and “quiet time” with the Lord. Guest speakers come and deliver two short talks for the morning. The day is designed to be spiritually refreshing for students.

Student Devotions – Students are allocated a time each week for Student Devotions. This gives students the chance to organize and lead their own weekly devotions apart from lecturer involvement and oversight. Time Commitment: one hour per week minimum

5.1.5 Character

Academic and Practical requirements are much easier to assess and monitor than spiritual and character development. However, BISA is determined to produce graduates who have a solid Christian character: graduates who are honest, hardworking, and responsible.

Work Duties – Students are asked to get involved in various work duties for BI during the academic year. Gardening Day occurs four times per semester, where students give an afternoon of their time to work on campus painting, cleaning, and otherwise helping to beautify the campus. There are many other BI events where students work behind the scenes (the yearend BI Social, Graduation, and other special functions). These are opportunities for students to display a servant attitude. Students who have been given bursaries are also often asked to perform work duties on campus in lieu of their school fees. Examples include washing BISA vehicles, cleaning office and administration spaces and classrooms, working in the library, or maintaining the cleanliness of the hostels. This work is viewed as part of the character development of students as BI wants to produce servant leaders for the church. Time Commitment: one hour per week minimum

Student Interviews – Every student is annually interviewed, with a special eye given to the student’s spiritual maturation and character formation. Students who fall into problems on character issues are put through the disciplinary procedures described in the Student Handbook.

Student Leadership Development – Students are given opportunities to participate in some of the leadership of the institution. They have a Student Representative Committee (SRC) which oversees many student activities. The SRC representatives are regular members of the Staff Meeting held at the start of each term. Students also have an active role planning and running the BI Social and Graduation each year. Such opportunities provide students with many ways to acquire leadership and organizational skills that could not be imparted in just a classroom setting.

When all components of the holistic BISA curriculum are considered, students have approximately 17 hours per week of classroom time. Generally speaking, students are expected to read, study, or prepare one to two hours for every hour of lecturing time. Other weekly commitments during the semester total at least 6 hours. However, special seminars and workshops, practical ministry trips, and other ad hoc commitments place a time load on the average student of at least 60 hours per week when standardized over nine months. Generally speaking, students have about three months each year where they have no BI responsibilities, although for many, their local churches give them responsibilities during these times, something which should not be overlooked when considering the overall education and training of the student.

5.3.3 Highly Qualified Academic Staff

What sets BISA apart from other public or private providers in our geographic area is that our students are taught by highly qualified academic staff. 50% of our academic staff have doctorate degrees – see the attached sheets for more details.

Academic Staff for the BTh and BTh Honours Programmes

Full-time Academic Staff					
NAME	QUALIFICATIONS	SUBJECT AREAS	EXPERIENCE	RESEARCH OUTPUT	PROGRAMME FOCUS AREA
Dr. Daniel Simango	BA, LTh, BA Hons MA(OT), PhD	Old Testament, Hebrew	Lectured in Zimbabwe for 5 years; Lecturing at BISA since 2008	Published 2 journal articles in peer-reviewed journals, 1 book (forthcoming 2016). Appointed as Extra-Ordinary Old Testament Senior Lecturer by NWU. Supervises Master's and Doctoral students for NWU.	BTh contact mode BTh Hons BTh distance mode marker
Dr. Peter Smuts	BA, LLB, DipTh, MAR PhD	New Testament, Hermeneutics, Greek, Homiletics	Vocational Christian ministry since 1985; Lecturing at BISA since 1996	Published 1 book. Supervises Master's and students for NWU.	BTh contact mode BTh Hons BTh distance mode marker
Dr. Karl Peterson	Certificate, BA, MDiv, Doctor of Ministry	Missions & Evangelism, Child & Youth Ministry, Philosophy/Ontology	Pastoral ministry since 1991, Missionary, lecturing in Mozambique (1998-2010);lecturing at BISA since 2012	None	BTh contact mode BTh Hons BTh distance mode marker

Dr. Victor Kuligin	BSc, MA, MBA, MTh DTh	Systematic and Historical Theology, New Testament, World Religions/Cults	Missionary; Lectured for 14 years in Namibia. Lecturing at BISA since 2010	Published articles in Christian Magazines, several articles in peer-reviewed journals, Published 2 books,	BTh contact mode BTh Hons BTh distance mode marker
Rev. Gideon Beukes	BA, BTh, MTh, MA (Missiology)	Greek, Missions, New Testament	Missionary and pastor for 10 years; Lecturing at BISA since 2004	None	BTh contact mode BTh Hons BTh distance mode marker
Rev. Paul Karstens	LTh, MTS, DTh Cand,	Pastoral Theology, Homiletics	Pastoral ministry from 1989; Lecturing at BISA since 1997	None	BTh contact mode BTh Hons BTh distance mode marker
Part-time Academic Staff					
Mr. Matthew Haynes	AAS, BS, MDiv, MTh, PhD Cand.	Hebrew, Old Testament, Missions	Missionary; ordained minister; at BISA since 2012	Short articles in Africa Study Bible	BTh contact mode BTh Hons BTh distance mode marker
Mr. Martin Mostert	BA, Dip Miss, MTh, PhD Cand.	Missions and Evangelism	Missionary for over 20 years	None	BTh contact mode BTh Hons BTh distance mode marker

Rev. Tim Galage	BS, MDiv, ThM	Synoptics, Missions, New Testament	Vocational work for 20 years before becoming missionary, at BISA since 2012	None	BTh contact mode BTh Hons BTh distance mode marker
Mr. Bradley Trout	BTh, BTh Hons, MTh, PhD Cand.	Greek	Vocational work before coming to study at BI in 2008	None	BTh contact mode BTh Hons BTh distance mode marker
Miss Lorna Bucklow	BTh; BTh Hons	Academic Literacy, Ministry to Women	20 years financial management; at BI since 2014	None	BTh contact mode BTh distance mode marker
Adjunct Academic Staff					
Dr. Vhumani Magezi	BA, LTh, BPhil, MTh, MBA, MA, DTh	Pastoral Care	10 years teaching experience	Published 15 journal articles; Published 2 books. Supervises Master's and Doctoral students for NWU.	BTh contact mode BTh Hons
Dr. Errol Wagner	BTh, MTh, DTh	Systematic Theology; Pastoral Counselling	Pastoral ministry for over 30 years		BTh contact mode BTh Hons BTh distance mode marker
Dr. Greg Cook	PhD	Biblical Counselling			BTh contact mode BTh Hons
Dr. Bob Yarbrough	PhD	New Testament	International Scholar	Published Several books and journal articles.	BTh contact mode BTh Hons

Dr. Douglas Moo	PhD	New Testament	International Scholar	Published Several books and journal articles.	BTh contact mode BTh Hons
BTh distance mode markers					
Dr. Andrew Aucamp	PhD	Systematic Theology, Doctrine of Scripture	Scholar	Published 3 journal articles in peer-reviewed journals	BTh distance mode marker
Dr. Michael Burgess	BRE, MA, DTh.	Systematic Theology.	Scholar. Has been lecturing for 36 years.	Published 2 journal articles in peer-reviewed journals	BTh distance mode marker
Mr. Jacob Igba	LTh, BTh, BA Hons, MA, PhD Cand.,	New Testament, Hebrews, African Contextual Christology	Scholar	None	BTh distance mode marker
Dr. Greg Phillips	BSc, LTh, BA Hons, MA, PhD.	Old Testament, New Testament	Scholar	Published 5 journal articles in peer-reviewed journals	BTh distance mode marker
Rev. Carel Pienaar	BTh, BA Hons, MA.	Church History	Scholar	Published 1 journal article in peer-reviewed journals	BTh distance mode marker

6. Risk Analysis and Management Strategies

6.1 External Risks

Generally, enrolment on college campuses rises during periods of global economic growth, as many people seek additional training and retraining, finish their degree, or advance their education. During periods of **global economic slowdown**, college enrolment is affected negatively; the enrolment levels tend to decline because the high cost of living and training. This would affect the affordability of studies and training in private institutions for higher learning.

Historically, annual growth in the **private philanthropic support** of colleges has been fairly tempered by periods of **economic slowdown**, and promptly rebounded as the economy has strengthened. Therefore, if there is economic slowdown this could have a negative effect on BISA since the college is a Non Profit Company that relies heavily on donor support.

When there is a **Global economic slowdown**, this negatively affects financial institutions that grant **Student Loan and Financial aid** to parents. The interest for the Student Loan rises up significantly, making it difficult for families to send their children to study at colleges such as BISA. This could also have a negative impact on the enrolment of BISA.

Fire – in event that there is fire on the mountain near the college. Should a fire come within 200m of the college boundary fence, students will have to be evacuated from the campus due to the danger of smoke inhalation. Classes will be cancelled until the fire and smoke situation is no longer a danger.

ESKOM - Electricity affects all that we do and how BISA functions as a college. A complete shutdown is an eventuality for which BISA needs to be prepared, with a plan in place to deal effectively should such a shutdown occur.

In the event of there being a major electricity meltdown the following will be affected:

- No Communication, i.e. telephone system (with the exception of the fax line) and internet access.
- No Refrigeration
- Cannot make use of all electronic devices such as PC's, laptops, mobile phones and tablets.
- Trains will not be running, (no-one can get to by trains).
- Pumping of water from supply dams will be affected, hence there will be no water on

campus.

- Security will lapse, i.e. monitoring cameras, security gate and electric fencing.
- Backup motor power for security gate only lasts for four hours

Diesel and petrol supplies could run low and these also need to be pumped. Under normal conditions, the BISA electric main gate will operate for a period of four hours utilising battery power.

Security would need to be beefed up when the power goes out as it is believed that people from the communities would want to get onto the college property and loot.

In the event of ESKOM national Power -Grid shutdown – the college will have to be closed. A security watch system would have to be implemented for the protection of those staff members and their families who reside on campus to ensure protection from potential looters.

6.2 Internal Risks

Student Numbers – Should student enrolment numbers reach a minimum, it would be impossible to sustain BISA.

Quality of Program/ Curriculum- If the quality program or curriculum is poor and not relevant to the needs of the church in South Africa, then students will not enrol at the college because the training would not prepare them for the needs of the church.

Quality of the Faculty – If the college academic staff is not well-qualified this has a negative effect on the reputation of BISA and/ or the quality of our graduates. The calibre of our graduates is a reflection of quality of the faculty.

Availability of Student Accommodation- A shortage of BISA student accommodation will negatively impact the student enrolment figures. The cost of accommodation in Kalk Bay and surrounding areas is prohibitive thus rendering local accommodation unattainable. As BISA attracts many students from outside the greater Cape Town area, sufficient student accommodation is a necessity.

Affordability of College Fees – Student enrolment is negatively impacted by study fees which are beyond the means of the average student/parents/sponsor. Fees must reflect the general economic situation whilst remaining affordable in order that potential students are not deterred from studying due to prohibitive costs.

Financial Aid for Students- Research has shown that the two main sources of funding for the students is parental and self-funding (Simango, 2011:4). This implies that if the parents are unable to fund their children's theological education then most likely their children would not be able to study theology. The same can be said of the students. If students are unable to fund their own theological education, most likely they would not be able to study theology. Therefore, it is imperative for churches, donors and theological institutions to partner together in putting funds aside for students. Such students who should be encouraged to apply for financial aid from the college. Unavailability of such aid has a negative impact on enrolment numbers as students will either be unable to study at all or will apply where such financial aid is available.

Loss of Accreditation with the Council of Higher Education (CHE) –Students prefer to be trained at theological institutions that offer degrees which are accredited by accreditation bodies such as CHE. Therefore should BISA not be accredited by the CHE, this too, would have a negative effect on student enrolments.

Loss of registration with the Department of Higher Education and Training (DHET) – If BISA is not registered by the DHET, then BISA cannot function as private provider for higher education. The registration is critical for the college to function as a private provider of higher education.

Prudent Financial Management –Students are not attracted to study at institutions that have a reputation for bad financial management. Prudent Financial management is also key for a good reputation for a viable institution.

6.3 Risk management strategies

6.3.1 BISA Risk Management Policy Commitment

As the Bible Institute of South Africa (BISA), we are committed to the optimal management of risk in order to achieve our vision, mission and key strategic objectives.

The BISA Board of Directors has committed BISA to a process of risk management. The features of this process are outlined in the Risk Management Policy Framework of BISA. It is understood that support functions, processes, projects and entities of BISA will be subject to the BISA Risk Management Policy.

Effective risk management is imperative to BISA with reference to its risk profile. The realization of our strategy depends on our ability to take calculated risks in a manner that does not jeopardize the direct interests of stakeholders. Sound management of risk will enable us to anticipate and respond to changes in our environment, as well as to enable us to make informed decisions under conditions of uncertainty.

It is expected that risk management processes will become embedded in the systems and processes of BISA, to ensure that our responses to risk remain current and dynamic. All key risks associated with major changes and significant actions by the Institute will also fall within the processes of risk management. None the less, it is not the intention to slow down the growth of BISA with inappropriate bureaucracy. Controls and risk interventions will be chosen to assist us in fulfilling our commitments to stakeholders.

6.3.2 BISA's risk Management Policy Framework

This document sets out the Bible Institute of South Africa's (BISA) Risk Management Policy Framework. It describes the risk management policies, roles, responsibilities, processes and requirements established by the Board of Directors for the management of risk in the Institute. These requirements are based on best practice standards and good corporate governance.

Risk Management (RM) deals with risks and opportunities affecting value creation and preservation and is defined as follows:

Risk Management is a process, effected by Board of Directors, the Principal and Management and personnel, applied in strategy setting and across the operations of the college, designed to identify potential events that may affect the college, and manage risk so that it is within its risk appetite, to provide reasonable assurance for the achievement of the college's objectives.²

It is acknowledged that the new style of risk management in Higher Education Act, 1997 (Act 101 of 1997) and the Public Finance Management Act (Act 1 of 1999) addresses a much wider spectrum of risk than in the past. In addition, the corporate governance drivers behind risk management today require new ways of reporting and monitoring the risk exposures of BISA.

The BISA Board of Directors is responsible and accountable for directing and monitoring the risk management performance of BISA within a structured framework. All divisions, operations and

² Adapted from COSO (The Committee of Sponsoring Organisations of the Treadway Commission), December 2010

business functions must support the Board of Directors in maintaining a system of risk management.

It is important to note that this Risk Management Policy Framework is an evolving document. The contents of the framework reflect the current risk management requirements of BISA. Future versions of this document will reflect advances and developments in the risk management strategies and processes of BISA. The document will be updated annually.

The benefits of risk management to BISA encompass the following:

Aligning risk appetite and strategy - BISA management considers its risk appetite by evaluating strategic alternatives, setting related objectives and developing mechanisms to manage related risks.

Enhancing risk response decisions – Risk Management (RM) provides the rigour for management to identify and select among alternative risk responses, that is risk avoidance, reduction, sharing and acceptance.

Reducing operational surprises and losses - BISA gains enhanced capability to identify potential events and establish responses, reducing surprises and associated costs or losses.

Identifying and managing multiple and cross-enterprise risks - BISA faces risks affecting different parts of the organization, and RM facilitates effective response to the interrelated impacts and integrated responses to multiple risks.

Seizing opportunities - by considering a full range of potential events, BISA management is positioned to identify and proactively realise opportunities.

Ensuring compliance with laws and regulations - RM helps ensure effective reporting and compliance with laws and regulations, and helps avoid damage to BISA's reputation and associated consequences.

Increasing probability of achieving objectives - RM helps management achieve BISA's performance and prevent loss of resources. Controls and risk interventions will be chosen on the basis that they increase the likelihood that we will fulfill our commitments to stakeholders.

6.3.3 Roles and Responsibilities

6.3.3.1 BISA Board of Directors (BoD)

The BISA BoD is ultimately accountable for risk management.

The BoD is responsible for the identification of major risks, the total process of risk management, as well as for forming its own opinion on the effectiveness of the process. Management (e.g. Principal, Vice-Principal & Administrator) is accountable to the BoD for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of BISA.

The BoD must identify and fully appreciate the risk issues and key performance indicators affecting the ability of BISA to achieve its strategic purpose and objectives.

The BoD must ensure that appropriate systems have been implemented to manage the identified risks to measure their impact and probability and to proactively manage them to ensure that the assets and reputation of BISA are suitably protected.

Each Board member must understand his/her accountability for risk management within the college. Although the BoD may choose to nominate one Board member as the coordinator of risk

management reporting requirements, it is clear that all members have accountability for risk management in the college.

The BoD is responsible for disclosures on RM in the annual report.

The BoD must provide stakeholders with assurance that key risks are being properly identified, assessed, mitigated and monitored.

The BoD must receive credible and accurate information regarding the risk management processes of BISA in order to give the necessary assurance to stakeholders. The Quarterly reports from the Principal and Management must provide an evaluation of the performance of risk management and internal control. The BoD must ensure that the various processes of risk management cover the entire spectrum of risks faced by the college. The assurance process includes statements on the appropriateness of the risk/reward trade-off of the college.

As a result of the fluid nature of risk in the college, it is imperative that risk is confronted in a systematic and structured manner. In the complex environment where there are literally thousands of technical, process and strategic risks, it is vital that the management of risk is undertaken in a formalised manner. The BoD will provide stakeholders with the assurance that management has a pre-emptive approach to risk.

The BoD is responsible for ensuring that a formal risk management policy for the college is maintained.

Stakeholders need to understand the BoD's standpoint on risk. The BoD, therefore, must maintain the risk management policy of BISA. The policy can be used as a reference point in matters of dispute and uncertainty.

The BoD must formally evaluate the effectiveness of BISA's risk management process on an annual basis.

The BoD must make up its own mind regarding the effectiveness of the risk management processes of BISA. Success with risk management must be evaluated from Management reports, unexpected losses, internal control effectiveness and financial success. The evaluations of the BoD will be formally recorded in the minutes of BoD meetings.

The BoD must confirm that the risk management process is accurately aligned to the strategy and performance objectives of BISA.

BISA must ensure that the risk management processes address risk in a balanced way, giving due attention to all types of risk. The BoD must evaluate whether appropriate resources are being applied to the management of the various categories of risk. The BoD must evaluate whether risk management processes are aligned to the strategic objectives of BISA. Council members must ensure that there is a future-looking orientation included in the consideration of risk.

The BoD must assist Management in discharging its responsibilities.

6.3.3.2 BISA Management

BISA Management (Principal, Vice-Principal & Administrator) must provide the BoD with regular quarterly reports on the performance of risk management.

BISA Management is accountable to the BoD for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of the college.

More specifically, Management is responsible for:

- Designing a risk management programme on the advice of the BoD.
- Deciding on the manner in which risk mitigation will be embedded into management processes.
- Inculcating a culture of risk management in the college.
- Identifying positive aspects of risk that could evolve into potential opportunities for the college.
- Viewing risk as an opportunity by applying the risk/reward principle in all decisions impacting upon the college.
- Utilizing available resources to compile, develop and implement plans, procedures and controls within the framework of the Risk Management Policy of BISA to effectively manage the risks within the college and more specifically within the colleges, schools and supporting functions,
- Ensuring that adequate and cost-effective risk management structures are in place identifying, evaluating and measuring risks and, where possible, quantifying and linking each identified risk to key performance measurement indicators.
- Developing and implementing risk management plans, including:
 - actions to optimize the risk profile, and maximize reward with risk contained within approved risk tolerance of the BoD,
 - implementation measures, and of cost-effective preventative and contingent control
 - implementation of procedures to ensure adherence to legal and regulatory requirements.
 - monitoring of the college risk management processes on both a detailed and macro basis by evaluating changes or potential changes to risk profiles,
 - implementing and maintaining adequate internal controls and monitoring their continued effectiveness, and
 - implementing those measures as recommended by the auditors, which, in their opinion, will enhance control at reasonable cost.

6.3.5 REPORTING REQUIREMENTS

6.3.5.1 Internal reporting processes for risk information

The purpose of internal reporting on risk is to ensure that the BoD and Management can form a proper understanding of and monitor developments regarding risk and risk management at BISA.

6.3.3.3 The frequency of risk monitoring

The risk registers should indicate how often a key risk should be monitored and reviewed. In the realm of financial risk the exposures may be monitored on a continual real-time basis. Other risks such as regulatory change may only need formal review once a year. For the majority of risks it is prudent to choose monitoring periods that span between 1 – 3 months. Risks with an unknown pattern and risks that are new to the college should receive

more frequent attention. The results of monitoring processes must be documented in a pre-defined format.

7. Organisation policies

7.1 Staffing policy

a) *Employment Equity policy*

7.1.1 Preamble

As a pre-eminent Bible College in South Africa, driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values that it espouses, the Bible Institute of South Africa (BISA) has adopted the following Employment Equity Policy as of 30 October 2014.

7.1.2 Objectives

To ensure that the Bible Institute creates equal opportunities for all its employees and prospective employees and to remove all barriers in order to:

- a. Promote the constitutional right of equality and the exercise of true democracy.
- b. Eliminate unfair discrimination in employment.
- c. Ensure the implementation of employment equity to redress the effects of discrimination.
- d. Achieve a diverse workforce throughout the Institute.
- e. Promote economic development and efficiency in the BISA workforce

(Employment Equity Act 55 of 1998 as amended from time to time).

To provide a framework for institutional guidelines to attract, develop and retain competent, efficient, committed and motivated employees.

7.1.3 Scope of application

This policy is applicable to all members of staff of the Bible Institute of South Africa, (prospective and current) as appropriate for the requirements of the Institute.

7.1.4 Guiding principles

With reference to the abovementioned, the Bible Institute is continuously developing an Employment Equity Policy (EEP) in compliance with the Employment Equity Act, which confirms the Bible Institute's adherence to the following guiding principles in this regard:

- 7.1.4.1 The implementation of this programme within the policy prescriptions and planning framework for the higher education system.
- 7.1.4.2 The prohibition of unfair discrimination in the workplace.
- 7.1.4.3 The implementation of positive measures with regard to persons from designated groups with a view to employment equity.
- 7.1.4.4 The identification, development and utilization of persons who will make a relevant contribution to the realization of the vision and goals of the Bible Institute.

7.1.5. Policy

- 7.1.5.1 The Bible Institute commits itself to promote the provisions of the Employment Equity Act.
- 7.1.5.2 The Bible Institute rejects unfair discrimination, whether direct or indirect, on all listed grounds, including but not limited to race, sex, marital status or creed, age, HIV status, culture, pregnancy, language, colour, ethnic or social origin and disability.

7.1.5.3 The Bible Institute strives to have an employee profile that takes into account national, regional and demographic compositions whilst maintaining representation based on merit, required qualifications and suitability. To this end, it may be necessary to recruit teaching staff internationally as required.

7.1.5.4 No forced retrenchment shall take place for the sake of creating positions for employment equity candidates.

7.1.6 Governance, management roles and accountabilities

7.1.6.1 The Board (through the Bible Institute Senior Management) is responsible for the existence and monitoring of implementation of the Employment Equity Policy.

7.1.6.2 Senior Management is responsible for the implementation of this policy in terms of the necessary process systems and procedures.

7.1.6.3 The Principal and Administrator are responsible for execution of the policy and procedures.

7.1.6.4 The Administrator is responsible for the administration and the provision of management information.

7.2 Institutional policy dealing with:

7.2 a) Student admission policy

7.2.a) 1. Preamble

At the outset it must be stated that Higher Education South Africa's (HESA) guidance and endorsement will always be sought where there is any uncertainty or doubt about a candidate's qualifying for university studies in South Africa. Every attempt will be made to ensure quality assurance and to maintain standards, in the question of admission. That said, the following minimum requirements for admission to the degree of Bachelor of (BTh) will be followed:

1. A Senior Certificate with endorsement for degree studies.
2. A Senior Certificate with complete or conditional matriculation endorsement/ exemption.
3. Recognition of Prior Learning: Refer to RPL policy.
4. Exemption on the grounds of post schooling studies: A student without Matriculation Exemption, but who has a senior certificate and a three-year diploma obtained at a South African university or technikon may qualify for complete exemption on grounds of post schooling qualifications. No part qualifications will be considered.

7.2.a) 2. *Qualifications obtained outside the Republic of South Africa*

Reference will be made to Government Gazette, 5th December 2008, Annexure 1, for "Certificates issued by examining bodies in the United Kingdom and other countries which are accepted for exemption purposes in accordance with paragraph 13".

The Bible Institute will follow the guidelines set out in the above document, where school leaving qualifications world-wide and their equivalence, in terms of the South African Senior Certificate (with endorsement to do degree studies) is documented in detail. Where it is unclear whether or not a prospective student qualifies for degree studies in RSA, BISA will refer to HESA (Pretoria) and will defer to their decision in the matter.

Depending on their proficiency in spoken and written English, foreign applicants may have to submit evidence of having passed a TEOFL test or an equivalent English language test. Failing this they may have to submit to an interview (over Skype or in person) to gauge their level of competence in spoken English. A written essay or assignment may also be submitted to gauge their competence in written English.

7.2.a) 3. *Mature Age Conditional Exemption*

A learner over the age of 23, with a National Senior Certificate, must have passed four Matric subjects, at least three at one sitting, including one of the official languages – one of which must be a Higher Grade Subject.

A limited number of applicants (not more than 5 %) who do not have a senior certificate, or have one without exemption, may be admitted on the grounds of advanced age (45 years and over). Those admitted on these grounds will have to be interviewed and may have to undergo a written and oral test (to test their suitability of academic study). Their final admittance will be subject to the approval of the Academic Dean.

7.2.a) 4. *The use of Admission Point Score (APS) or other Selective Mechanisms*

No highly selective mechanisms such as APS scores will be utilized as a filtering device at any level, regardless of method of access. Bearing in mind the expected outcomes of the degree, although a good matriculation pass with endorsement is preferable, we will not penalise students who do not obtain a certain score. As long as potential students have endorsement or in terms of HESA's rules can apply for university entrance and are proficient in English language they will be accepted, albeit sometimes with probationary status, for a period from six months to one year.

Learners who enter with endorsement (directly from High School) or on mature age grounds or with foreign conditional exemption, who we feel might struggle, based on their school results, will be assessed using one or more of the RPL assessment tools mentioned in BISA's RPL policy. Anyone found to be in need of assistance in certain areas will be able to avail themselves of extra tuition classes. Learners in this category may also be placed on probation for one semester (6 months). Their progress will be monitored by the Academic Dean and other members of Faculty.

If the school results are very weak, but meet HESA's minimum entry requirements for degree studies, especially in the category of Mature Age Conditional Exemption and Foreign Mature Age Conditional Exemption, the learner will be encouraged to take the degree over four years instead of three so that there is a reduced load in each year of study. For the first year of study the learner will be placed on probation (a probationary letter will be given to the learner) and his/her progress will be monitored by the Academic Dean and other members of Faculty. Learners in this category will also be able to avail themselves of extra tuition.

In line with BISA's commitment to the implementation of a sound RPL policy, we are also committed to giving all potential learners, from whatever background, a reasonable chance of access and also of achieving their desired end in their studies.

Access and admissions must, in terms of policy, always relate back to the outcomes of the qualification. With a commitment to the principles underlying RPL must come a similar commitment to fair and reasonably accessible admissions policies (whilst maintaining a strong commitment to quality assurance). The RPL policy and Admissions policy ought to complement one another. Both are underpinned by the ideals promulgated in the SAQA Act of 1995.

7.2.a) 5. Prerequisites for certain modules

Whilst recognising that certain skills such as the ability to analyze and conceptualise are taught at matriculation level, theology is a specialist degree where no prior knowledge would have been expected to have been gained at high school level. As such, there will be no prerequisites for entry into any modules on the first year level (in terms of certain passes at matriculation or its equivalent). The main prerequisite for the overall degree is proficiency, both written and oral in English.

7.2.a) 6. Conclusion

The aim of BISA's admission policy is to maintain a balance between high standards of quality assurance but at the same time not to restrict access unnecessarily, especially when dealing with applications from people from disadvantaged communities, where schooling may have been less than optimal. Mechanisms such as testing for areas of weakness, probationary measures and extra tuition, as well as constant monitoring will ensure quality control in access and beyond.

7.2.b) Language policy

7.2.b) 1. Preamble

As a Bible College in South Africa, which is driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the Bible Institute of South Africa (BISA), we have adopted the following language policy.

7.2.b) 2. Objectives

Through this policy BISA will ensure a uniform language for teaching and learning.

7.2.b) 3. Scope of application

This policy is applicable to all administrative and teaching staff, support staff and students.

7.2.b) 4. Language medium

All lectures, notes, textbooks and any other ad hoc materials will be delivered in English.

7.2.b) 5. Exceptions

Exceptions are made in the case of historical primary sources which may not be written in English (this is particularly applicable to the post-graduate level program) and the two Biblical language courses, i.e. Hebrew and Greek, where both English and Hebrew/Greek are the medium of teaching and learning.

7.2.b) 6. Assistance for non-first language English speaking students

- Tutoring is encouraged between students, particularly between first language English speakers and non-first language English speaking students.
- Extra time is allowed during exam writing for students who are not proficient in English. This proviso does not necessarily include students for whom English is not their first language; said students are allowed extra time based on their individual proficiency in English.
- BISA desires to implement, at some point in the future, an English literacy course to assist those students who are not proficient in English.

7.2.c) Rules relating to assessment, academic credits, progression and qualification

7.2.c) 1. Assessment and Moderation Policy³

7.2.c)1.1 Preamble

The Assessment and Moderation Policy of the Bible Institute of South Africa (BISA) is based on the National Education Policy for Outcomes-based Education and the level descriptors of the National Qualifications Framework (NQF). The assessment approach of the BISA is one of appropriate, continuous formative and summative assessment activities within an outcomes- and programme-based higher education environment.

7.2.c)1.2. The Aim of the Policy

The aim of the policy is to ensure that the BISA teaching, learning and assessment practices adhere to national statutory criteria for effective outcomes-based education in the Higher Education Sector, as stipulated by Act 101 of 1997, the Criteria for Programme Accreditation (HEQC 2004), the Draft National Qualifications Framework (SAQA 2004) and the Draft Higher Education Qualifications Framework (HEQF) (Department of Education, 2006).

7.2.c)1.3. The Guiding Principles

The basic principles of this policy include the following:

- 7.2.c)1.3.1** Programme and module outcomes should be clearly formulated and correctly communicated to students.
- 7.2.c)1.3.2** All assessments should be appropriate, valid and reliable in measuring the stated programme and module outcomes.
- 7.2.c)1.3.3** Assessment instruments at BISA adhere to the requirements of the relevant NQF level descriptor.
- 7.2.c)1.3.4** The assessment criteria must be clearly formulated and correctly communicated to students.
- 7.2.c)1.3.5** Every module should include an integrated assessment comprising formative and summative assessments that assesses the main objective and key purpose of the programme.
- 7.2.c)1.3.6** Formative or continuous assessment serves as a monitoring instrument to enable students to determine their progress in the learning process and to enable lecturers to determine the effectiveness of their teaching, in order that adjustments can be made in time, to make the teaching and learning process more effective.

³ Written by Dr Peter Smuts (Dean of Post Graduate Studies) on 25/11/2014. Revised 06/01/2015

- 7.2.c)1.3.7** A memorandum with model answers or examples must be compiled and utilized by assessors for every formative and summative assessment activity undertaken by students.
- 7.2.c1.)3.8** The Academic Dean will function as a moderator to determine the validity and effectiveness of the assessment instruments for each module.
- 7.2.c)1.3.9** Feedback and marks for formal formative assessment opportunities are to be communicated to students within 15 working days, unless written permission is given by the Academic Dean to extend the time.
- 7.2.c)1.3.10** Accurate and safe student assessment records must be maintained, accessible to module lecturers and academic administrative officials.
- 7.2.c)1.3.11** The number of formal formative assessment opportunities per module depends on the module credits, and should correspond to the following guidelines:
- 8 credit modules: 2-3 formal formative assessment opportunities per module
 - 12 credit modules: 2-3 formal formative assessment opportunities per module
 - 16 credit modules: 3-4 formal formative assessment opportunities per module
 - 24/32 credit modules: 4-5 formal formative assessment opportunities per module

7.2.c)1.4. Procedures for the Implementation of the Assessment and Moderation Policy

The study guides must contain a comprehensive assessment plan indicating the number and format of formative and summative assessment opportunities per module. The weight of the marks for each assessment must be clearly stated and communicated to the students.

7.2.c)1.4.1 Assessment

- a. Competence is achieved through continuous assessment by demonstrating the ability to achieve the outcomes of the programme.
- b. The final module mark comprises the participation mark based on formative assessments and the summative assessment mark attained by the student in the examination in respect of the module.
- c. In the calculation of the module mark the weight attached to the participation mark will not be less than 40% and not more than 70%.
- d. Where circumstances warrant, a formal oral assessment will be permitted. Oral assessment is conducted by the internal examiner and the moderator on the basis of well-structured questions and assessment criteria (similar to a memorandum/marking scheme for written assessment). The Academic Dean must be informed and remains responsible for quality control.
- e. Oral assessment may be done if additional proof of a candidate's competencies is required for purposes of advancement. Oral assessment is not applicable to off-campus students.
- f. In light of the student's total performance profile in the module concerned, after consultation with the Academic Dean with whom the final responsibility rests, a final module mark can be adjusted from 48% to 50% (pass mark) and from 73% to 75% (distinction mark).

7.2.c)1.4.2 Assessment Instruments

- a. Assessment instruments (e.g. memoranda) must be compiled for each formal formative and each summative assessment activity performed by the students.
- b. In the case of summative assessment, the assessment instruments must be submitted with the examination paper for moderation.
- c. Assessors must use the assessment instruments for formal formative and summative assessment activities.

7.2.c)1.4.3 Assessments

Assessments are conducted continuously by formative and summative means. Students are provided with assignment tasks, peer evaluation tasks and other methods of assessment. Their responses are assessed against an assessment instrument. The pass grade is 50%. Students must demonstrate the ability to apply theory to practice, complete research tasks and demonstrate attitudes and values appropriate to the programme. Evidence is required that the student is able to achieve the purpose of the programme as a whole at the time of the award of the qualification. The assessment strategy as a whole provides the evidence that must be demonstrated through a variety of categories such as knowledge, skills, application, attitude and values, both formative and summative. Assessment tasks include:

- a. Written assignments and projects
- b. Map drawing, diagrams, charts, time lines
- c. Comparisons, analyses, evaluations and summaries
- d. Practical application of biblical knowledge in a wide range of Christian ministries, missions, counselling, teaching, preaching
- e. Personal testimony and application of biblical truths and spiritual growth
- f. Wide range of in-depth Bible communication methods
- g. Preaching, teaching and lesson planning and practice
- h. Presentations and deliveries with peer evaluations
- i. Exposition, paraphrasing, exegesis, investigation and interpretation
- j. Interpretation using a range of hermeneutical methods with application to same and cross-cultural situations
- k. Developing teaching materials for practical application
- l. Written statement of faith
- m. Apologetics and ethics in Christian ministry
- n. Work as a leader of a team and as a team member
- o. Problem solving and case studies
- p. Practical applications by learners and projects within same cultural and cross-cultural contexts

7.2.c)1.4.4 Formative Assessment

7.2.c)1.4.4.1 The lecturer utilizes feedback from informal assessment opportunities during contact sessions to improve teaching and learning, but without it contributing to the participation mark.

7.2.c)1.4.4.2 Lecturers apply traditional and alternative, more creative, methods and techniques of assessment to determine the participation mark.

7.2.c)1.4.4.3 The weight of the marks assigned to each formative assessment must be clearly communicated to the students.

7.2.c)1.4.4.4 No single assessment may count more than 40% of the participation mark.

7.2.c)1.4.4.5 Lecturers must keep a record of all formal formative assessment opportunities as proof.

7.2.c)1.4.5 Summative Assessment

7.2.c)1.4.5.1 Summative assessment, in the form of a final examination, is used towards calculating the module mark. The Faculty can decide on the weight of summative assessment in relation to formative assessment.

7.2.c)1.4.5.2 In instances where summative assessment is based on a practical assignment(s), a report or portfolio, a final examination is not required and the allocated and moderated mark is the student's final (total) mark for the module.

7.2.c)1.4.5.3 Examination papers are not remarked. Examination and marking papers are subjected to a moderation process for quality control. However, students may peruse their papers in the presence of the lecturer.

7.2.c)1.4.6 Moderation

7.2.c)1.4.6.1 The Academic Dean will function as the internal moderator for all assessment instruments.

7.2.c)1.4.6.2 The moderator's report covers the validity of the assessment instruments.

7.2.c)1.4.6.3 Assessors for all summative written formal assessments are appointed in accordance with academic rules of the college.

7.2.c)1.4.6.4 Criteria for the registration of assessors:

- a. Master's degree in the discipline or higher.
- b. Tertiary-level teaching experience required.
- c. Experience as a practitioner of the module assessed.

7.2.c)1.4.6.5 Marking assistants must be appointed according to accepted procedures and the marking must be moderated in order to ensure quality and to see to it that students are not disadvantaged. Markers must be qualified at one level above the level they must mark.

7.2.c) 2. Recognition of Prior Learning (RPL) Policy⁴

7.2.c)2.1 Background and Context (Motivation for RPL)

Recognition of Prior Learning (RPL) is a statutory requirement. The South African Qualification Authority (SAQA) Act (Act 58 of 1995) and the Employment Equity Act (Act 55 of 1998) are the context for the promulgation of RPL. Various other criteria and guidelines issued over the years have underpinned and guided the principles enshrined in the 1995 SAQA Act.

According to SAQA guidelines 2002: 11 RPL in South Africa has a specific agenda, namely to support transformation (after the highly selective system in place during Apartheid) of the education and training system of the country.

The broader context for the RPL movement is a world-wide move in education to espousal of the underlying principles of outcomes based, source based and life-long learning, as well as a commitment to accelerated learning for those with quantifiable experience.

BISA is committed to the idea of life-long learning, which is foundational to the concept of RPL. It is also committed to transformation in education.

This policy covers the process of gathering evidence and making judgments about informal and non formal education and experience and measuring it in relation to unit standards and qualifications.

7.2.c)2.2 Definition and purpose of RPL

RPL is defined in the National Standard Bodies Regulations (No 18787 of 28th March 1998 issued in terms of SAQA Act 58 of 1995) as follows:

⁴ Written by Mr David Fitz-Patrick (BISA Registrar) on 16/09/2014. Revised 05/01/2015

“Recognition of prior learning means the comparison of the previous learning and experience of a learner, howsoever obtained, against the learning outcomes required for a specified qualification, and the acceptance for purposes of qualification of that which meets the requirements”.

RPL is multidimensional. It accepts that academic knowledge may be acquired through formal, informal and non-formal means. Experientially based knowledge can be made explicit and quantifiable and thus can be utilized for the purposes of academic access and accreditation, when evaluated, in a consistent way, using reliable assessment techniques.

The principles of the National Qualifications Framework (NQF) (ethos and rules/regulations) undergird the concept of RPL and as such, measuring past learning, skills and competencies relevant to the outcomes and unit standards are more important than mere length (years) of experience.

RPL is about mediation between the learner’s claims for credit and the assessor’s need to be fair but also to maintain unit standards. The RPL process provides an opportunity for the candidate to review past learning experiences and to construct new paths to learning. For the BISA the RPL process offers the opportunity to review the overall curriculum and assess the validity of its testing/assessing methods.

7.2.c)2.3 Types of RPL

For Access: When applicants do not meet all the formal entrance criteria. By way of their portfolio and other assessments, learners enter a process of mediation and preparation to assess their readiness for entry into the degree programme.

For Credits: RPL granting credit for a module as a course on the basis of past experience and knowledge acquired, both formally, informally and non formally. A full qualification cannot be obtained via this route. Only up to one third of total credits may be obtained in this way. Up to half total credits for practical component may be obtained through credits. RPL in this category will normally only apply to those over 23 years of age.

NB Only 15% of total intake in any year may be on the basis RPL. Only one third of the undergraduate degree in theology may be RPL.

7.2.c)2.4 Administrative Articulation of RPL policy

The administrative component of the RPL policy seeks to ensure that quality assurance is maintained at all stages of the assessment process. Various levels in the academic and administrative structure of BISA will be involved in the process to ensure fairness, cross checking and a spread of responsibility/ academic support and expertise in the process of awarding RPL.

The main players are the Registrar (initial pre selection interview and collation of information as well as assistance with portfolio and information/counselling session as regards outcomes and information required), four senior Faculty members (assessment of various documents provided by Registrar, as well as counselling and administration of various tests and interviews) and the Academic Dean (counselling function and also moderation function). The Academic Dean will present the RPL decision to the Principal for final ratification.

The Administrative structure of RPL in detail will be as follows:

1. Candidate enquiry referred to Registrar.
2. Non refundable fee paid. One third of cost of full time fees for each module.
3. Pre-screening interview – Registrar.
4. Accepted for process of assessment or “not yet ready”.
5. RPL application form completed.
6. Pre-assessment group session conducted by Registrar. What is RPL? What is expected in portfolio development? Policies and procedures made clear. Make sure candidate not given misleading information.
7. Individual Support session/sessions from RPL counsellor (Registrar). Help with collection of data in support of RPL – e.g. Portfolio. Students’ preferences in regard to assessment methods.
8. Registrar liaises with Faculty as regards dates for interviews, essay tests etc, interview after two faculty members have read Portfolio – to clear up questions etc
9. Candidate completes assessment conducted and administered by 2 Faculty members (from the pool of 4 Faculty members). Interviews, book reviews etc.
10. RPL assessors (2 Faculty members) document the assessment process. Review all documents (e.g. portfolio), contact expert references and check validity of supporting documentation.
11. Two Faculty members present their assessment to the Academic Dean.
12. Moderation of results (ensuring agreed practices followed and that assessments are fair, reliable and valid) by Academic Dean. Follow up counseling session or interview if required.
13. RPL results and recommendations put to full meeting of Faculty for approval.
14. Provision of appeal to Academic Dean where “not yet ready”. Student made aware of this right.
15. BISA Principal endorses final RPL decision.
16. The process of assessing RPL will take approximately one month.
17. RPL assessing sessions in March and September of any year.

7.2.c)2.5 Learner Involvement and Support in RPL Process

RPL applicants will be fully informed about the application process. Support and guidance will be available throughout the process to ensure that candidates have accurate information and that they do not have unrealistic expectations. The nature and range of evidence considered appropriate for a claim of RPL will be explicated. Learning outcomes against which RPL are assessed will be made clear as will the need for current, relevant knowledge which supports these outcomes.

The candidate should understand that RPL is not a judgmental process. It is about learning, for the candidate and for the assessor. Use of terms like “not yet ready” will be used in the final assessment as a signal that there is always hope for future access. RPL assessment must be a fair and transparent process. Through administrative articulation, BISA’s RPL policy will be readily accessible to the candidate and all procedures relating to assessment will be made available. Every effort will be made to ensure that the candidate has a fair chance of succeeding in their attempt to have their prior experience accredited.

Although all of the above mechanisms for fairness and equitability are ensured in the administrative articulation of BISA’s RPL policy, the onus will still be on the candidate to support his/her case.

Learner input (e.g. self assessment and the ability to mediate and analyze) is essential in the assessment process. This will be made clear in information sessions, as will the need to examine past learning experiences objectively and to be open to exploring new routes to learning.

7.2.c)2.6 Measurement of RPL- assessment

A combination of flexible, contextualized, assessment methods will be employed. The skills and knowledge to be assessed will determine, to some extent, the instruments used to measure RPL.

RPL assessment methods should be grounded in developmental life-long learning principles (learning that takes place in all contexts of life) and as such should not be punitive, biased or selective. While assessment will take into consideration the needs of the subject matter, the candidate's preferences in regard to which assessment tools are used will be accommodated.

RPL assessment measures competence in a subject area and must always, articulate with outcomes and unit standards. Outcomes are sacrosanct; it is only the route to achieving them that may differ.

Various competencies will be evaluated: (i) foundational theoretical knowledge (ii) practical skills (iii) Integrative and reflective processes (the ability to make connections between the various facets of a knowledge caucus and to apply the knowledge in various contexts).

With all of the above in mind the Bible Institute will use a combination of the following:

1. **Portfolio:** RPL candidate collates evidence consisting of documents reflecting prior learning. Included are examples of written work and reflections on the candidate's functioning/practice as well as letters of recommendation and expert testimony. Documents relating to prior successful past learning experiences.

Portfolio building is a learning process (developmental approach) where experience is translated into educational outcomes, documented and assessed for credit. Advice on compiling a portfolio will be given in the initial counselling sessions and at each stage of the process.
2. **Essay:** Check quality of academic writing and ability to argue coherently and to handle ideas in a critical manner (800 words).
3. **Interview (structured and unstructured):** Clarification of areas in the portfolio which are unclear. Range and depth of learning can be assessed, as well as personal attributes. Ability to communicate ideas. Presentation. Assessment of ability to make judgments. Idea of value system of the candidate. Learning session for interviewer and interviewee.
4. **Written Tests:** Test basic skills and ability to handle concepts
5. **Oral Test:** Test grasp of core of subject matter and the ability to explain in a clear and simple way. Ability to "think on one's feet".
6. **Past Assignments:** Articles, essays published or unpublished. Quality and relevance to credits being sought. Part of Portfolio.

7. **Critical Annotated Bibliography of Books/Peer Reviewed Articles:** Indication of candidates reading in the area for which he/she is seeking RPL. Currency in terms of knowledge caucus. Could also be part of the portfolio evidence.
8. **Book Review:** Could also be part of Portfolio. Ability to deal with concepts and to indicate the main ideas in an academic work. Currency in terms of ideas and broader knowledge caucus.
9. **Short 15 minute presentation:** Verbal ability tested. Ability to think logically, order material. Confidence.

7.2.c)2.7 Importance of Quality Assurance

Quality assurance is embedded in the procedures surrounding the RPL process. Every effort will be made to ensure the following:

1. That RPL relates to the wider academic programme. What is being assessed and why is it being assessed - in relation to the outcomes of the qualification.
2. That outcomes based principles are adhered to and unit standards are upheld. There must be sufficient evidence to prove quantifiable RPL.
3. That RPL candidate has opportunities for counselling and guidance at every stage of the assessment process. What can and cannot be achieved through RPL. Candidates must have a reasonable chance of having their RPL accredited.
4. That there is a spread of responsibility as regards RPL assessment to ensure fairness and a sound use of available expertise. Also to monitor any plagiarism or false documentation.
5. Sound administration of RPL. Not an ad hoc process. Set procedures in place. Clear practices and policies. Transparency.
6. Multiple, candidate-friendly, contextually based assessment tools which are unbiased and fair. Candidate testing preferences taken into account.
8. Importance of Assessors and Moderators. Well trained and capable. Impartial.
9. Clear lines of authority. Final decision rests with Academic Dean. Principal endorses.
10. Regular review of management systems relating to RPL. Learn from sessions with candidates and review policy where candidate needs are not being met.
11. Open and transparent appeals process. How judgments are arrived at, especially in the case of "not yet ready". Must be available to candidate.
12. Statistics relating to RPL. Success, through rates of RPL – how many graduates.
13. Liaison with other institutions as regards their RPL assessment methods.
14. Cost of RPL carried by fee charge to RPL candidate.

15. Follow up of RPL candidates who have been accepted into degree studies, throughout the course of their studies. See how they are managing. Counseling sessions with Academic Dean and relevant faculty, if necessary.
16. Detailed records relating to RPL will be maintained – there will always be a “paper” or “electronic” trail. Updates (e.g. record of follow up sessions with student), interviews, assessments etc. will be kept.

7.2.c)2.8 If RPL is declined

The following access routes may be open to the candidate, subject to the agreement of the Academic Dean and the full meeting of Faculty. Also subject to the 15% rule (the total allowable RPL intake in any year):

1. **RPL for access is declined:** The student may enroll for two electives in the regular degree programme and write the examinations after a period of six months. The regular fee for these modules will be charged. If passed the candidate can then enroll in the first year of the degree programme but will be placed on probation for a year. The two electives may not be counted towards the final number of credits awarded for the degree.
2. **RPL credits towards the degree:** The student will have to begin in the first year of the degree programme with no credits recognized.

7.2.d) Fees and Refunds Policy⁵

7.2.d)1. Preamble

As a Bible College in South Africa, which is driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the Bible Institute of South Africa (BISA), we have adopted the following *Fees and Refunds* policy.

7.2.d)2. Objectives

Through this policy BISA will set out a structure for payment of student fees and refunds for withdrawal from courses.

7.2.d)3. Scope of application

This policy is applicable to all students, whether full time or part time, contact or distance.

7.2.d)4. Payment of fees, penalties and refunds

7.2.d)4.1 Payment of fees

- i. The responsibility for the payment of all fees lies with the student. Students may elect to pay their tuition fees in terms of one of the approved payment plans.
- ii. College fees encompass all fees owing to BISA by a student or his/her sponsor(s).

⁵ Written by Miss Lorna Bucklow (BISA Administration) on 15/06/2015.

- iii. All tuition fees are payable in advance per semester, and are due on or before the registration date.
- iv. A 5% tuition discount applies only where the year's tuition fees are paid on or before the first registration date.
- v. Bursary and sponsored students must pay at least 25% of tuition fees and must submit a duly signed letter of commitment from their sponsor/s on or before registration. The responsibility lies with the student to see to it that bursary and sponsored funds are paid to BISA.
- vi. Fifty percent (50%) of the balance is to be paid by 15 April/15 Sept and the outstanding balance by 15 June/15 November.
- vii. Entry to the following semester will be refused if the student has any outstanding debt to the college at either the end of June or December.
- viii. Students who reside on campus must pay a refundable deposit (conditions apply), and a minimum of 25% of the semester's accommodation fees on or before date occupation of room is taken.
- ix. All fees must be settled by the end of February to avoid penalty interest.
- x. Foreign students from First World countries pay tuition fees at 200% i.e. 2 to 1 of ZAR-rate.
- xi. Methods of Payment:
 - a. Payments may be made to BISA in the form of cheque payments, electronic transfer or direct deposit. BISA does not have credit card facilities.
 - b. It is preferable that cash deposits be made directly into BISA's account. Proof of payment is to be submitted to the administrator for correct allocation of receipts.
 - c. Payments issuing from foreign countries may take the form of a bank draft or, preferably, a telegraphic transfer (TT) as a safer option. The cost of the bank service fees for both drafts and telegraphic transfers are for the account of the student and/or his/her sponsor/s.

Banking details are:

Account name: Bible Institute of SA

Account no.: 072125640

Bank: Standard Bank Ltd, Fish Hoek Branch

Branch code: 036009

Swift address: SBZAZAJJ

- xii. Students are required to notify BISA of incoming payments, particularly if they are transferred electronically. Students are to use their name as a reference when depositing or transferring funds into BISA's account in order that BISA is aware of and can correctly allocate the payment.
- xiii. All fees are significantly subsidized.
- xiv. Full-time students (2nd and 3rd years) may apply for further bursary assistance.
- xv. Fees do not include the purchase of textbooks.

7.2.d)4.2 Late payment penalties

Interest is payable on overdue accounts.

7.2.d)4.3 Refund of fees

Administration and registration fees are non-refundable for all registered students. Students may apply to the BISA Administrator for a refund of tuition fees for courses

from which the student has withdrawn.

The following penalties apply:

- i. A 100% course tuition refund applies if notification is given prior to the first day of the semester.
- ii. A 75% course tuition refund applies if notification is given within the first week of the semester.
- iii. A 50% course tuition refund applies if notification is given within the second week of the semester.
- iv. No fees will be refunded beyond the second week of the semester.
- v. Residence fee is not refundable after the student has taken occupancy.

7.2.e) Student financial Aid⁶

7.2.e)1. Preamble

As a Bible College in South Africa, which is driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the Bible Institute of South Africa (BISA), we have adopted the following *Student Financial* policy.

7.2.e)2. Objectives

Through this policy BISA will detail the qualification for and extent of any financial aid that is available from the college.

7.2.e)3. Scope of application

This policy is applicable to all prospective students who are in need of financial assistance at both the under-graduate and post-graduate level.

7.2.e)4. Disclaimer

BISA does not as yet, have a robust bursary fund so to this end, bursaries are awarded only where outside funding can be found to support the tuition and/or accommodation (at BISA) expenses for students requiring financial assistance.

7.2.e)5. Qualification for assistance

Only students who are admitted into a regular program at BISA in a full-time capacity qualify for financial assistance. In addition to this, they must be in good academic standing and maintain such standing, be in good standing with their local evangelical church and be able to succinctly state the nature of their calling and the objectives of their ministry goals. They must also fall into one or more of the following categories:

- Previously disadvantaged backgrounds where fees cannot be afforded
- Other suitable candidates based on demonstrated financial need

⁶ Written by Miss Lorna Bucklow (BISA Administration) on 15/06/2015.

The BISA Bursary Committee shall make awards based on the correct criteria and completed documentation at their disposal. No correspondence will be entered into once an award has been approved or declined; the decision is final.

7.2.e)6. Course Repeats

No financial assistance will be granted to cover the cost of course repeats. Any course repeats must be paid for by the student or the cost of repeats will be debited to the student's account, thus reducing the overall disburseable amount awarded to the student.

7.2.e)7. Work Program

Bursary recipients are expected to place their skills at the disposal of the college on a negotiated basis to underscore the 'performance-related' aspect of the award. Duties include, but are not restricted to, the following:

- Assisting the Librarian with various duties relating to the library
- Assisting the Administrative department with various duties relating to non-confidential administrative tasks
- Assisting the Kitchen and Cleaning staff with ad-hoc duties
- Unlocking various campus buildings each morning and securing at night

7.2.e)8. Conclusion

This policy is supported by BISA's 'Application for Financial Aid Guidelines' available from the college Administrator.

7.2.f) Student Support Services

1. Preamble

As a Bible College in South Africa, which is driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the Bible Institute of South Africa (BISA), we have adopted the following student support policy.

2. Objectives

Through this policy, BISA aims to provide and continue developing a stimulating and supportive college and campus environment, where students feel cared for and which facilitates student living and learning in various areas; academic, spiritual and social.

3. Scope of application

This policy is applicable to all students at both the under-graduate and post-graduate level.

4. Areas of support

4.1 Academic

In pursuit of optimising students' potential for academic success and thus ministry employment opportunities, BISA has developed a program for academic support.

Academic support is available to the students in the following formats:

- Availability of Academic Dean to discuss/clarify various academic matters
- Tutoring of junior students by senior students
- Hosting of various informative seminars teaching with writing skills and research methods amongst others

4.2 Spiritual and Social

As a Bible college, BISA seeks to ensure that all students develop and grow a vibrant and strong spiritual life. It is our belief that a good spiritual life undergirds all that our students study, work and live for and thus an emphasis is placed upon maintaining and growing their walk with the Lord. To this end, BISA has in place a program for the support of students in regards their spiritual life. Drawing upon a strong spiritual life are good social skills which enrich both the student and those around him/her.

Spiritual and social growth in BISA's students is encouraged, challenged and grown in the following ways:

- Fulfilment of the requirement that all students belong to a local church and the encouragement of those who are new to Cape Town to find a good Bible believing church to regularly attend.
- Encouragement of students to serve in their local church
- Availability of Student Dean to advise and counsel students who are in need of such spiritual support and assistance
- Availability of a counsellor to facilitate issues and struggles particular to women and one-to-one disciplining if necessary or desired by female students, particularly those who are new to the Christian faith
- Encouragement of accountability structures between students of the same gender if necessary
- Encouragement of spending time in prayer for one another as students as well as praying together
- Facilitating counselling and disciplining from the students' local church if necessary
- Inclusion of each student in a Fellowship Group where accountability and growth between fellow students and a teaching staff member who leads the group is encouraged. Also encouraged in said groups (and indeed amongst the greater student body) are various social activities such as sports and various other social interactions.
- Regular prayer request time slots each week during the twice weekly chapel service
- Regular upholding of the students in both private and corporate prayer by the staff and faculty of BISA

It is our hope that through, but not excluded to, the above, our students will grow academically and spiritually in a manner that is glorifying to God and that will prepare them for a life time of Christian service.

7.2.g) Student Rules and Regulations/ Code of Conduct

BISA Student Handbook: Rules and Regulations for Students

7.2.g.1 College Life

INTRODUCTION

You have come to BISA to learn and grow in your preparation for your Christian service to the Lord. You will soon discover that the college is a unique place, and that you have joined a special family. Not only is BISA renowned for its thorough training of men and women in the historic evangelical faith, but also for its emphasis on spiritual growth and nurturing. It is with this latter component that the Student Handbook is primarily concerned. The Student Handbook in other words, is not only a book of rules and regulations, but a student's guide to college life.

When BISA was founded in 1923, it was responding to a need for quality evangelical theological training to meet the needs of the church in Southern Africa and elsewhere. Since then, it has existed for the purpose of training men and women for various types of Christian ministry by equipping them with the tools required to accomplish their God-given task.

The college therefore seeks to offer programmes, taught by academic staff members committed to the historic evangelical faith, both as creedal affirmation and as living experience. Furthermore, the college seeks to shape the whole of its corporate life to educate, nurture and equip men and women to become mature leaders in their Christian vocations world-wide.

CHRISTIAN CHARACTER

The college places a very high premium on the development of Christian character, and to that end close contact between students, staff and faculty is promoted. Attendance at times of worship and growth in spiritual disciplines is considered an essential part of the educational process.

In order to produce godly and harmonious relationships on campus, we have found two guiding principles of great value:

Maximum Christian Courtesy

Minimum Necessary Rules

When these are observed in a spirit of grace and humility, college life becomes a joyous as well as an educational experience.

WALKING WITH CHRIST IN A CHRISTIAN COLLEGE

As a Christian student, there are some areas of primary importance:

a. Your relationship with God:

The Lord desires that you trust and love him with all your heart (Deut 6:5; Prov 3:5) and walk humbly before him (Mic.6:8). In other words, as you run the Christian race, you are to fix your eyes on Jesus and throw off every sin that entangles (Heb 12:1-2). It is with such an attitude that the Spirit is pleased to work in your life and fulfil the Lord's commands. Such spiritual fruit includes love, patience, kindness, and self-control (Gal

5:22). You are encouraged to read the Scriptures with this in mind, always combining the Word with faith (cf., Heb 4:2); and continually praying to your Father who loves you and delights in you (Zeph 3:17; 1 Thess 5:17).

b. Your relationships with others:

All that God commands is summarised by loving others (Gal 5:14). In our context, this has special reference to your relationships with other students. We encourage you to look out for the interests of your fellow students and in humility consider them better than yourself (Phil 2:3-5). Considering the widely differing church and cultural backgrounds of all who come to BISA, your time here will be one of growing to love, accept, and appreciate others who are different from you. In fact, this diversity is one of the colleges' most attractive features. It is a distinctive of our campus life. Please pray for and seek to cultivate loving relationships with everyone in the student body, and not only with those with whom you have most in common.

c. Your personal discipline:

"Every man for himself," cries the world, but Christ commands: *"If any man will come after me, let him deny himself ..."* (Mk 8:34), and the apostle Paul exhorts us to *"give preference to one another in honour"* (Rom 12:10).

Students are strongly urged to live as in the presence of the Lord Jesus Christ. Our students are encouraged to grow in the fruit of the Spirit as they resist temptation. In Paul's message to the Galatians (5:19-23) the Holy Spirit highlights both negative and positive Christian characteristics.

'The acts of the sinful nature are obvious: sexual immorality, impurity and debauchery; idolatry and witchcraft; hatred, discord, jealousy, fits of rage, selfish ambition, dissensions, factions and envy; drunkenness, orgies and the like. I warn you, as I did before, that those who live like this will not inherit the kingdom of God. But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control. Against such things there is no law. Those who belong to Christ Jesus have crucified the sinful nature with its passions and desires. Since we live by the Spirit, let us keep in step with the Spirit. Let us not become conceited, provoking and envying each other.' (NIV)

d. Standards and discipline

The foundation of all Christian discipline, and therefore the discipline of this college, is the Lord's own moral standards, summarised in the Ten Commandments, and expressed in their full significance by our Saviour, particularly in the Sermon on the Mount. We know that you, as one of His true disciples, will endeavour, sincerely and consistently, to conduct yourself in accordance with these standards. See section 6 of the Student Handbook for the college policy regarding the upholding of moral standards and the exercise of discipline on campus.

PROMOTION OF SPIRITUAL GROWTH

Though BISA is an educational institution and not a church, (and therefore does not and should not fulfil the pastoral and spiritual functions of a local church), it nevertheless seeks to foster individual and corporate spiritual growth. For this reason a whole range

of communal activities and events are organised and attendance at these is of the utmost importance.

Orientation week and student camp:

Orientation week commences on the day of registration. All full-time students are required to attend the student camp which forms part of the orientation programme. Here the wider college family has an opportunity to meet and get to know each other, *especially* the new students both informally and through the formal events arranged by the Student Council in co-operation with the faculty. This camp is considered a very important event, as it sets the tone for the coming year.

Chapel services:

The Tuesday and Thursday Chapel services are the heartbeat of the college, and it is here that the spiritual enrichment of the college community is maintained. Chapel is where we worship the Triune God together in preaching, testimony and song, where we share joys and sorrows with one another, pray for one another and where we are encouraged in maturing faith. **Attendance at twice weekly Chapel is mandatory**, unless excused by the Dean of Students or the Principal.

Fellowship groups and prayer groups:

All students are assigned to a fellowship group which meets once a week for prayer and fellowship. These groups have proven their value in fostering the students' spiritual life. In addition to the fellowship groups, various prayer groups are run voluntarily at different times and venues. Students are encouraged to join or form prayer groups and to pray regularly with at least one prayer partner. **Attendance at weekly Fellowship group is mandatory**

Visiting Christian workers and missionary prayer meetings:

The link between the college and outside ministries is very important as it introduces students to the wider arena of Christian ministry. With that in mind we are privileged to host mission and other Christian agencies once a week. Attendance at weekly VCW and Missionary prayer meeting is mandatory.

Private devotions:

The Christian needs constant spiritual nourishment, something only possible in the context of prayerful and systematic Bible study and meditation. A spiritual life that is not renewed on a daily basis soon withers. It is like a stream soaking away in a desert. Attendance at lectures on Bible subjects is no substitute for personal devotions!

Quiet days:

These days, held twice per year, are set apart entirely from academic study and are devoted to worship and prayer. To regard these as optional is to regard the regular communal worship of the Lord's people, prayer and the ministry of God's Word and Spirit as unimportant. Attendance at BI's Quiet days is mandatory

The Lord's Day:

Following the example of the early church, Staff, faculty and students will gather at their respective local churches for worship with the Lord's people on the first day of the week. We make it possible for every student to rest and to be involved in Christian ministry on this day, by having no classes on Mondays. Students who do their Community Engagement (CE) on any other day than Sunday must also commit themselves to a local church for the purposes of worship, fellowship and encouragement.

CHRISTIAN COURTESY AT COLLEGE

BISA has a rich diversity in its student body, as students come from all over Africa, and from as far as Asia and North America. Christians from different denominations and from all walks of life are represented at the college, which provides a wonderful glimpse of the world-wide Christian Church. However, in such a multi-cultural environment, great care has to be taken in behaviour towards one another in order to create a healthy and safe environment within which all can work and study. Any form of racial or sexual harassment will not be tolerated and will be swiftly addressed.

BISA is a special place with a distinct ethos created by its multi-cultural and inter-denominational diversity. As you commence your studies, be prepared to be challenged in your thinking and in your behaviour. But also be encouraged that as you contribute to the lives of others, you will be greatly enriched yourself.

With regards to relationships between the sexes, it must be noted that maximum Christian courtesy is to be maintained. Campus rules do not permit male students within the ladies dormitory (excepting the Daintree Common Room) and vice versa. A number of problems can arise through the varied cultural 'readings' of something like public displays of affection, and a seminar is therefore conducted (*usually during orientation*) on these and other cross-cultural matters in order to spell out clear principles of conduct on campus. If there is need for further clarity on any of these matters, the Dean of Students should be consulted.

The college has many visitors to campus, and we oftentimes function as a 'shop window' for the Gospel. Make sure that your Christian behaviour is demonstrated by mutual consideration, punctuality, respect, modest dress and appropriate manners.

SPOUSES INVOLVEMENT

We encourage our married student's spouses (and family) to be a part of college life. We have a "BISA Ladies' Fellowship" which seeks to serve all women of the college in fellowship: all ladies fellowship events are open to spouses. BISA also offers to spouses a partial tuition exemption, and the option of auditing two courses per semester. Please refer to the Admissions Policy for details on rulings and eligibility.

7.2.g.2 College Regulations

The Scriptures exhort us that "all things are to be done properly and in an orderly manner" (1Cor 14:40). College regulations are designed to promote order and effectiveness for the edification and benefit of all.

ARRIVAL AND END OF YEAR DEPARTURE

All students are **expected to be present on the day of registration** as indicated on the almanac. Students are also expected to vacate the residences on the Friday morning following graduation unless special arrangements have been made with the college administration.

NOTICE BOARDS

Regulations concerning the library, residences, kitchen and dining-room, and fire and examination regulations are posted on these boards. No notice may be placed on the notice boards without the Student Committee approval.

FULL-TIME AND PART-TIME STATUS

A full-time student is anyone enrolled in a degree programme and who does 12 or more credit hours per semester of campus lectures. A part-time student is anyone who does 11 credit hours or less per semester.

LECTURES

Contrary to what often happens at secular universities, BISA lectures are not merely a means to an end of passing examinations. We view the lectures not merely as times of academic instruction, but also as times of fellowship, when lecturer and student together explore the Holy Scriptures, learn God's truth, and "grow in grace and in the knowledge of our Lord and Saviour Jesus Christ".

CLASS ATTENDANCE

Class attendance is vital for the training which the college offers, and students are required to attend all appointed lectures, and to be punctual. Please note that all Academic staff set their own attendance requirement under "course requirements" in the course syllabus, and that a student may pay a heavy academic forfeit for laxness in class attendance. Only legitimate absences will be accepted. The student must notify the receptionist or the Dean of Students regarding all absences. A medical certificate must be produced where necessary. Students who have missed classes must report to the relevant lecturer on return to college.

PRIVATE STUDY

It should not be necessary to be reminded of the need for disciplined, private study. As a basic guideline, the average student is expected to do **2 hours of private study for every hour of classroom lecture**. As others around you will be studying, please show your consideration by being quiet and leaving them undisturbed at such times. There are no daytime classes at college on Mondays but bear in mind that there are evening classes on Mondays at 19:00. **Monday is a self-study day; it is NOT a rest day.**

OUTSIDE WORK AND STUDY

Any student planning to work more than 20 hours per week (*during term times*) outside of the college may not take more than 11 credits per semester. (In other words you

cannot be a fulltime student at BI and have a part time job exceeding 20 hrs. work per week during the term. You may, however, be employed during the holiday periods).

STUDY PERIODS

- a. In order for students to cover the work required, they should PLAN to spend about 30 hours per week in private study. Remember, the average student is expected to spend **two hours studying for every hour spent in lectures**.
- b. On campus the period between 19.30 and 22.00 on weekdays are a compulsory quiet period. Students who devote this time to study may not be disturbed in any way.
- c. Students are requested to act in a responsible manner in making and receiving of telephone calls during quiet periods as well as when they are in the library.

CLASS NOTES

- a. Students will be provided with course syllabi and basic notes without cost.
- b. Further notes may be provided by the college at a nominal fee.
- c. All notes are to be treated as copyrighted and may not be re-copied without the written permission of the author.
- d. It is not compulsory that lecturers provide such notes, nor that students purchase them.

INTERNET SERVICE AND EMAIL FACILITIES

- a. BISA provides internet access for students at an annual charge. Students are issued with personal pin codes to allow them to access the student desktop PC's situated in the library.
- b. Wireless access for personal notebooks, phones and tablets is available at an additional cost.
- c. Although Internet access is available on campus throughout the week, occasional restrictions may be imposed by the BISA Administration.
- d. Web surfing is primarily for e-mail communication and for assignments and theological research.
- e. The college reserves the right to limit use where abuse has been observed.
- f. Faculty reserve the right to monitor the use of laptop computers and other electronic devices for note-taking in their classes. Where the use of such devices is permitted, students may not access the internet for any purpose during class time. Any such unauthorized use of the internet will be viewed as a disciplinary offence.

DRESS GUIDELINES

Students are required to comply with these guidelines while on the BISA campus or at any other official college function:

Students are to dress appropriately, with modesty, and due respect in consideration of others. This simply means that we are all to take seriously the vocation of BISA and all who train here, and to have due respect for those of other cultures (Rom 14:13ff).

Students are also required to dress appropriately for Chapel, Student Interviews, and for any disciplinary hearings. These guidelines will be outlined at orientation.

VISITORS

Students are welcome to invite visitors to attend lectures and meals. Please make sure that ample warning is given to the lecturers. **NB:** A charge is levied for a visitor's lunch. Please familiarise yourself with the rules of Audit, which curtail impromptu visits.

7.2.g.3 Academic Regulations

ACCREDITATION STATUS

BISA plans to offer its own Bachelor of Theology (BTh) and Bachelor of Theology Honours degrees, accredited with Council of Higher Education (CHE), to undergraduate students via the distance and contact modes of learning.

GRADES AND MARKING POLICY

- a. The pass mark for all courses is 50%.
 1. **Less than 50%** - For a student to receive this mark means that they have failed to achieve the minimum standard required. If the student achieves a course mark of at least 45%, the lecturer concerned may allow the student to do supplemental work to reach the minimum standard of 50%.
 2. **50 - 64%** - This range indicates an average student. Obviously, within this range would be high average and low average. Students who fall into this classification have done only that which was expected of them according to that which is set out in the syllabus.
 3. **65 - 74% - Commendation range.** For a student to achieve a mark in this range means that he or she has done work that exceeds the expectations as set out in the syllabus. They have shown the ability to function in the higher critical thinking category (application level). In other words, they have displayed the ability to take their work and demonstrate the ability to apply the subject in similar situations.
 4. **75% and above – Distinction range.** For a student to receive a mark of distinction he or she must be able to demonstrate the ability to do all their work for this course using higher critical thinking methods (Analysis, Synthesis, and especially Evaluation levels). This level of work must be commensurate with Journal publication standards.
- b. According to accepted SA university standards, the **class average** for each subject should fall in the **56% - 66% range**. BISA course standards are set according to this norm.
- c. BISA applies an 'anonymous' marking policy to Examinations and Assignments. In effect, students are only identified by means of student numbers on their written assignments and examination answer sheets. Student numbers will be assigned to new students at registration. Returning students will continue to use their same student numbers.

WRITTEN ASSIGNMENTS

1. Each academic staff sets assignments along with their due dates for each class. The value of each assignment toward the final course mark will be specified in the syllabus. Penalties for late submission will also be set by the lecturer and adhered to strictly.
[Exceptions will only be made in the case of serious illness (medical certificate required), and on compassionate grounds, e.g., the death of a close family member].
2. All written assignments (including the bibliography) **must** be done according to the format set out in the *Scientific Skills Series (published by NWU; available in the library)*
3. All assignments are evaluated by means of an assignment evaluation sheet completed by the academic staff member concerned. The items listed on the evaluation sheet will indicate how well you have done in that category. The academic staff member will assess whether the paper is below average, of average quality, above average or excellent; the final mark will reflect that range.
It is important that you as a student keep various evaluation categories in mind as you prepare and write your assignments.
4. A student may be required to resubmit an assignment within three days to remedy a perceived deficiency in it. With any resubmission, a penalty may be imposed by the academic staff member.

READING REQUIREMENTS

Academic staff members may set compulsory or suggested reading requirements for each course. General reading guidelines for the proposed BTh programme are as follows: Reading requirements for each course should be approximately 75 pages per credit hour for first years, 100 pages per credit hour for second years, and 125 pages per credit hour for third years, with a minimum reading requirement of 200 pages per course for first years, 250 pages for second years, and 300 pages for third years.

TESTS AND EXAMINATIONS

- a. Written tests and examinations
 - Academic staff members may set written tests and examinations for their courses. A student must obtain a class participation-mark (i.e. in all non-examination course requirements) of at least 40% to qualify to write the final examination. The amount of credit given for each test and examination must be specified in the syllabus. Final Examinations will generally be given during the examination week at the end of the semester. Examinations are usually 2 to 3 hours in length depending on the credit hours allotted to the course.
 - Where a course examination is required, the sub-minimum required to pass an examination in any course will be 45%, except where a higher sub-minimum has been specified in the course syllabus by the academic staff member. No student may pass a course where this sub-minimum has not been attained even though the student's overall course mark is higher than 50%. In such a case, however, the student is eligible to write a

supplementary examination.

b. English as a second language

Students whose first language is not English may submit a written request to the Academic Dean for extra time in a written examination. This is to be done by the date noted on the posted examination timetable. If granted, the student will be given 10 extra minutes for each half hour of the exam, i.e. a 2-hour exam would grant this student an extra 40 minutes to finish.

c. Invigilation of examinations

All examinations will be invigilated.

d. Moderation of examinations

All final examination answer sheets must be collected by the college and moderated by an external moderator. Therefore, no examination answer sheets can be returned to the student.

e. Missing examinations

No student may miss an examination unless there is some sufficient medical or compassionate reason. This reason should be communicated in writing to the academic staff member involved, and a medical reason must be supported with a medical certificate. The missed examination will have to be written at another time, usually within a week of the official time.

f. Orals

There are times when students have difficulties with taking exams. In these cases the student may apply, in writing to the academic staff member involved, to take the exam orally. The college reserves the right to reject any such application.

g. Supplementary examinations

A student who fails a course examination, but obtains 45% - 49% as a final course mark, will be eligible for a supplementary exam at a time set by the academic staff member. A fee will be charged for the taking and marking of supplementary exams. A student may not be awarded a final mark of more than 55% after taking a supplementary exam.

REQUIREMENTS FOR GRADUATION

- a. In order to graduate from the Bible Institute, all the prescribed courses in the proposed BTh curriculum must be taken and passed.
- b. Students are required to fulfil class attendance requirements as set by the academic staff in the course syllabus.
- c. Christian character will also be taken into consideration in assessing a student's eligibility for graduation. It is possible for a student to have passed all academic work, but not qualify for graduation. For example, a student

may be disqualified from graduating because of an unwillingness to abide by the Institute's rules and regulations.

- d. No student will be permitted to graduate, nor will a copy of his or her transcript be issued unless all outstanding fees have been paid.
- e. Students are required to satisfy all the requirements for the Community Engagement (CE) component in the proposed BTh curriculum.
- f. Requests for transcripts may only be approved upon full payment of outstanding fees.

CHANGES IN PROGRAMME—DROP AND WITHDRAWAL POLICY

For a full semester (14-week) course, a student will be permitted to DROP a course before entering the third week of classes with no ramifications academically. In that case, nothing at all will appear on the student's transcript.

Between the third week and the ninth week of a full semester course (that is, before the start of the tenth week), a student may WITHDRAW from a course. In that case, the student will receive a "W" on their transcript. This "W" will not affect the student's overall average, but the course will need to be retaken.

After the ninth week, a student who withdraws from a course will automatically FAIL that course. In that case, the student will receive a zero mark on their transcript unless some of the completed course work has already been credited to the student. This mark will be factored into the student's overall average. The course will need to be retaken.

In the case of a one term (7-week) course, the following policy will apply: DROP - permissible before the start of the second week.

WITHDRAW - permissible before the fifth week.
FAIL - withdrawal after the fourth week.

In the case of an interterm/modular course (2-weeks/10 days), the following policy will apply: DROP - permissible before the start of the third day

WITHDRAW - permissible before the start of the second week.
FAIL - withdrawal during the second week.

In the case of a weeklong (Honours) course, the following policy will apply: DROP - permissible before the start of the second day

WITHDRAW - permissible before the start of the fourth day
FAIL - withdrawal after the third day.

This policy applies to the proposed BTh distance mode courses too.

All course or programme changes must be made with the signed permission of the academic staff member concerned and the Academic Dean.

ACADEMIC PROBATION

A student will be put on probation if he or she is not making satisfactory progress towards graduation. Probation status is designed to alert the student to this deficiency, and to prescribe a remedy for it. The Academic Committee reviews the record of each student at the end of each semester. Academic probation will be

prescribed for a student who has failed any course required for graduation. The Academic Dean will meet with the student to discuss the situation and prescribe a remedial course of action, which may include requiring a reduced course load until the deficiency is made up, and/or stipulating deadlines for makeup work.

EXTENSIONS AND INCOMPLETES

If a student anticipates not being able to complete any of the work required for the course,

he/she must make an official request of the academic staff member concerned for an extension. A contract should be written stating when all work must be completed. If it is not completed by that time, the grade may be lowered due to lateness.

If the student has an 'incomplete' when the final marks are entered, the student will automatically be placed on academic probation.

In most cases, the outstanding work must be completed by the end of the following term. If the work is not completed in the designated time period a failing grade will be entered and the course will need to be repeated.

BTH CONTACT MODE STUDENTS AND BTH DISTANCE MODE STUDENTS

As a general rule, no BTh contact mode student may take Distance mode courses. There is one exception to this rule:

When a student fails a course in the BTh contact mode programme and the Academic Committee can recommend that he/she can redo the course during the June/July or December/ January holiday. In such cases the student is required to apply for permission from the Academic Dean to take the course via the distance mode. A deadline for completion of the whole course will also be stipulated in consultation with the academic staff member whose course was failed, usually the first day of lectures of the following semester.

ACADEMIC INTEGRITY

a. Plagiarism

The offence of plagiarism is committed when an individual represents the work or ideas of someone else as his or her own work. Plagiarism constitutes theft and deception, both serious violations of God's unchanging moral law as reflected in the Ten Commandments given to Israel on Mount Sinai, and repeated in the New Testament as commandments for disciples of Jesus Christ to observe:

Eph. 4:25 - *Therefore each of you must put off falsehood and speak truthfully to his neighbour, for we are all members of one body.*

Eph. 4:28 - *He who has been stealing must steal no longer.*

Reflecting the character of Jesus Christ (who was tempted in all things yet never committed theft or fraud) is not optional for the Christian, but is rather something that we must all require of one another, and Christians must prefer to receive even a failing grade for a course rather than to sin against God and their brethren by committing plagiarism. To fail after trying one's best is not a sin and does not defile the conscience or jeopardise God's blessing; plagiarism does. Those who have been raised to believe

that failing a course involves “losing face” and is thus worse than cheating must put off such unbiblical thinking and put on Jesus Christ and his righteousness. Those who have been trained to memorize large portions of material as part of their education must realize that reproduction of memorized material must be treated as any other sourced material; it cannot be plagiarised.

If the plagiarism is done for a commercial work, the theft involved is monetary, as the plagiarist stands to profit financially from the work of another. Or the plagiarism may involve receiving an honour or some other non-monetary benefit that is not due him since someone else actually did the work for which the honour or benefit is received. In an academic setting, the theft is that of an unearned grade on an assignment, thus contributing to an unearned grade for a course, and ultimately an unearned degree. The degree is thus obtained by fraud, however much hard work went into obtaining it. As written assignments may be graded in part by comparison with assignments of other students, the thief, by handing in a “superlative” assignment which is in reality the work of another, also offends against his fellow students, potentially reducing the grades they have earned in integrity by hard work.

The student must avoid the sin of plagiarism by acknowledging sources used by the use of quotation marks, footnotes, and bibliographies, as appropriate (see *Scientific Skills Series – available in the Library*).

Students are also advised that facilitation of plagiarism by another student (for example, by providing another student with your assignment to copy) is a violation of the honour code.

b. Honour note

With the submission of assignments and other course requirements, all students are solemnly asserting that, in preparing the specific assignment or course requirement, they have fully complied with the Bible Institute library rules regarding the use of books (including Reference and Reserved Shelf books), and that they have in no way plagiarized any Internet or other material. Consequently, no student may plead ignorance of the college rules and regulations regarding library use or plagiarism.

c. Cheating in examinations

Cheating on examinations may take several forms, for example copying examination answers, or portions of examination answers, from another student. This is another form of plagiarism. Another form of cheating is to use materials for the examination beyond those that are allowed by the academic staff member for the examination. For example, if use of a Bible without notes is allowed, but the student uses a Study-Bible or puts additional notes in the Bible, this is cheating. Another form of cheating is to take longer to write the examination than is permitted by the lecturer giving the examination. Another example would be gaining access to the examination questions ahead of exam time, beyond sample questions given out by the lecturer to everyone in the class. Enumeration of these forms of cheating does not preclude other practices not mentioned here from being considered cheating as well; such as any practices that give a student an unfair advantage in an examination.

d. Duplicate submission

Duplicate submission occurs when substantially the same essay, presentation, sermon, or other assignment is submitted for credit in more than one course. For example, a sermon written for one course may not be later preached in substantially the same form in a homiletics course. In addition, work already submitted towards the earning of another degree may not be resubmitted for a course at BISA.

PENALTIES FOR VIOLATION OF ACADEMIC INTEGRITY

Penalties for violations of academic integrity listed above shall be in keeping with the seriousness of the offence, and shall take into account whether the student demonstrates repentance from the offence.

1. Plagiarism:

If plagiarism is judged to be minimal and accidental, with no deliberate intention on the part of the student to represent someone else's work as his own, but rather is due to carelessness, the academic staff member shall counsel the student and may require the paper to be rewritten in acceptable form. If plagiarism is judged by the academic staff member to be systematic and represents a deliberate attempt to represent someone else's work as his own, and the student is unable to refute the evidence against him, the offence shall be reported to the Academic Committee with the academic staff member's recommendation for penalty. The maximum penalty for a first offence is failure of the course in which plagiarism was committed, and a letter of reprimand placed in the student's record. For subsequent offences the maximum penalty is expulsion from the college. The Academic Committee shall provide the student with an opportunity for a hearing before any adverse action is taken. The committee shall in turn recommend appropriate action to the academic staff as a whole, which shall again provide the student with an opportunity for a hearing before any adverse action is taken. The academic staff shall vote on appropriate penalties. In addition to applicable quorum requirements for academic staff meetings, the Principal or his designated representative shall be present at any academic staff consideration of a violation of academic integrity. The student has the right to appeal to the BISA Board of directors against any adverse action taken.

2. Cheating on examinations:

Penalties and procedures shall be as for deliberate plagiarism (see above).

3. Duplicate submission:

Penalties and procedures shall be as for deliberate plagiarism (see above).

7.2.g.4 Library Regulations

LIBRARY HOURS

Library Hours – Weekdays: 08.00 – 22.00; Saturdays: 09.00 – 13.00. The library is closed on Sundays. Times are subject to change during vacations.

LIBRARY LOANS

Up to 4 library books or media may be taken out at any one time for a maximum period of 7 days. They may be renewed for a further 7 days if not on request by another student. When borrowing a book, you must record it on the User computer.

RESERVE BOOKS

Books on the “reserve” shelves have certain restrictions:

1. Only one book may be used at a time, but *not* taken out of the library during regular library hours. Be considerate of the needs of other students. As a general rule, where a fellow student requires access to the same reading material, it should be returned to the “reserve” shelf after no more than an hour’s use.
2. All books removed from the “reserve” shelves for library use must be signed out in the Reserve Book Register.
3. Never place reserve books on the open shelves or trolley; always return them to the “reserve” shelf.
4. Students may take only one reserve book out overnight or over weekends. No reserve book may be taken out of the library before 16.00, and must be returned the following weekday by 09.00. Failure to meet this deadline will result in the student incurring the penalty stipulated in 4.8 below.
5. Reserve books are not to be taken out of the library *without the permission of the librarian*. This includes overnight books. The librarian will keep a record of all reserve books taken out of the library with his permission. When the librarian is not present, an alternative procedure will be specified and put in place.

REFERENCE WORKS

Reference books i.e. those with the letter “R” preceding the Dewey number may not be taken out of the library.

JOURNALS

Journals/magazines are **NOT** allowed out of the library.

BISA subscribes to 54 journal titles and has an “in house” indexed database of 23,700 journal articles. All the journals indexed can be accessed in hard copy format in the Reference Library.

LIBRARY DATABASES

BISA plans to access to EBSCO Host which is a platform for ATLA (American Theological Library Association) database of peer reviewed journals. ATLA religion database includes 1,713 journal titles; the journal articles are often in PDF format and can be printed online. EBSCO offers a range of other databases from many disciplines.

LIBRARY ETIQUETTE

1. Please ensure that the library is a quiet place that is conducive for study by keeping noise-levels and/or conversations to a minimum out of respect for your fellow

students.

2. Due to limited working space, tables are to be kept clear of personal possessions.
3. Breakages or damaged/lost books must be reported to the librarian.
4. Do not deface library books in any way. Underlining is unacceptable.
5. No eating or drinking is permitted in the library, or in Roxton classrooms.
6. Removal of any material from the library without “booking out” is strictly prohibited.

GENERAL INFORMATION AND SERVICES

Library assistants (assigned students) oversee the activities in the library after-hours and on Saturdays.

PENALTIES AND DISCIPLINARY ACTION

Fines will be levied where library regulations are contravened.

GENERAL

1. *Shelving of books:*

Do not shelve books; this is done by the Librarian. Returned books are to be placed on the trolley in the Library.

2. *Mending of books:*

Never attempt to mend a broken book. Damaged and broken books are to be handed to the Librarian.

7.2.g.5 Residence and Dining Hall Regulations

GENERAL

The following guide-lines are intended to contribute to the smooth running of campus life. Students should feel free to discuss with the Student Council any difficulties they may experience regarding meals or rooms.

Residential students will undertake the following responsibilities:

1. **All live-in students are required to pay a deposit prior to occupation of their room.** This deposit will only be refunded to students after they have vacated their room and left it in an acceptable and tidy state, with all the features, fittings and furnishings in place.
2. Live-in students will receive keys to their room and food-storage cupboard. The key loss fee is R150.
3. Students must maintain their quarters in an acceptable and tidy state. **Students will be held liable for any careless or negligent damage to their rooms or to campus property.**
4. Students must leave the public areas of the residences - toilets, bathroom, shower, lounge - as they would like to find them.
5. Water is a precious commodity in South Africa. Please DO NOT WASTE WATER.
6. Visitors may only be accommodated overnight in student rooms with the prior approval of the BISA Administration. Where such approval is given, a facility charge will be levied for the accommodation, payable in advance at Reception.
7. No irons, kettles or hot-plates may be used in student rooms. All ironing must be

done in the laundry-room in the residence. Coin-operated washing machines, a tumble dryer and Ironing-boards are provided. Please bring your own iron.

8. If you are sick please notify BISA reception so that meals may be brought to your room, it is your responsibility to see that all utensils are returned to the kitchen.

MEALS

3. Residential

Residential students share a cooked meal daily at 13:10 on weekdays during term time. You are expected, as a matter of courtesy, to be punctual for 'giving thanks.' If, however, a student is unable to attend any particular meal, the supervisor on duty must be informed ahead of time. There is a Meal list in the dining room where students can book a late meal; this must be done by the end of mid-morning tea. Please be prompt for lunch and do not abuse this privilege.

Do not remove campus cutlery and crockery from the kitchen or dining room.

4. Non-Residential

Lunch is available to non-resident students and guests at a set charge per person. You may sign up for a single meal on a specific day or for a full Term. Please notify the kitchen supervisor of your lunch order by 10:00 on the day.

Non-residential students are welcome to use the dining-room facilities to eat their own 'packed lunches' during lunch-time. Tea and coffee is available.

5. Self-Catering

Breakfast and supper and all weekend & vacation meals will be self-catering. Live-in students are expected to abide by the following guidelines:

1. All food must be prepared and eaten in the kitchen / dining room. No meals may be prepared or eaten in the students' bedroom (except in the case of sickness)
2. Space will be available for storage of refrigerated and non-refrigerated foodstuffs in the kitchen/dining room. Perishable food may not be stored in the student's bedroom.
3. Students must supply their own crockery and cutlery which, after use, must be washed and packed away in the dining room.
4. Cooking pots and pans belonging to the college are available for student use in the kitchen. These MUST be washed and put away after use. Counters, tables and sinks are to be left in a clean and commendable condition.
5. Breakfast on weekdays must be finished and cleared away by 07:45, before classes commence at 08:00.
6. The kitchen is closed daily between 22:30 and 06:00

7.2.g.5 Disciplinary Policy

GENERAL

Any amendments in the Student Handbook will be circulated to Board members once a year prior to the final Board Meeting each year. This will enable the Board to comment, and possibly adjust and or ratify it before distribution to the subsequent year's students.

Any major change to the Handbook during the year shall likewise be brought to the Board's attention at their next meeting.

DISCIPLINARY PROCEDURE

The BISA academic staff will implement the rules and regulations as laid down, however the academic staff may designate others to act on its behalf such as the Dean of students, Student Council, Kitchen Supervisor, librarian etc. The academic staff may take appropriate disciplinary action where necessary, but at all times shall act justly, consistently and with the goal of biblical restoration.

A student may be placed on disciplinary probation for misconduct. This includes theft, unlawful entry to campus facilities, unauthorised possession of keys for campus facilities, plagiarism, cheating, sexual misconduct, use or possession of alcoholic or tobacco on campus, use or possession of illicit drugs, acts of violence, disruption of institutional activities, non-payment of college fees, damage to property, disregard of established rules and regulations of the Bible Institute, and for excessive unexcused absences from regular college activities (such as Chapel, Quiet Days, Missionary prayer meetings and the Visiting Christian worker class).

Students who violate college standards may be asked to meet with the Dean of Students regarding their questionable conduct. Such students may be given a warning about continuing the activity, be placed under disciplinary probation, or be dismissed from the college. Disciplinary probation may include suspension from classes for a stated period of time. When a student is placed on disciplinary probation, the student will receive written notification of the action and the decision will be noted in the student's file.

BISA reserves the right to dismiss any student when, in its judgment, the general welfare of the campus community is in jeopardy. Disciplinary probation and dismissal is handled by the academic staff in consultation with the Dean of Students. A student may choose to be accompanied by a member of the Student Council during any disciplinary proceedings. The student has the right of appeal to the BISA Board of directors.

In the event that a student is dismissed from BISA, the college reserves the right to prohibit the student from visiting the campus and using campus facilities.

ENFORCEMENT

1. The method of dealing with those contravening regulations or disregarding courtesies is generally as follows:
 - i. A Student Council member gives a friendly word of advice.
 - ii. If no appropriate response results, the same Council member speaks in stronger terms.
 - iii. Failing a proper reaction, the Student Council as a whole takes up the matter.
 - iv. If there is still no response, the academic staff deals with the offender.
2. The above does not preclude direct intervention by any senior authority when circumstances require it. Disciplinary action that may be taken consists of reprimand, restitution, temporary suspension or expulsion. In the case of the first option, a note will be made in the student's file, which may be removed and destroyed when the situation is resolved. Major decisions are taken, whenever possible, after consultation with the Pastor or other responsible leader(s) of the student's home church.
3. If all of the above procedures have been exhausted and the student considers him/herself to have been unfairly treated then and only then, may he/she appeal

to the Chairman of the Board and finally to the Board.

7.2.g.5 Administrative Matters

OFFICE HOURS

Administration provides an integral support service, of which general student affairs form a visible part. Office hours are 08:00 – 16:30 Mondays to Fridays (*during term time*).

REPORTING PROCEDURES

As a general rule, problems on campus relating to student affairs are to be reported to the Student Council. If necessary, the Student Council will report the matter to the Dean of Students. Matters of an administrative nature are to be communicated to the Administration. Problems of an academic nature should be discussed with the Academic Dean. In the interests of maintaining a positive Christian learning environment on campus, we do encourage students to deal with any problems as soon as they arise.

FIRE DRILL

Fires break out and other emergencies arise very quickly and are always unexpected. Much of the surprise factor can be removed by being aware of what to do in the emergency. It is therefore essential that all staff and students familiarise themselves with the drill outlined below:

This means YOU, and it could happen here!!

1. Discovery of fire
 - i. Immediately close all windows and doors to isolate the locality of the fire.
 - ii. Rouse staff or students in the immediate vicinity.
 - iii. Switch off electrical current

2. The **FIRE ALARM** is the continuous sounding of the sirens along with the internal Electrical Bell.

NB. The prolonged ringing of the **hand bell** is the backup system.

Do not tamper in any way with the Fire Alarm System

3. **Drill**
 - i. On the sounding of the alarm, **DO NOT PANIC**; quickly and quietly vacate your room, closing windows, shutting doors and switching off the electricity mains in your quarters.
 - ii. **In the daytime** go immediately to the upper lawn by the tennis court and congregate in the following groups, (*facing tennis court: right to left*): Living-in ladies, living-in men, living-out students, Administration staff, Academic staff, and living-in families. Make sure that everyone is accounted for. Wait quietly in your groups until you are told what to do.
 - iii. **At night** make sure that you have sufficient clothing before vacating your rooms.

Proceed to the upper lawn making sure your room-mate and immediate neighbours have heard the alarm. Wait quietly in your groups until you are told what to do.

NB. *Under no circumstances should you wait in your room to gather up your belongings or return to your room to collect anything you may have forgotten.*

7.2.g.6 Emergency Drill

1. Report to the person in charge of your group as detailed in the Fire Team List.
2. The person designated will immediately contact Emergency services by telephone.
3. The Fire Team is solely responsible for bringing hoses and fire extinguishers into operation while awaiting the Fire Department.
4. The overall responsibility will be taken by the Emergency Controller and in his absence the most senior member of staff present: if no member of staff is available, the most senior member of the Student Council present will assume responsibility, failing which a member of the Fire Team will take over.
5. The person in charge (as detailed above) will be responsible at night to ensure that all sections of the buildings have been roused and to send someone to inform the Principal and Vice Principal.
6. The "First Aid Team" will stand by to give first-aid in cases of injury prior to the arrival of ambulances and removal of casualties to hospital.
7. Await the directive from a representative of the Fire Department concerning re-occupation of the building(s).

7.2.g.7 Fees and Refunds

1. Payment of fees

- i. The responsibility for the payment of all fees lies with the student. Students may elect to pay their tuition fees in terms of one of the approved payment plans.
- ii. College fees encompass all fees owing to the Bible Institute of SA by a student or his/her sponsor(s).
- iii. All Tuition fees are payable in advance per semester, and are due on or before the registration date.
- iv. A 5% tuition discount applies only where the year's tuition fees are paid on or before 1st registration date.
- v. Bursary and sponsored students must pay at least 25% of tuition fees and must submit a duly signed letter of commitment from your sponsors on or before registration. The responsibility lies with the student to see to it that bursary and sponsored funds are paid to the Bible Institute of SA.
- vi. Fifty percent (50%) of the balance is to be paid by 15 April/15 Sept and the outstanding balance by 15 June/15 November.
- vii. Entry to the following semester will be refused if the student has any outstanding debt to the college at either the end of June or December.
- viii. Students who reside on campus must pay a refundable deposit (*conditions apply*), and a minimum of 25% of the semester's accommodation fees on or **before date occupation of room** is taken.
- ix. All fees must be settled by the end of February to avoid penalty interest.
- x. **Foreign students from First World countries** pay tuition fees at 200% i.e. 2 to 1

of ZAR-rate.

xi. **Methods of Payment:**

- a. Payments may be made to the College in the form of Cheque, electronic transfer or direct deposit. Please note: the College does not have credit card facilities.
- b. It is preferable that Cash deposits be made directly into the college's account and a copy of the deposit slip handed in.
- c. Payments issuing from foreign countries may take the form of a bank draft or, preferably, a telegraphic transfer (TT) - as this is a safer option. Please include the cost of the bank service fees for both drafts and TT's.

Our banking details are as follows:

Account name:	Bible Institute of SA
Account no.:	072125640
Bank:	Standard Bank Ltd, Fish Hoek Branch
Branch code:	036009
Swift address:	SBZAJJ

- xii. Students are required to notify the College of incoming payments, particularly if they are transferred electronically. When depositing into the College account, it is important to *use your name as the payment reference* so that the College is aware of your particular payment.
- xiii. Please note that all fees are significantly subsidized.
- xiv. Contact mode students especially the 2nd and 3rd years may apply for further bursary assistance.
- xv. Fees do not include the purchase of textbooks.

2. **Late payment penalties**

Interest is payable on overdue accounts.

3. **Refund of fees**

Administration and registration fees are non-refundable for all registered students. Students may apply to the BISA Administrator for a refund of tuition fees for courses from which the student has withdrawn.

- i. A 100% course tuition refund applies if notification is given prior to the first day of the semester.
- ii. A 75% course tuition refund applies if notification is given within the first week of the semester.
- iii. A 50% course tuition refund applies if notification is given within the second week of the semester.
- iv. No fees will be refunded beyond the second week of the semester.
- v. Residence fee is not refundable after the student has taken occupancy.

7.2.g.8 Financial Aid

According to finances at its disposal, BISA makes financial aid available in the form of bursaries to needy students **already in full-time study at BISA**. Others, including first years, can be assisted by way of a repayment plan, which facilitates payment by installments during the academic year once a specified deposit has been received. Before an applicant can be considered for financial aid, he or she must be officially admitted into the BTh programme by the Registrar.

Bursaries are awarded to students on the basis of demonstrated financial need, with preference given to second and third year students. These funds are allocated per semester and are not meant to cover all educational costs, but merely to supplement the student's own resources. It generally covers tuition only, and is credited directly to the student's account once they have paid their own portion of their college fees. Any excess bursary moneys will be reversed to BISA at the end of the academic year. The college considers the enrolled student as the principal debtor who is responsible for all college related expenses such as tuition, travel & living expenses and interest on unpaid fees. Minors are deemed to be acting on the behalf of their parents or guardians.

Students will **not be allowed to continue in their programme, should their previous semester's account remain unsettled by the beginning of a new semester**. In case of an unforeseen crisis, written application can be made to the Bursary Committee, who will review each case and determine whether the student will be allowed to continue, in which case interest will be charged on the outstanding amount.

Students are allowed to receive bursaries for the length of time it takes to complete a programme, but renewed application must be made each semester. Awarded bursary grants are subject to increase or decrease depending on the available funds, ongoing needs and the number of bursary applicants. The Bursary Committee will monitor and advise on the progress of all financial aid recipients across the academic year.

To be eligible for Financial Aid, students must:

- Be admitted into a regular programme at BISA in a full-time capacity.
- Be in good academic standing, and maintain such a standing.
- Be in good standing and received recommendation from their church.
- Students placed on academic probation may forfeit their bursary awards.
- Clearly articulate their ministry goals in an attached letter.
- Complete the Financial Aid application form in every respect to be considered.
- Apply each semester, as **bursary awards are not automatically renewed**.

Spousal Tuition

Spousal tuition fee exemption is granted to married couples when one member is registered in the full-time college programme. This spousal exemption is 50 percent of **tuition costs** if academic credit is desired. If the spouse simply wants to audit a course, he or she may do so without cost. Where both spouses are full-time students and not recipients of a BISA Educational Fund Bursary, only one will qualify for spousal tuition exemption.

7.2.g.9 Gardening

Periodically, time is set aside for students to help with gardening and general maintenance on the campus. On these occasions, students are allocated various gardening and maintenance tasks. It is hoped that these activities will encourage the development of a servant-mentality and hone practical skills for future ministry.

7.2.g.10 Accident And Health Insurance

BISA does not provide any accident or health insurance for students.

BISA is not liable for injuries sustained by students in their activity as students, even though such injuries occur on campus-premises or in class-related work. The college does not undertake to be the insurer of its students and its liability under law must be based on fault. Accordingly, students are advised to be certain that they are covered by personal accident and health insurance.

BISA subscribes to **CAPE MEDICAL RESPONSE**, an emergency medical response service which covers any **emergency** medical situation which arising on the campus. They may be contacted on 082 782 4444 after BISA hours. During BISA office hours, *please do not call CMR directly*, but instead report the matter to the reception office.

7.2.g.11 Storage

No personal effects may be left in students rooms during December and January. Limited storage-space is however available to all returning students who will be taking up residence on campus. Securely packed and marked excess baggage may be left in the campus storeroom. The college cannot be held responsible for any loss or damage to stored baggage. The student will be asked, per written form, to indemnify BISA against any loss or damage to possessions that may occur. Following the first month of the new semester any unclaimed goods will become college property and repatriation of baggage will be to the students account.

7.2.g.12 Private Motor Vehicles

1. Provided space permits, students may park on campus at their own risk. BISA shall not be liable for damage to vehicles or for any loss sustained.
2. Do not waste water when washing or rinsing your car. Be aware of City Council restrictions on the conservation of water.
3. Please be considerate of others whenever you happen to park or start your car either late at night or early in the morning. TONE DOWN THE NOISE LEVEL.

7.2.g.13 Use of College Vehicles

Use of the college vehicle and trailer is restricted to the following:

1. Official college business.
2. Christian Service purposes where BISA is intimately involved.
3. Emergency use rated at a 'per' km (vehicle) and daily (trailer) charge:
 - Students: Student Council to facilitate this service and payment
 - Academic and Administration Staff: Administration to coordinate service and payment

The vehicle and trailer have been allocated a garage or a specific parking bay on Campus and shall not be parked anywhere else on Campus.

Only drivers with unendorsed licences, who have been in possession of their licences for not less than five years, and who have been cleared by Administration are permitted to drive the college vehicle. A copy of their license will be retained for record purposes.

Authorisation must be given before the vehicle can be used. Written application on the prescribed form (SF/1) must be submitted to the Administration for authorisation and booking.

Collection of the official logbook and keys must be arranged with Reception, completed and signed in respect of each trip undertaken and the onus for this shall be upon the driver. Any distance travelled for private purposes on any trip must be declared in the logbook and will be billed.

Any unforeseen expenses incurred by the user in respect of official vehicles must be verifiable by means of a voucher (cash slip). Expenditure in excess of R100.00 requires prior approval from Administration. A refund will be made only on presentation of the relevant voucher(s).

In the event of a breakdown, attempts should be made to phone the Administration or the Principal to report the matter. If no action can be taken and the vehicle has to be left, it should be safely parked and securely locked.

Any damage to and/or faults in the vehicle should be reported to the Administration when the keys are returned. The Administration reserves the right to require a report in writing.

In the case of an accident, attempts should be made to phone the Administration or the Principal immediately. At the same time, of course, the police should be informed. The driver will be responsible for submitting a full report, in writing, to the Administration within 24 hours of the accident.

The cost of use of the vehicle, i.e. for "BISA Christian Service or Emergency Use", shall be reviewed annually or more frequently if the need arises.

7.2.g.14 Electrical and Electronic Equipment

1. Students are mandated to declare the type(s) of electrical ware and electronic equipment they plug into the colleges' electrical circuitry. These must conform to South African safety and security standards.
2. Electric heaters may be used in residences, provided they are approved by the Administration before each season of use. **A charge will be levied for such use.**
3. Heaters should ALWAYS be switched off and unplugged each time the student's room is left unsupervised, because of the risk of FIRE.

7.2.g.15 Security

1. Doors to residences should never be left unlocked and codes to the Main Gate and digital locks never disclosed to outsiders. As part of the security procedure, codes are changed routinely.
2. Theft of or damage to student vehicles, phones, notebooks, tablets, GPS or other electronic devices is not covered by BISA insurance. Please insure your own devices and vehicles.
3. All students are requested not to leave any personal effects in foyers etc. The possibility of an explosive device hidden in a bag or brief-case is REAL. You may leave your bags at reception. Any personal possessions found in public areas may be confiscated and inspected in the interests of security.
4. The cooperation of all students is sought in preventing a catastrophe. Please be

observant. Your vigilance could help avert a disaster.

5. Living-in Student Council representatives must inform the Administration of any or possible security breaches or hazards as a matter of urgency.
6. Students must arrange with would-be visitors that they contact them, as to their time and point of arrival, prior to appearing on campus. During office-hours all visitors are expected to report to Reception first, where identifiable name tags will be issued. Living-in Student Council representatives are expected to account for the flow of persons in the residences after-hours. Non-residents must not be permitted to walk the hall-ways unattended. Workmen must have obtained clearance from Administration before they may enter the residences.
7. It is incumbent on living-in students to advise their Student Council representative or the BISA Administration of an envisaged overnight absence (incl. vacations) from the college.

7.2.g.16 Mailing List

Academic Staff members are very conscious of the support students receive - both prayer and financial support from family members, friends and their home church. Consequently, they feel that it is important for such people to be on the college mailing list.

Students are accordingly invited to provide the names and postal addresses of those who support them, and also any friends who would be interested in receiving regular information about the activities of the College.

7.2.g.17 Breakages And Damages

Breakages/damage to college property or equipment must be reported to the Administration promptly. Substantive neglect or indifference on the part of a 'liable' student can lead to recovery of costs from the student(s) to defray expenses.

7.2.h) Staff and student grievance policies and procedure

BISA Staff and student grievance policies and procedures

7.2.h.1. Staff Grievance Policy for the Bible Institute of South Africa⁷

7.2.h.1.1. Preamble

Unresolved grievances may be damaging to the morale of employees and the effective operation of The Bible Institute of South Africa (BISA).

A Grievance Policy and Procedure is necessary to eliminate the possibility of any detrimental effects arising out of unresolved grievances. This Grievance Policy aims to ensure that all communication channels are open and receptive, and that all employees have an adequate opportunity to express their grievances. It further aims to ensure that grievances are resolved timeously and fairly by adopting a problem solving approach and by implementing any appropriate corrective action necessary.

⁷ Written by Mr Gideon Beukes (BISA Vice Principal) on 25/11/2014. Revised 05/01/2015

7.2.h.1.2. Scope of Application

The policy shall apply to all employees of BISA.

7.2.h.1.3. Purpose of the Policy

The purpose of this policy is to give guidance and to provide an effective framework for all employees and BISA to deal with grievances raised and at the earliest possible stage.

7.2.h.1.4. Grievance Policy

The objects and purposes of the Grievance Procedure will only be achieved if it functions effectively and is properly utilized. In light of the above, BISA is committed to ensuring that:

- 4.1 Employees are aware of the opportunity to express grievances.
- 4.2 Employees feel free to express their grievances without the fear of victimization, intimidation or prejudice to their employment relationship.
- 4.3 Employees are encouraged to use the procedure, but also warned not to abuse it with false grievances.
- 4.4 Sensitive grievances are dealt with privately, with confidentiality of information being maintained.

BISA in accepting this policy gives commitment to the following:

- 4.5 The timeous resolution of all grievances.
- 4.6 Recognizing the employees' right to be represented by a fellow employee if he/she wishes to do so.
- 4.7 Ensuring that Management handles grievances with the Principal acting in an advisory capacity.
- 4.8 Ensuring that all grievances are handled in a confidential manner.
- 4.9 Ensuring that each step in the procedure is subject to the stipulated time limits, unless otherwise determined by the parties through mutual agreement.

7.2.h.1.5. Grievance Procedure

5.1 Identification and Preliminary Investigations

- a. Employees must be informed of their rights to submit a grievance complaint and where applicable the Grievance Application Form can be obtained.
- b. All grievances may be lodged with the direct superior, or an alternative superior if the employee feels more comfortable doing so.
- c. No employee may leave his/her normal place of work or engage in any grievance discussion without prior permission, and such permission shall not be unreasonably withheld.
- d. Assistance must be offered if necessary by the superior in lodging such a grievance and completing the Grievance Application Form (See form 1).
- e. The superior must consider the nature and type of the grievance lodged and based on this assessment make a decision as to the best grievance resolution procedure to follow. A mild grievance can be dealt with via the informal investigation route, however a serious grievance and sensitive grievance requires a formal hearing. (See guidelines on definitions of mild, serious and sensitive grievances). The appropriate procedures to follow are discussed below.

5.2 The Informal Grievance Investigation

- a. The aggrieved employee's superior, or person with whom the grievance has been lodged must ensure the Grievance Application Form has been correctly completed and the grievance is clearly understood.
- b. The superior must then discuss the grievance and proposed corrective action with the employee in private. The decision on corrective action, if any, must be detailed on the Grievance Application Form.
- c. The aggrieved employee/ employee representative or witness must sign the Grievance Application Form.
- d. If the employee is dissatisfied with the decision he/she may lodge an appeal within 5 (five) working days of the outcome being received.
- e. If the employee is satisfied with the decisions, the corrective action must be implemented and recorded on the form.

5.3 The Formal Grievance Hearing

- a. A chairperson must be arranged to conduct the grievance hearing.
- b. The employee must be notified of the grievance hearing in writing (See form 2). Ensure the aggrieved employee/s receive such notification at **least 2 (two) working days** before the Grievance Hearing so as to allow sufficient time to prepare.
- c. If the grievance has been lodged against another party such party must also receive the notification of the hearing and of his/her rights, as well as the grievance/s lodged, **at least 2 (two) working days prior** to the hearing.

5.4 The Grievance Hearing: Phase 1

- a. The Chairperson must advise the parties present of the purpose of the hearing and their rights during the hearing.
- b. The aggrieved employee/s or employee/s representative must then be given an opportunity to motivate the grievance.
- c. The person against whom the grievance was lodged must be given the opportunity to respond to the grievance.
- d. Both parties may present evidence/ call witnesses to motivate their case. Both parties may also cross question witnesses.
- e. The hearing may be adjourned at this stage if necessary.

5.5 Finding on the facts

- a. The Chairman must now make a finding on a balance of probabilities on the validity of the grievance.
- b. If the grievance is found to be invalid, the findings must be recorded in writing and signed by the aggrieved employee/ employee representative or witness. The aggrieved employee must also be advised of his/her/their right to appeal within 5 (five) working days of receiving the outcome and of the applicable Application for Appeal Form to complete.
- c. If the grievance is found to be valid, the Grievance Hearing: Phase 2 needs to be conducted.

5.6 The Grievance Hearing: Phase 2

- a. The Chairman must present the finding on the validity of the grievance and permit both the aggrieved employee/s and other party an opportunity to present suggestions for

corrective action.

- b. Responses and discussion as to the feasibility of such suggestions must be entertained. Both parties must be questioned as to whether they are satisfied with the proceedings.

5.7 Corrective action

- a. The Chairperson must decide on the most effective and viable corrective action and advise the employee in writing of the decision made on the Outcome of Grievance Hearing Form.
- b. The Chairperson must ensure that such corrective action is implemented and that progress is recorded.
- c. The employee must also be advised of his/her right to appeal against the decision within 5 five) working days of receiving the outcome if he/she is dissatisfied.

FORM 1: GRIEVANCE APPLICATION FORM

NAME OF AGGRIEVED EMPLOYEE

(If this is a collective grievance attach list of
the names of all aggrieved employees)

JOB TITLE:

NAME OF SUPERIOR WITH WHOM GRIEVANCE HAS BEEN LODGED:

REPRESENTATIVE'S NAME:

DATE GRIEVANCE LODGED

NATURE OF THE GRIEVANCE:

SOLUTION PROPOSED BY AGGRIEVED EMPLOYEE:

DATE: SIGNATURE OF AGGRIEVED EMPLOYEE: _____

DATE: SIGNATURE OF SUPERIOR : _____

FORM2: IF FORMAL HEARING IS NECESSARY – INITIATE

IF INFORMAL INVESTIGATION WILL SUFFICE, COMPLETE REMAINDER OF THIS FORM.

BRIEF ACCOUNT OF INFORMAL GRIEVANCE HEARING (date, employee motivation, evidence lead, other party response, suggestions made)

DATE EMPLOYEE INFORMED OF DECISION
CORRECTIVE ACTION DECIDED BY SUPERIOR

DATE: _____ SIGNATURE OF AGGRIEVED EMPLOYEE: _____

DATE: _____ SIGNATURE OF SUPERIOR: _____

FORM 3: DATE OF PROGRESS REVIEW PROGRESS

YOU HAVE THE RIGHT TO APPEAL WITHIN 5 (FIVE) DAYS OF THE OUTCOME

FORM 4: NOTICE TO ATTEND GRIEVANCE HEARING

TO :

DATE :

You are hereby informed that a Grievance Hearing will be held on
(day) the (date) at (time) at
(place) where the grievance will be investigated.

We wish to remind you that you have the following rights at the Grievance Hearing:

- 1 To be represented by a fellow employee of your choice.
- 2 To the assistance of an interpreter if you require one.
- 3 To call and cross-question witnesses.
- 4 To be heard and to put your version to the chairperson.

Kindly inform BISA of the identity of your chosen representative, interpreter and any witnesses you may wish to call.

Yours faithfully

(CHAIRMAN)

I hereby confirm notification of the above-mentioned Grievance Hearing and will attend the same:

(SIGNATURE OF EMPLOYEE)

DATE:

I confirm that the above-mentioned employee received notification, but refused to sign acknowledgement of same and to confirm that he/she would attend the said Grievance Hearing:

(SIGNATURE OF WITNESS)

DATE:

FORM 5: OUTCOME OF GRIEVANCE HEARING

TO :

DATE :

As you are aware a Grievance Hearing was conducted on _____ to

investigate a grievance lodged by yourself on the _____ .I hereby confirm that you were advised of your rights to a representative as well as an interpreter. You were further advised of your right to call witnesses and cross question witnesses.

After carefully considering the evidence presented I find the grievance lodged by yourself to be **invalid / valid**. My reasons are as follows:

If valid: After discussing the feasibility of recommended corrective action I have decided that the following corrective action is reasonable, sufficient and fair under the circumstances:

Note: Details action, responsibility and deadline.

I hereby advise of your right to appeal and such an appeal must be lodged within 5(five) working days of receipt of this notice of outcome. You may obtain the relevant appeal application form from your superior.

Yours faithfully

**FORM 6
(CHAIRMAN)**

I hereby confirm that I have received this notification and understand the contents thereof:

(SIGNATURE OF EMPLOYEE)

DATE:

I confirm that the above-mentioned employee received this notification, but refused to sign acknowledgement of same:

(SIGNATURE OF WITNESS)

DATE:

Note : If the corrective action is deemed necessary, a copy of the corrective action must go to all persons detailed in the corrective action responsibilities.

**DATE OF PROGRESS REVIEW
PROGRESS OF CORRECTIVE ACTION.**

Grievance Guidelines

- ***Scope of Grievances***

Employee grievances are wide ranging and may vary from general dissatisfaction with wages or working conditions to dissatisfaction with training and promotion, lack of facilities or inadequate equipment. Grievances may also involve unhappiness on the part of the employee due to unfair treatment, for example a fellow employee may have consistently discriminated against an employee or group of employees, treated employees with unnecessary harshness or insulted them.

In determining which type of grievance should be dealt with in terms of the Grievance Procedure one should take note that:

- a. Generally common grievances regarding wages or working conditions of all employees or a substantial number of employees will be channelled through a representative body.
- b. Individual grievances or grievances regarding a group of employees concerning dissatisfaction with promotion, training, facilities, equipment or unfair treatment may be channelled through the Grievance Procedure.

Thus a formal grievance may be defined as a complaint, other than demands formulated by a collective and recognised body, which is related to the employee's treatment or position within his/her working environment, which warrants the formal attention of management.

- **The Objects and Purposes of the Grievance Procedure**

Usually a grievance procedure is initiated when, within the day-to-day work situation of an employee, an incident has occurred or the employee's position is such that he is left with a general feeling of dissatisfaction or sense of injustice. The rationale of such a procedure being that if this type of issue is not given formal consideration by management and remains unresolved it may lead to a dispute between the Institution and employee or group of employees.

- a. If an individual grievance is not dealt with timeously and fairly the employee may well become disgruntled, demotivated, disloyal and even disobedient.
- b. If a collective grievance is not dealt with fairly and timeously the problems experienced with the unattended individual grievance are exacerbated and may often result in industrial action.
- c. The sensitive grievance which is a perceived problem related to issues such as

discrimination (for example racial, gender.....etc) or harassment by fellow employees or superiors must be attended to with the utmost sensitivity.

Failure to do so may result in BISA being liable under the Employment Equity Act, civil litigation or even criminal prosecution. The costs of such proceedings in terms of money and time are extensive and must be avoided.

With the above in mind it becomes clear that an effective Grievance Procedure is essential. However the purpose of the Grievance Procedure must not simply be seen as a reactive measure to avoid disputes and excessive costs. The Grievance Procedure must also be seen as a proactive approach aimed at creating an environment that is seen as just and fair. The purposes of the Grievance Procedure are summarised below:

- a. It creates awareness of employee problems or of problem areas, which should be subjected to further investigation.
- b. It emphasizes management concern for the well being of employees.
- c. It renders disciplinary procedures more acceptable, as employees also have a means of objecting to management performance/ behaviour.
- d. It prevents disputes from arising.
- e. It prevents excessive costs in terms of time and money if grievances are effectively dealt with internally.

- **Definitions – Which Procedure to Use**

The Mild Grievance

This type of grievance does not involve a dispute of facts or require that evidence be lead to understand the nature of the grievance. The superior can easily ascertain the nature of the problem and feels that he/she is capable of resolving the grievance without assistance. For example a worker lodges a complaint about the unclean state of the toilet facilities. In this instance the superior is required to follow the Informal Grievance Investigation Procedure.

The Serious Grievance

This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance. Alternatively the superior does not feel he/she is capable of resolving the grievance without assistance. For example, one worker claims another worker hit him during their lunch break. In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

The Sensitive Grievance

The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment or victimisation etc. In this instance the grievance **must be** channelled through the formal Grievance Hearing Procedure.

7.2.h.2. Grievance Policy for students at the Bible Institute of South Africa

7.2.h.2.1. Preamble

Unresolved grievances may be damaging to the morale of students and the effective operation of The Bible Institute of South Africa (BISA).

A Grievance Policy and Procedure is necessary to eliminate the possibility of any detrimental effects arising out of unresolved grievances. This Grievance Policy aims to ensure that all communication channels are open and receptive, and that all students have an adequate opportunity to express their grievances. It further aims to ensure that grievances are resolved timeously and fairly by adopting a problem solving approach and by implementing any appropriate corrective action necessary.

7.2.h.2.2. Scope of Application

The policy shall apply to all students of BISA.

7.2.h.2.3. Purpose of the Policy

The purpose of this policy is to give guidance and to provide an effective framework for all students and BISA to deal with grievances raised and at the earliest possible stage.

7.2.h.2.4. Grievance Policy

The objects and purposes of the Grievance Procedure will only be achieved if it functions effectively and is properly utilized. In light of the above, BISA is committed to ensuring that:

- 1** Students are aware of the opportunity to express grievances.
- 2** Students feel free to express their grievances without the fear of victimization, intimidation or prejudice to their employment relationship.
- 3** Students are encouraged to use the procedure, but also warned not to abuse it with false grievances.
- 4** Sensitive grievances are dealt with privately, with confidentiality of information being maintained.

BISA in accepting this policy gives commitment to the following:

- The timeously resolution of all grievances.
- Recognizing the students' right to be represented by a fellow student if he/she wishes to do so.
- Ensuring that Management handles grievances with the Faculty acting in an advisory capacity.
- Ensuring that all grievances are handled in a confidential manner.
- Ensuring that each step in the procedure is subject to the stipulated time limits, unless otherwise

determined by the parties through mutual agreement.

7.2.h.2.5. Grievance Procedure

Identification and Preliminary Investigations

- a. Students must be informed of their rights to submit a grievance complaint and where applicable the Grievance Application Form can be obtained.
- b. All grievances may be lodged with the Student Representative Council (SRC) , or a faculty member if the student feels more comfortable doing so.
- c. Assistance must be offered if necessary by the SRC in lodging such a grievance and completing the Grievance Application Form (See form 1).
- d. The SRC must consider the nature and type of the grievance lodged and based on this assessment make a decision as to the best grievance resolution procedure to follow. A mild grievance can be dealt with via the informal investigation route, however a serious grievance and sensitive grievance requires a formal hearing. (See guidelines on definitions of mild, serious and sensitive grievances). The appropriate procedures to follow are discussed below.

The Informal Grievance Investigation

- a. The aggrieved student's representative, or person with whom the grievance has been lodged must ensure the Grievance Application Form has been correctly completed and the grievance is clearly understood.
- b. The representative must then discuss the grievance and proposed corrective action with the student in private. The decision on corrective action, if any, must be detailed on the Grievance Application Form.
- c. The aggrieved student/ student representative or witness must sign the Grievance Application Form.
- d. If the student is dissatisfied with the decision he/she may lodge an appeal within 5 (five) working days of the outcome being received.
- e. If the student is satisfied with the decisions, the corrective action must be implemented and recorded on the form.

The Formal Grievance Hearing

- a. A meeting by the Dean of Students must be arranged to conduct the grievance hearing.
- b. The student must be notified of the grievance hearing in writing (See form 2). Ensure the aggrieved student/s receive such notification at least 2 (two) working days before the Grievance Hearing so as to allow sufficient time to prepare.
- c. If the grievance has been lodged against another party such party must also receive the notification of the hearing and of his/her rights, as well as the grievance/s lodged, at least 2 (two) working days prior to the hearing.

The Grievance Hearing: Phase 1

- a. The Dean of Students must advise the parties present of the purpose of the hearing and their rights during the hearing.

- b. The aggrieved student/s or student/s representative must then be given an opportunity to motivate the grievance.
- c. The person against whom the grievance was lodged must be given the opportunity to respond to the grievance.
- d. Both parties may present evidence/ call witnesses to motivate their case. Both parties may also cross question witnesses.
- e. The hearing may be adjourned at this stage if necessary.

Finding on the facts

- a. The Dean of Students must now make a finding on a balance of probabilities on the validity of the grievance.
- b. If the grievance is found to be invalid, the findings must be recorded in writing and signed by the aggrieved student/ student representative or witness. The aggrieved student must also be advised of his/her/their right to appeal within 5 (five) working days of receiving the outcome and of the applicable Application for Appeal Form to complete.
- c. If the grievance is found to be valid, the Grievance Hearing: Phase 2 needs to be conducted.

The Grievance Hearing: Phase 2

- a. The Dean of Students must present the finding on the validity of the grievance and permit both the aggrieved student/s and other party an opportunity to present suggestions for corrective action.
- b. Responses and discussion as to the feasibility of such suggestions must be entertained. Both parties must be questioned as to whether they are satisfied with the proceedings.

Corrective action

- a. The Dean of Students must decide on the most effective and viable corrective action and advise the student in writing of the decision made on the Outcome of Grievance Hearing Form.
- b. The Dean of Students must ensure that such corrective action is implemented and that progress is recorded.
- c. The student must also be advised of his/her right to appeal against the decision within 5 (five) working days of receiving the outcome if he/she is dissatisfied.

Form 1

GRIEVANCE APPLICATION FORM

NAME OF AGGRIEVED STUDENT

(If this is a collective grievance attach list of the names of all aggrieved students)

DEGREE (BTh, Hons., etc.):

NAME OF REPRESENTATIVE WITH WHOM GRIEVANCE HAS BEEN LODGED:

REPRESENTATIVE'S NAME:

DATE GRIEVANCE LODGED

NATURE OF THE GRIEVANCE:

SOLUTION PROPOSED BY AGGRIEVED STUDENT:

DATE:

SIGNATURE OF AGGRIEVED STUDENT:

DATE:

SIGNATURE OF REPRESENTATIVE :

Form 2

IF FORMAL HEARING IS NECESSARY – INITIATE

IF INFORMAL INVESTIGATION WILL SUFFICE, COMPLETE REMAINDER OF THIS FORM.

BRIEF ACCOUNT OF INFORMAL GRIEVANCE HEARING (date, student motivation, evidence lead, other party response, suggestions made)

DATE STUDENT INFORMED OF DECISION
CORRECTIVE ACTION DECIDED BY FACULTY

DATE: SIGNATURE OF AGGRIEVED STUDENT:

DATE: SIGNATURE OF DEAN OF STUDENTS:

DATE OF PROGRESS REVIEW PROGRESS

YOU HAVE THE RIGHT TO APPEAL WITHIN 5 (FIVE) DAYS OF THE OUTCOME

Form 4

NOTICE TO ATTEND GRIEVANCE HEARING

TO :

DATE :

You are hereby informed that a Grievance Hearing will be held on
(day) the (date) at (time) at
(place) where the grievance will be investigated.

We wish to remind you that you have the following rights at the Grievance Hearing:

- 1. To be represented by a fellow student of your choice.
- 2. To the assistance of an interpreter if you require one.
- 3. To call and cross-question witnesses.
- 4. To be heard and to put your version to the chairperson.

Kindly inform BISA of the identity of your chosen representative, interpreter and any witnesses you may wish to call.

Yours faithfully

(DEAN OF STUDENTS)

I hereby confirm notification of the above-mentioned Grievance Hearing and will attend the same:

(SIGNATURE OF STUDENT)

DATE:

I confirm that the above-mentioned student received notification, but refused to sign acknowledgement of same and to confirm that he/she would attend the said Grievance Hearing:

(SIGNATURE OF WITNESS)

DATE:

Form 5

OUTCOME OF GRIEVANCE HEARING

Form 6

TO : _____ **DATE :** _____

As you are aware a Grievance Hearing was conducted on _____ to

investigate a grievance lodged by yourself on the _____ .I hereby confirm that you were advised of your rights to a representative as well as an interpreter. You were further advised of your right to call witnesses and cross question witnesses.

After carefully considering the evidence presented I find the grievance lodged by yourself to be **invalid / valid**. My reasons are as follows:

If valid: After discussing the feasibility of recommended corrective action I have decided that the following corrective action is reasonable, sufficient and fair under the circumstances:

Note: Details action, responsibility and deadline.

I hereby advise of your right to appeal and such an appeal must be lodged within 5(five) working days of receipt of this notice of outcome. You may obtain the relevant appeal application form from the Dean of Students.

Yours faithfully

Form 7

(DEAN OF STUDENTS)

I hereby confirm that I have received this notification and understand the contents thereof:

(SIGNATURE OF STUDENT)

DATE: _____

I confirm that the above-mentioned student received this notification, but refused to sign acknowledgement of same:

(SIGNATURE OF WITNESS)

DATE: _____

Note : If the corrective action is deemed necessary, a copy of the corrective action must go to all persons detailed in the corrective action responsibilities.

DATE OF PROGRESS REVIEW _____
PROGRESS OF CORRECTIVE ACTION.

7.2.h.2.6. Grievance Guidelines

Student grievances are wide ranging and may vary from general dissatisfaction with wages or working conditions to dissatisfaction with training and promotion, lack of facilities or inadequate equipment. Grievances may also involve unhappiness on the part of the student due to unfair treatment, for example a fellow student may have consistently discriminated against a student or group of students, treated students with unnecessary harshness or insulted them.

In determining which type of grievance should be dealt with in terms of the Grievance Procedure one should take note that:

- a. Generally common grievances regarding wages or studying conditions of all students or a substantial number of students will be channeled through a representative body.
- b. Individual grievances or grievances regarding a group of students concerning dissatisfaction with promotion, training, facilities, equipment or unfair treatment may be channelled through the Grievance Procedure.

Thus a formal grievance may be defined as a complaint, other than demands formulated by a collective and recognised body, which is related to the student's treatment or position within his/her environment, which warrants the formal attention of management.

The Objects and Purposes of the Grievance Procedure

Usually a grievance procedure is initiated when, within the day-to-day study situation of a student, an incident has occurred or the student's position is such that he is left with a general feeling of dissatisfaction or sense of injustice. The rationale of such a procedure being that if this type of issue is not given formal consideration by management and remains unresolved it may lead to a dispute between the Institution and student or group of students.

- a. If an individual grievance is not dealt with timeously and fairly the student may well become disgruntled, demotivated, disloyal and even disobedient.
- b. If a collective grievance is not dealt with fairly and timeously the problems experienced with the unattended individual grievance are exacerbated and may often result in group action.
- c. The sensitive grievance which is a perceived problem related to issues such as discrimination (for example racial, gender.....etc) or harassment by fellow students or superiors must be attended to with the utmost sensitivity.

With the above in mind it becomes clear that an effective Grievance Procedure is essential. However the purpose of the Grievance Procedure must not simply be seen as a reactive measure to avoid disputes and excessive costs. The Grievance Procedure must also be seen as a proactive approach aimed at creating an environment that is seen as just and fair. The purposes of the Grievance Procedure are summarised below:

- a. It creates awareness of student problems or of problem areas, which should be subjected to

further investigation.

- b. It emphasizes management concern for the well being of students.
- c. It renders disciplinary procedures more acceptable, as employees also have a means of objecting to management performance/ behaviour.
- d. It prevents disputes from arising.
- e. It prevents excessive costs in terms of time and money if grievances are effectively dealt with internally.

Definitions – Which Procedure to Use

a. The Mild Grievance

This type of grievance does not involve a dispute of facts or require that evidence be lead to understand the nature of the grievance. The superior can easily ascertain the nature of the problem and feels that he/she is capable of resolving the grievance without assistance. For example a student lodges a complaint about the unclean state of the toilet facilities. In this instance the superior is required to follow the Informal Grievance Investigation Procedure.

b. The Serious Grievance

This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance. Alternatively the superior does not feel he/she is capable of resolving the grievance without assistance. For example, one student claims another student hit him during their lunch break. In this instance the grievance must be channeled through the formal Grievance Hearing Procedure.

c. The Sensitive Grievance

The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment or victimization etc. In this instance the grievance **must be** channeled through the formal Grievance Hearing Procedure.

7.3 Occupational health and safety policy

Occupational Health and Safety Policy of BISA⁸

7.3.1. Preamble

As a Bible College in South Africa, which is driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the Bible Institute of South Africa (BISA), BISA has adopted this Occupational Health and Safety Policy.

7.3.2. Objectives

Through this policy, BISA will:

- a. Demonstrate strong leadership, direction and commitment in environmental, health and safety aspects.
- b. Ensure a consistent approach to the management of environmental, health and safety issues across the campus.
- c. Consult and communicate with employees and stakeholders on occupational health and safety issues.
- d. Educate and train the employees and students about risk management, health, safety and environmental principles.
- e. Respect our employee(s)' right to work in an environment where they feel risks are adequately controlled.
- f. Promote the health and well-being of our employees and students.
- g. Measure environmental, health and safety performance and ensure quality control.
- h. Comply with statutory obligations.

7.3.3. Scope of application

This policy is applicable to all employees and their families, and students of BISA as appropriate for the requirements of the college.

All managers / Faculty / staff members are responsible and accountable for providing a safe working environment for fellow employees and stakeholders under their control.

They will therefore:

- a. Identify potential dangers.
- b. Use well-designed processes, equipment and procedures, supported by the necessary information, instructions, training and management systems, to control and to limit any potentially hazardous condition or risk to the minimum, to ensure the health and safety at work of employees, students, contractors and visitors (hereinafter collectively referred to as relevant persons) as far as is reasonably possible.
- c. Point out any potential dangers to the relevant persons.

⁸ Written by Mr Maurice Espin (BISA Administrator) on 01/10/2014. Revised 05/01/2015

- d. Provide such protective equipment, to be used for the purpose and activity it is issued for, as is necessary for the health and safety at work for employees and stakeholders.
- e. Ensure the provision of health and safety standards in connection with the use, handling, storage and transport of articles and hazardous substances.
- f. Ensure that the necessary measures and standards are properly adhered to, in the interest of health and safety.
- g. Monitor the effectiveness of health and safety provisions within the workplace.

7.3.4. Guiding Principles and Policy

The BISA is continuously developing and maintaining a model occupational safety, health and environmental programme and management system. The management system is focused on prevention of and the protection against environmental pollution, injuries and illness, and the promotion of safe and healthful actions and attitudes, not only for the BISA staff and Faculty but also for all other individuals (including but not limited to students, visitors, contract employees and persons on the property) who may be affected by its facilities and operations.

BISA commits itself to meet or exceed all the provisions of the Occupational Health and Safety Act and related standards and/or regulations.

7.3.5. Governance, Management Roles and Accountabilities

- a. The BISA management is ultimately responsible for the existence and monitoring of implementation of the Occupational Health and Safety Policy.
- b. Management with the Principal as Chief Executive Officer (through the Institutional Occupational Health and Safety Committee) is responsible for the implementation of this policy in terms of the necessary process systems and procedures on institutional level.

7.3.6. Annual policy review

This policy will be reviewed annually.

7.4 HIV/ AIDS policy

HIV/AIDS Good Practice⁹

7.4.1 Preamble

The Bible Institute of South Africa (BISA) is committed to protecting its employees, creating awareness, changing behaviours and treating all employees with necessary dignity, fairness and equality, adhering to labour legislation. To this end, BISA

- Acknowledges the seriousness of the Human Immune-Deficiency Virus Infection (HIV) and the acquired Immune Deficiency Syndrome (AIDS) epidemic;
- Seeks to minimize the social and economic consequences to the Institute and its staff and the broader society;
- Commits itself to providing leadership to implement an HIV/AIDS programme;
- Acknowledges its commitment to ensure a workplace that is a non-discriminatory environment for persons affected by HIV/AIDS.

7.4.2 Objectives

- To provide the management of BISA with a normative framework within which to understand, come to terms with and deal with the reality of HIV/AIDS.
- BISA acknowledges that in, dealing with the HIV/AIDS issue, it is dealing with a highly sensitive and personal issue. BISA wishes to promote a responsible attitude and understanding of the risk of HIV/AIDS. This is in line with the company's policy of being proactive rather than reactive in its approach this pandemic. This policy will therefore be adapted and updated when the need arises.
- To establish the fundamental principle that HIV/AIDS shall be treated like any other life -threatening condition and that those affected will be treated with love, care and support.

7.4.3 Co-Ordination and Implementation of Programme

BISA shall consult with all employees regarding HIV/AIDS and related matters.

BISA Management shall:

- Assist in ways to communicate the policy to all employees

⁹ Written by Miss Lorna Bucklow (BISA Administration) on 08/04/2015. Revised by Dr Simango 10/04/2015

- Implement, monitor and evaluate the HIV/AIDS programme
- Liaise with local HIV/AIDS service organisations
- Create a supportive and non-discriminatory working environment
- Ensure the confidentiality of disclosure of information from an employee relating to their HIV/AIDS status

7.4.4 HIV/AIDS and Employment

- No person when applying for employment will be discriminated against in the selection process on account of his/her HIV/AIDS status
- No employee will be dismissed solely because he/she has been identified as living with AIDS
- No employee will be removed from their normal place of work, or from their normal duties, or be isolated from others because they have been identified as living with HIV/AIDS.
- BISA will endeavour by all means possible to ensure that no prejudice or victimisation takes place against any employee on account of his/her HIV/AIDS status. Where prejudice and victimisation continues, BISA will take disciplinary action against those concerned
- HIV/AIDS infected employees are entitled to the same benefits as other staff.
- HIV/AIDS status shall not be a criterion for refusing to promote, train or develop an employee.
- Employees with HIV/AIDS shall be governed without discrimination by agreed sick leave procedures. Having HIV/AIDS shall not prejudice such entitlement to leave.
- Employees who contract the HIV/AIDS infection as a result of an occupational accident e.g. an employee being infected by needle stick injury may be entitled to compensation in terms of the Compensation Occupational Injuries and Diseases Act subject to the conditions of such a fund.
- Employees with HIV/AIDS shall be required to comply with optimum health and safety standards at all times to ensure the health of fellow employees. Employees with HIV/AIDS shall be expected to conduct themselves at all times in a responsible manner

in regard to their medical condition and to be sensitive to the concerns of fellow employees.

7.4.5 Testing of HIV/AIDS in the Workplace

- BISA may not stipulate or require for a prospective employee to be tested for HIV/AIDS prior to employment. Any medical examination taken before employment shall solely be used to determine the prospective employee's functional performance and to offer prognosis on the capacity to work.
- The company will assist any employee who wishes to be tested for the HIV/AIDS virus, by means of ensuring the confidentiality of such a request and assessing the appropriate HIV/AIDS resource centre which will provide the pre-and post-test counselling even if the test does prove negative.

7.4.6 Confidentiality

- All persons with HIV/AIDS have the legal right to privacy;
- Should an employee discover that he/she has HIV/AIDS he/she should be encouraged, in confidence, to inform the Administrator in order to facilitate the effects of this on his/her employment obligations.
- The employee will be assisted by the Administrator to access the appropriate health, welfare and psychosocial facilities and will provide sensitive support in the workplace.
- A breach of confidentiality with any privileged information regarding HIV/AIDS status shall be subject to disciplinary action and is a dismissible offence.

7.4.7 HIV/AIDS, Employment and Capacity to Perform

- An employee who is HIV/AIDS infected will continue to enjoy normal and equal employment benefits and opportunity as those employees who are not. Such an employee retains the right to make use of all facilities available to employees.
- When an employee is not capable of performing the contractual obligations due to prolonged absenteeism or physical incapability, the normal rules regarding Incapacity will apply.
- The Labour Relations Act 66 of 1995 (as amended) sets guidelines in terms of the Code of Good Practices as how to deal with matters relating to ill-health.

If an employee has progressed to the (AIDS related complex) ARC stage or full-blown AIDS, the following options may be explored:

- a) Early retirement (medical boarding of an employee)
- b) Termination of services (as a last resort)

7.4.8 Termination of Service






As the HIV/AIDS condition is not within the control of the employee and does not therefore constitute any form of misconduct, the consultation or counselling process does not fall within the ambit of the Disciplinary Code and should be dealt with as Incapacity. Records, however, must be kept of all the consultation/counselling sessions as proof that BISA did seriously consider the matter and did not come to an arbitrary decision to terminate services on the basis of incapacity. The normal notice period in terms of the contract of employment will apply.

7.4.9 Promoting a Safe Working Environment

BISA shall provide and maintain, as far as is reasonably possible, a working environment that is safe and without risk to the health of its employees by ensuring that the health and safety standards are rigorously enforced.

7.5 Implementation framework

Since the Bible Institute has been in existence for the past 92 years and has been operating as an Off-Campus Learning Centre of North-West University (NWU) and has been offering NWU's BTh and BTh Hons degrees to students since 2004, the implementation framework is simple and straightforward all the necessary structure is already in place (see sections 3-7.4. for more details.

Schedule	Program Activity
18 months before Implementation June 2015 	<ul style="list-style-type: none"> • Apply to CHE to register BISA BTh and BTh Hons programmes • Obtain Health and safety audit of BISA site • Complete and submit an application for Registration as a Private High Education (Form APX-01) • Pay the application fee of R500
15 months before Implementation 	<ul style="list-style-type: none"> • Register our qualifications with SAQA • Register BISA as a provider (via CHE) • Design our own curriculum for the BTh and BTh Hons programmes • Check to see if our curricula lines up with the level descriptors for the NQF
12- 3 months before Implementation 	<ul style="list-style-type: none"> • Update all the current brochures and the website • Advertise the new programmes –via college website, brochures etc.
Upon Implementation January 2017 	<ul style="list-style-type: none"> • Register our students on the national Learning Record Data-base (NLRD) and update status twice a year.
Ongoing Activities 	<ul style="list-style-type: none"> • Re-evaluate our programmes and curriculum • Continue program monitoring • Consider program or curriculum adjustments • Re-Accreditation with CHE after 3 years

References

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[See <http://arfellowship.com/factors-that-influence-students-choice-of-theological-institutions/>]