

POLICY CHAPTER 3 - EXECUTIVE LIMITATIONS

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3.100 General Executive Restraint

The School Administrator shall not cause, nor allow, any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the Statement of Faith of Eugene Christian School.

3.105

Treatment of Student Families

With respect to interactions with patrons or potential patrons, the School Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unbiblical, or that fail to provide appropriate confidentiality or privacy. Accordingly, the School Administrator shall not:

1. Use applications forms that elicit information for which there is not clear necessity, or in violation of anti-discrimination laws that apply to Eugene Christian School.
2. Use methods of collecting, reviewing, transmitting, or storing patron information that fails to protect against improper access to the material elicited.
3. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
4. Operate without clear policies on matters of general interest to students and parents, as described in the Parent Manual.
5. Fail to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under school policies.
 - a. Fail to provide documentation to Board President of parent grievances, if known.
 - b. Fail to conduct a follow-up process for resolution.
6. Fail to operate in partnership with school families according to our Mission Statement.
7. Enroll students in the grades offered by ECS who individually and in their home environments are not supportive of the school's Biblical orientation.
 - a. The enrolling parent(s)/guardian(s) must agree to have their child(ren) taught from a Christian

perspective reflective of the Statement of Faith of Eugene Christian School.

- b. At least one parent/guardian has a clear testimony of personal faith in Jesus Christ as Savior.
- c. The enrolling parent(s)/guardian(s) must sign the Eugene Christian School Parent Agreement.

3.110

Treatment of Staff

With respect to the treatment of paid staff and/or volunteers, the School Administrator may not cause or allow conditions which are unsafe or unbiblical. Accordingly, pertaining to paid staff, the School Administrator shall not:

1. Operate without written personnel policies which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Discriminate against any staff member for expressing a grievance.
3. Prevent staff from appealing to the Board when (1) internal grievance procedures have been exhausted, and (2) the employee alleges that Board policy has been violated to his/her detriment.
4. Fail to acquaint staff with this policy.
5. Fail to employ teachers that meet the approved qualifications. Accordingly, all teachers must:
 - a. Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
 - b. Agree with the Statement of Faith of Eugene Christian School.
 - c. Have obtained at least a college-level Bachelor's Degree.
 - d. Have a current ACSI teaching certificate or agree to an administratively-approved timetable for obtaining one.
 - e. Be competent and effective in teaching assigned subject areas.
 - f. Maintain an orderly classroom, with effective classroom management and discipline techniques.
6. Fail to employ hourly staff members that meet qualifications 3.110-5.a and 5.b. (above).

3.200 Administrator's Financial Responsibilities

3.205

Financial Planning

The School Administrator shall not allow the financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Board's Ends priorities and should be fiscally prudent.

Accordingly, the School Administrator shall not allow budgeting which:

1. Contains too little information to enable credible projection of revenues and expenses, separation of

capital from operational items, cash flow, and disclosure of planning assumptions.

2. Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period, without the express written approval of the Board.
3. Allows cash to drop below a safety reserve equal to one month's average operating expenses.

3.210

Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the School Administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies. Accordingly, the School Administrator shall not, without prior Board approval:

1. Expend more funds than have been received in the fiscal year to date.
2. Use any long-term reserves.
3. Accept money for a specified purpose which deviates materially from the Board's Ends priorities.
4. Spend or permit spending of designated funds other than for specified purposes.
5. Conduct inter-fund shifting in amounts greater than can be maintained in a condition of overall fund balances.
6. Fail to settle payroll and debts in a timely manner.
7. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
8. Make a single unbudgeted purchase or commitment that exceeds current financial policies of Eugene Christian School.
9. Acquire, encumber, or dispose of real property, outside of the budget.
10. Accept government funds.

3.215

Asset Protection

The School Administrator shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the School Administrator shall not:

1. Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to staff and the organization itself in an amount equal to the average for comparable organizations. Insurance carried by Eugene Christian School will be deemed to fulfill this requirement.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.

4. Negligently expose the organization, its Board, or staff to claims of liability.
5. Make any purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest.
 - b. that fails to follow the financial policies of Eugene Christian School regarding comparative prices and quality.
 - c. of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Fail to protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board's auditing standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

3.220

Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the School Administrator shall not cause or allow actions which jeopardize fiscal integrity or Christian testimony. Accordingly, the School Administrator shall not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that are substantially above the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
5. Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. incur unfunded liabilities.
 - b. provide less than some basic level of benefits for all full-time employees.
 - c. allow any employee to lose benefits already accrued from any foregoing plan.
6. Fail to use formula-based compensation plan for faculty.
7. Award annual bonuses.

3.300 Administrator's Support and Communication to Board

3.305

Emergency Administrator Succession

In order to protect the Board from sudden loss of School Administrator services, the School Administrator shall not fail to designate and inform the Board of not less than two individuals who will be familiar with Board and school administrative issues and processes. The Board will determine this process immediately following the loss of Administrative leadership. At the first board meeting of the school year, the Administrator will provide the Board with the school's succession plan.

3.310

Communication and Support to the Board

The School Administrator shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the School Administrator shall not:

1. Function without the operation of the following advisory committees: Finance, Education and Academic Affairs, Promotion, Building and Maintenance, Development, Recruitment and Retention, and Safety.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changed in the assumptions upon which any Board policy has been previously established.
3. Fail to inform the Board in writing of trends toward patron family dissatisfaction that involves multiple families, complaints, and issues that have one or more common elements and extend beyond isolated circumstances.
4. Fail to advise the Board if, in the School Administrator's opinion, the Board is not in compliance with its own policies.
5. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
7. Fail to provide a mechanism for official Board, officer, or committee communications.
8. Fail to deal with the Board as a whole, except when (a) fulfilling individual requests for information, or (b) responding to officers or committees duly charged by the Board.
9. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
10. Fail to supply for the Board agenda all items delegated to the School Administrator by Board policy or by

law.

3.400 Administrator's Responsibilities for Programs and Services

3.405

Programs and Services

With respect to the programs produced and services provided by the organization, the School Administrator shall not fail to ensure that these programs and services meet or exceed industry standards for excellence in program quality and safety. Accordingly, the School Administrator shall not:

1. Allow ACSI accreditation standards to be unmet.

3.500 Administrator's Responsibilities Regarding Staff

3.505

Administrator's Responsibility for Staff Hiring

The School Administrator shall not fail to select, hire, and retain a qualified, competent staff, who are exemplary Christian role models.

Christian schools cannot maintain a strong educational program for long without a stable core of teachers who are academically, professionally, and spiritually competent. The life of the teacher has a tremendous impact on the lives of the students. *"After a pupil has been fully trained, he will be like his teacher."* Luke 6:40. The school staff determines the academics and spiritual quality of the school. Therefore, Eugene Christian School is committed to finding and retaining such faculty.

The Board and Administration at Eugene Christian School recognizes this responsibility of selecting and hiring individuals who are able to present and live before children, the truth of God's Word. Their total life-style (values, attitudes, priorities, and practice) should demonstrate a love for their Lord as evidenced by their commitment to live in obedience to His Word (John 21). Finally, each position within the school is to be staffed according to a given individual's strengths, calling, and potential effectiveness (example: a teacher who is well-trained, but not able to communicate).

A potential employee should only be extended a contract if each person involved in the interviewing process has peace and there is unity that the person is God's choice for the job at the particular time.

3.510

Administrator's Responsibility for Staff Policy Manual

The School Administrator shall not fail to maintain a policy manual for the certified and classified staff.

3.515

Administrator's Responsibility for Oversight of Staff Performance and Ethics

Appendix B - to the Eugene Christian School B-Laws

STATEMENT OF FACULTY RESPONSIBILITY; FACULTY ETHICS; AND CODE OF PROFESSIONAL ETHICS

I. MEMBERSHIP IN THE FACULTY

It is believed that the selection of persons to serve on the Eugene Christian School faculty is crucial to the life of the school. In addition to the usual academic qualifications, Eugene Christian School teachers are selected from applicants whose personal commitment to Jesus Christ as Savior is unquestioned and whose daily living constitutes a personal challenge to students and others, both in and out of the classroom.

Responsibility for negotiating with prospective faculty members lies with the School Administrator. The School Administrator may invite prospective faculty members to visit the campus to confer with faculty members with whom they may work closely. When agreement is reached that the prospective teacher should be employed, the Administrator will offer a contract to said candidate. This contract becomes an agreement only when it has been signed by the School Administrator and the new faculty member.

II. RESPONSIBILITIES OF FACULTY MEMBERS

The teaching faculty constitutes the most vital element in the fulfillment of the Eugene Christian School purposes. It is they who are in daily contact with the students and who will influence their lives more than will any other segment of the Eugene Christian School family.

A. Faculty Responsibilities

1. To be an effective teacher and person.
2. To manifest the ideals of Eugene Christian School and of Christian education.

3. To work faithfully to integrate God's truth and Biblical principles throughout every subject area taught and through personal example.
4. To conduct self-evaluation of teaching competence and personal development, and to participate in school programs of professional growth.
5. To serve as the key partner with the parent(s) in fulfilling the school's mission.
6. To serve as the initial point of contact for parents with concerns regarding their student'(s)' school experience (i.e.: classroom, homework, or other).
7. To keep up-to-date and effective by attendance at professional meetings and continued study and research in one's chosen discipline.
8. To approve general academic policies, including admission, registration, instruction, and graduation of students.
9. To administer the routine connected with classroom teaching.
10. To evaluate carefully the work of the student and to report the grades at the times designated.
11. To serve as student advisors as assigned and to be available to students for counseling and extra help.
12. To serve as advisors to student organizations and classes and share in the student life program.
13. To regularly attend and participate in faculty meetings and chapel.
14. To serve on faculty committees.
15. To work with students toward understanding of the school, the values of education, and the integration of faith and learning.
16. To support school activities and the greater school program.

17. To become familiar with the school policies and procedures as made known in the catalog, handbooks, and weekly bulletins.
18. To recommend necessary and useful resources for the library.
19. To provide the librarian with reading lists necessary for the effective use of the library.
20. To keep on file in the office of the Administrator complete transcripts of academic credits and syllabi for courses taught.
21. To participate in community affairs as opportunity is presented.
22. To develop off-campus contacts which keep the teacher related to community.

III. FACULTY ETHICS

A. Academic Freedom

What is the meaning of the term “academic freedom” to the Christian teacher? The usual meaning of the term must be considered inadequate. Academic freedom cannot be equated with license for irresponsibility in the classroom. Nor can it be used to shield the teacher who ignores significant evidence as he/she leads students in their search for knowledge and understanding.

The Christian teacher views academic freedom as the fulfillment of responsibility to God, to him/herself, and to students. He/she has freedom to use techniques which will stimulate clear thinking and thorough inquiry leading to rational conclusions and understanding attitudes. The Eugene Christian School teacher has freedom to exercise initiative and to introduce innovations in his/her work with students. With this freedom, he/she has responsibility to include the Christian world view among his/her working assumptions. He/she recognizes his/her own areas of competence and does not attempt to speak with authority outside these areas of competence.

As a committed Christian, the Eugene Christian School teacher is free to witness to this commitment and to consider data in light of Christian faith. He/she is at the same time careful not to violate the personality of others whose views may differ from his/her own.

B. A Code of Professional Ethics

1. The Teacher and the Church

- a. The teacher, as a regenerated, Spirit-directed individual, sees teaching as an opportunity for Christian service.
- b. The teacher will maintain and develop a dynamic spiritual life by means of Bible study, prayer, and regular church attendance. He / She will seek to be an example in the church by support of and participation in its activities.
- c. The teacher will seek to be Christ-like in thought, word, and deed and to bring honor to Christ, the Church, the school, and his/her colleagues.

2. The Teacher and His / Her Classes

- a. The teacher will keep him/herself intellectually, physically, a consideration and obligation is the welfare of the student. He / She will note and be considerate of individual differences among them.
- b. The teacher will seek to balance justice and impartiality with friendly, courteous treatment of each student under all circumstances.
- c. The teacher will use care not to impose his/her own theological, political, economic, or personal views upon the students. He / She recognizes the need to grant students the same freedom of discussion and opinion which he/she cherishes for him/herself.
- d. The teacher will hold in strict confidence any and all information about students except when such should be disclosed to the proper authorities for the purpose of maintaining school standards.
- e. The teacher will give counsel and advice upon request. In academic counseling, he/she will keep in mind the interest of students, rather than seeking to fill classes in his/her field.
- f. The teacher will not accept remuneration for privately tutoring his/her own students, in standard academic

subjects offered at the school.

g. The teacher will choose textbooks, class materials, and references on the basis of their value to the students and their current acceptability in the field.

3. The Teacher and His / Her Colleagues

a. The teacher will attend regular meetings of the faculty and assist in determining, supporting, and effecting sound educational policies. He / She will not divulge confidential information received in faculty and committee meetings.

b. The teacher will give loyal support to associates within and without his/her own department and division. He / She will be gracious in giving constructive advice, due credit, and praise for the work of others.

c. The teacher will keep confidential any and all personal or unusual information about his/her colleagues. He / She will consistently point out the strengths of his/her associates rather than their weaknesses.

d. The teacher will not take sides in a colleague-student problem or discussion. He / She will cooperate with fellow workers in mutual efforts to increase the effectiveness of instruction. He / She will maintain personal dignity by upholding high standards for him / herself and by refraining from unprofessional and unchristian attitudes and practices.

e. The teacher will work to strengthen his/her teaching ability and mastery of his/her field by continued research, travel, and application of new methods. Course syllabi, as filed with the Administrator each year, should reflect appropriate changes additions, and improvements in keeping with new developments in his/her field.

f. The teacher will affiliate with and actively participate in professional organizations in his/her field, insofar as these efforts will not compromise Christian principles. Research papers, periodicals, and other published materials should be made available to these organizations and to the school faculty.

4. The Teacher and the School Administration

a. The teacher will actively support the school administration in the achievements of the overall aims and

objectives of the school.

- b. The teacher will meet regularly with each class as scheduled. In case of emergencies, he/she will give notice so that a qualified substitute may be secured.
- c. The teacher will keep accurate records and make required reports promptly.
- d. The teacher will accept assignments to various committees as are necessary to the proper functioning of the school program.
- e. The teacher, upon signing his/her contract, agrees to uphold the policies and objectives of the institution. He / She will be loyal and sympathetic to the major commitments of the school. If he/she finds himself to be in serious conflict with his/her colleagues, he/she should seek employment in a school where he/she feels he/she can work more harmoniously.

5. The Teacher and the Community

- a. The teacher will participate actively in the civic, social, and recreational life of the community insofar as his/her schedule will permit and his/her participation does not endanger the maintenance of a genuine Christian testimony.
- b. The teacher, as a leader in the community, will uphold democratic principles of free discussion and representative and responsible government and will respect other races and creeds.
- c. The teacher will conduct his/her business and social affairs in a manner which will reflect credit upon the school, the church, and the community. In all relationships, he/she will seek to glorify Christ and emulate His teachings.

[ACKNOWLEDGMENTS: 1) Some policies in this section have been adapted from the Southside Christian School Board Manual, and 2) a sister school is responsible for the development of several of the statements which have been adapted to the Eugene Christian School Statement of Faculty Responsibility, Faculty Ethics, and Code of Professional Ethics.]

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