

The Administrator's Handbook for Christian Schools

THE
ADMINISTRATOR'S
HANDBOOK FOR
CHRISTIAN SCHOOLS

LARRY STEPHENSON

A dissertation submitted to Dr. Ken Talbot in candidacy for the degree of Doctor of Education from Whitefield Graduate Schools, Office of Academic Studies, Cary, North Carolina, Convocation 11, 2006.

Published by Canon Press
P. O. Box 8729, Moscow, ID 83843
800-488-2034 | www.canonpress.com

Larry Stephenson, *The Administrator's Handbook for Christian Schools*
Copyright © 2006 by Larry Stephenson

Scripture taken from the New King James Version.® copyright © 1982 Thomas Nelson, Inc.
Used by permission. All rights reserved.

Cover design by Rachel Rosales.
Interior design by Jessica Evans.

Printed in the United States of America.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopy, recording, or otherwise, without prior permission of the author, except as provided by USA copyright law.

Library of Congress Cataloging-in-Publication Data is available on the Canon Press website.

12 13 14 15 16 17 18 19 20

10 9 8 7 6 5 4 3 2 1

I dedicate this book to my family:
Kelly, Audrey, Lesley, Ty, and Darcey.
Love you and thank you for
all of your sacrifices for my calling.

CONTENTS

Chapter 1: Biblical Mandate: The Administrator’s Handbook	21
Two Distinct Teams	23
Peer Pressure: The Power of Influence.....	24
School Culture.....	25
Determining Your Educational Philosophy: Evangelistic or Discipleship....	25
School Wide Christian Goals and Educational Philosophy.....	26
Can Education Be Neutral?.....	27
Value of Biblical Application	28
Conclusion	29
Chapter 2: School Policies and Procedures	31
Admissions.....	31
<i>Enrollment Process and Guidelines.....</i>	<i>32</i>
<i>Fees and Tuition</i>	<i>33</i>
Student Exit and Withdrawal Procedure	33
<i>Exit Procedure</i>	<i>33</i>
<i>Steps to Withdrawal.....</i>	<i>33</i>
Collections Policy	34
Grievance Guidelines	35
<i>Students/Parents to Teachers.....</i>	<i>36</i>
<i>Parents/Patrons to Administrator/Principal.....</i>	<i>36</i>

<i>Staff to Administration</i>	36
<i>Volunteers to Staff/Administration</i>	37
Teacher Procedures, Policies and Guidelines.....	37
<i>Class Reverence Guidelines</i>	37
<i>Classroom Management</i>	37
<i>Lesson Plans</i>	38
<i>Grading Principles</i>	38
<i>Teacher Guidelines for Class Review</i>	39
<i>Grade Reporting</i>	40
<i>Exams</i>	40
<i>Testing Schedule Guidelines</i>	41
<i>Twenty Percent Rule</i>	41
<i>Extra Credit</i>	42
<i>“F” Issuance Principles</i>	42
<i>Grading Late Assignments</i>	42
<i>Work Missed During a Suspension</i>	42
<i>Students Leaving Campus</i>	43
<i>Sexual Harassment, Abuse, or Child Abuse Policy</i>	43
<i>Movie Guidelines</i>	44
<i>Music Guidelines</i>	45
<i>Enrollment of Staff Children</i>	45
<i>Supervision of Staff Members’ Children</i>	45
<i>School Options for Staff Children</i>	46

<i>Obtaining Substitute Teachers</i>	46
<i>Cell Phone Usage</i>	46
Medical and Emergency Standard Operating Procedures.....	47
<i>Medical Emergencies</i>	47
<i>Administration of Medication</i>	48
<i>Fire Drill</i>	48
<i>Tornado Drill</i>	48
<i>Lockdown Procedure</i>	49
<i>Lock-In Procedure</i>	50
Conclusion	50
Chapter 3: Philosophies for Curriculum	51
Aligning Your Curriculum with Your Goals.....	51
<i>Step 1: Review Stage</i>	51
<i>Step 2: Pilot Stage</i>	52
<i>Step 3: Polish Stage</i>	52
<i>Step 4: Publish Stage</i>	52
Use of Secular Material	53
Controversial Subjects.....	53
<i>Doctrine Guidelines</i>	54
<i>Selecting Debate Topics</i>	55
What Is Classical Education?.....	56
Curriculum Recommendations	56
<i>Non-Denominational Guidelines</i>	56

<i>Recommended Curriculum Goals by Subject:</i>	56
<i>Bible</i>	56
<i>English</i>	57
<i>Writing</i>	58
<i>Science</i>	59
<i>History</i>	60
<i>Mathematics</i>	62
<i>Literature</i>	63
<i>Foreign Language</i>	64
Recommended Courses for Secondary Students.....	67
<i>Junior High School (Grades 7 and 8)</i>	67
<i>High School (Grades 9-12)</i>	67
Advanced Courses and Advanced Placement Program.....	68
Promotion Guidelines.....	68
<i>Elementary Grades</i>	68
<i>Secondary Students</i>	69
<i>Academic Probation</i>	69
<i>Guidelines for Retention</i>	70
<i>New Student Placement Guidelines</i>	71
Homework Philosophy and Guidelines.....	71
Honors and Awards.....	72
<i>Honor Rolls</i>	72
<i>Faculty Commendation Award</i>	72

<i>Perfect Attendance</i>	73
<i>Valedictorian and Salutatorian</i>	73
High School Graduation Guidelines	73
<i>Credits Required for Graduation</i>	74
Conclusion	74
Chapter 4: Student Discipline and Behavior Guidelines	75
Effective Biblical Discipline.....	75
<i>Consistency: Its Crucial Role</i>	76
Basic School Rules	76
Additional Recommendations for Teachers	77
<i>Controlling Student Talking</i>	78
<i>Discipline as a Result of Student Talking</i>	78
<i>Posture-Position Recommendations</i>	79
Uniforms and Dress Code.....	79
<i>Enforcement</i>	80
Office Visits	80
<i>Expulsion and Suspension</i>	81
<i>Re-Admission</i>	82
Conclusion	82
Chapter 5: Personnel Guidelines	83
Teachers—The Key Element	83
Hiring and Managing Staff.....	84
Staff Church Attendance.....	84

Staff and Student Relations	85
Dress Code for Staff Members.....	85
Guidelines for Staff/Teacher Evaluation.....	86
Morale—Keeping a Healthy Balance.....	86
Training and Certification.....	87
Compensation Guidelines.....	87
Employee Leave of Absence Guidelines.....	88
Family and Medical Leave Act (FMLA):.....	89
Personal Leave Guidelines	89
Sick Leave Guidelines	89
Emergency Leave Guidelines:.....	90
Employment Separation/Termination Guidelines	90
Do's & Don'ts of Employee Dismissal	91
Chapter 6: Athletics	93
Athletic Philosophy.....	93
General Objectives and Guidelines.....	93
<i>Participation</i>	93
<i>Rules and Regulations</i>	94
<i>Classification and District</i>	95
<i>Sportsmanship Ideals</i>	95
<i>Try-outs</i>	96
<i>Academic Eligibility</i>	96
<i>Sunday or Non-School Day Practices</i>	96

Games and Practices Over School Breaks	96
Single Season Dual Sport Participation.....	97
Practice and Event Guidelines	97
Personnel and Volunteer Policies	98
<i>Coaches and Volunteers</i>	98
<i>Head Coach Job Description</i>	98
<i>Team Managers and Assistants</i>	100
<i>Code of Conduct at Athletic Events</i>	100
<i>Athletic Expectations and Etiquette</i>	100
<i>Practice Attendance Policy</i>	101
<i>Missed Academic Time for Athletics</i>	102
Awards Eligibility and Presentations.....	102
<i>Award Schedule</i>	103
<i>Presentation of Awards and Certificates</i>	103
Safety in Athletics	103
<i>Safety and Risk Management</i>	103
<i>Injury Related Unconsciousness</i>	103
<i>Insurance</i>	103
Scheduling Updates and Notifications.....	104
Additional Guidelines	104
<i>Inclement Weather Guidelines</i>	104
<i>Athletic Fees</i>	105
<i>Uniforms and Game Apparel</i>	105

<i>Transportation</i>	105
<i>Equipment</i>	106
<i>Public Relations</i>	106
Chapter 7: Finances	107
The Role of the Board	107
The Role of the Administrator and Business Manager	108
<i>Administrator: Chief Budget Officer</i>	108
<i>Proposing Policies</i>	109
Budgets.....	110
<i>Two Types of Budgets</i>	110
<i>Developing an Effective Budget</i>	111
<i>Establishing Good Budgetary Standards</i>	112
<i>Developing Long-Range Plans</i>	113
<i>Managing Deficits</i>	114
<i>FFNA: Assisting Families with Financial Hardships</i>	115
<i>Setting Up a Budget Calendar</i>	115
<i>Presenting the Budget to the Board</i>	115
Billing.....	117
<i>Sensible Billing Strategies</i>	117
<i>Collections</i>	117
Other Areas of Finance to Consider	119
<i>Accounting: Defining Its Function</i>	119
Conclusion	119

Chapter 8: The Function Of The Board	121
Purpose and Role of a School Board.....	121
<i>Appointments and Qualifications for Board Members</i>	<i>121</i>
<i>A Board's Charge</i>	<i>122</i>
<i>Governing Policies</i>	<i>123</i>
<i>Board Member Code of Conduct.....</i>	<i>123</i>
<i>Individual Board Member Responsibilities</i>	<i>124</i>
<i>Cost of Governance</i>	<i>125</i>
<i>Board Meeting Recommendations</i>	<i>125</i>
Two of the Board's Greatest Responsibilities.....	125
<i>Hiring an Administrator: What Makes a Good Administrator?.....</i>	<i>125</i>
<i>Guiding Principles for an Administrator</i>	<i>125</i>
Policy Governance Manual.....	129
<i>Managing Your Administrator.....</i>	<i>129</i>
<i>Mission of Organization</i>	<i>129</i>
<i>Authority and Accountability.....</i>	<i>130</i>
<i>Delegation to an Administrator</i>	<i>130</i>
<i>Monitoring Administrator Performance.....</i>	<i>131</i>
<i>Communication and Support</i>	<i>132</i>
<i>Administrator's Board Reports.....</i>	<i>132</i>
<i>Executive Limitations</i>	<i>133</i>
<i>Compensation and Benefits.....</i>	<i>134</i>
<i>Treatment of Consumers.....</i>	<i>134</i>

<i>Emergency Administrator Succession</i>	135
Recommended Yearly Agenda for a Board.....	136
Conclusion	137
Chapter 9: Organizational Calendar	139
Academic Administrator Calendar	139
Events, Programs, and Holidays	139
Chapter 10: Frequently Asked Questions	145
Public School	145
Athletic Scholarships and Christian Schools.....	147
Bible in Math and Science Classes.....	147
AP Exams in Math and Science.....	148
Non-Christians at School.....	149
Secondary Doctrine	149
Student Service Projects	150
Boys and Girls.....	151
Proms or School Dances	152
Version of the Bible.....	153
Winning and Losing	153
Co-ed Sports.....	153
Corporal Punishment.....	154
APPENDIX A: Curriculum Charts	155
Scope and Sequences for Grades K-12.....	155
Scope and Sequence for Grades 3-5.....	156

Scope and Sequence for Grades 6-8.....	157
Scope and Sequence for Grades 9-12.....	158
Bible Words for the Teaching and Learning Process.....	159
APPENDIX B: Student Report Cards and Transcripts.....	161
Elementary Report Card.....	161
High School Report Card.....	163
Student Transcript.....	164
APPENDIX C: Parent Forms.....	165
Parental Accountability Agreement.....	165
Membership Pledge.....	165
Acceptance Letter.....	166
Withdrawal from Applying for Enrollment.....	167
Discipline Letter.....	168
Academic Probation Letter.....	169
Uniform Violation Card.....	170
Tardy/Absence Notice.....	171
Infectious Disease Parent Notification Letter.....	172
APPENDIX D: Personnel Forms.....	173
Employment Application.....	173
Reference Form.....	180
Disclosure Form.....	182
Pastor Reference Form.....	183
Ministry Contract.....	184

Employment Denial Letter	186
Staff Evaluation Forms	187
Annual Teacher Evaluation Form	187
APPENDIX E: Medical Forms	191
Emergency Medical / Contact Form	191
Record of Medication Given	192
Student Accident Report.....	193
Athletic Medical and Travel Waiver	194
APPENDIX F: Admission Applications and Re-Enrollment Forms	197
Application for Student Admissions	197
Student Re-Enrollment Instructions.....	206
Student Re-Enrollment Form.....	207
Records Request for Student Admission	210
Transfer Request for Student Records.....	211
APPENDIX G: Classical Methodology	213
The Lost Tools of Learning by Dorothy L. Sayers	213
Lost Tools Chart	229
APPENDIX H: Financial Samples	231
Monthly Budget Report.....	231
Sample Yearly Budget Report	233
Six Year Budget	234
Tuition Request Letter	235
Collection Letters.....	236

<i>Withdrawal/Tuition Responsibility Letter</i>	236
<i>Non-Sufficient Funds Letter</i>	237
<i>Collection Letter</i>	238
<i>Year End Pledge Letter</i>	239
APPENDIX I: Athletic Samples	241
Head Coach Job Description	241
Application for Paid Coaching Position.....	242
Seasonal Evaluation of Coach.....	243
Coaches Checklist	244
Volunteer Coaching Application	245
Driver’s License Guidelines	246
Driver’s Application Form	247
Transportation Policy	248
Permission to Transport Students	249
WORKS CITED	251

CHAPTER I

BIBLICAL MANDATE: THE ADMINISTRATOR'S HANDBOOK

*“The end result of all education is a worldview...
That worldview is either man-centered or God-centered.”¹*

What is a biblical mandate? How does it impact us as Administrators? A biblical mandate is a “charge” from an *authoritative God*; a God who has called us to the task of educational leadership—specifically to future generations. The leadership we must provide is not understood by the world, but has been modeled for us by our Lord and Savior, Jesus Christ. As we faithfully respond to this call to imitate Christ, we must begin with a biblical premise in the education of all the students God has entrusted to our care. Scripture clearly and repeatedly indicates that children are to have a Christian education.² As parents seek to provide this, they entrust their children to our institutions where Christian principles, God’s Word, and excellent academics work together in obedience to this command.

Martin Luther once conveyed, “I advise no one to place his child where the Scriptures do not reign paramount. Every institution in which men are not increasingly occupied with the Word of God must become corrupt... I am much afraid that schools will prove to be the great gates of hell unless they diligently labor in explaining the Holy Scriptures, engraving them in the hearts of youth.”³

With this in mind, we must begin with a purposed mission to provide an excellent education founded upon a biblical worldview. To effectually attain this ideal, we must:

- Graduate young men and women, who think clearly and listen carefully with discernment and understanding; to reason persuasively and articulate precisely; to be capable of evaluating their entire range of experience in the light of the scriptures; and who do so with eagerness in joyful submission to God.
- Desire our students to recognize cultural influences as distinct from biblical, and to be unswayed towards evil by the former.
- Aim to find our students well prepared in all situations, possessing both information and the knowledge of how to use it.

1 Glen Schultz, as quoted in Tammi Reed Ledbetter, “*Christian Schools, Homeschooling Make Gains Among Southern Baptists*,” BPNNews, March 12, 2003.

2 Eph 6:4. For this and all future scripture references, I will be using the New King James Version (NKJV).

3 David Feddes, “Christianity and Education,” *Banner of Truth: Biblical Christianity Through Literature*, http://www.bannerofruth.org/pages/articles/article_detail.php?152/ (accessed November 18, 2006).

- Desire our students be socially graceful and spiritually gracious; equipped with and understanding the tools of learning; desiring to grow in understanding, yet fully realizing the limitations and foolishness of the wisdom of this world.
- Desire our students have a heart for the lost and the courage to seek to dissuade those who are stumbling towards destruction; that they distinguish real religion from religion in form only; that they possess the former, knowing and loving the Lord Jesus Christ.
- Desire our students to possess all of the above with humility and gratitude to God.

It is vital to hold true to a statement of faith containing the key elements of Christianity established as your school's primary doctrine. These elements are to be unapologetically taught in various ways through all grade levels. All corporation members, Board members, and staff should subscribe to these foundational principles:

- The Bible is the only inerrant, authoritative Word of God.⁴
- There is one God, creator of all things, eternally existent in three Persons: Father, Son, and Holy Spirit. He is omnipotent, omniscient, and omnipresent.⁵
- Belief in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.⁶
- For the salvation of lost and sinful men, regeneration by the Holy Spirit is absolutely necessary.⁷
- Salvation is by grace through faith alone.⁸
- Faith without works is dead.⁹
- The belief in the present ministry of the Holy Spirit, by whose indwelling the Christian is enabled to live a godly life.¹⁰
- Belief in the resurrection of both the saved and the lost, they that are saved to the resurrection of life, and they that are lost to the resurrection of condemnation.¹¹
- Spiritual unity of all believers in our Lord Jesus Christ.¹²

Secondary or divisive doctrines and issues should *not* be presented as primary doctrine. Classroom discussion of secondary doctrine should be on an informative, non-partisan level. Teachers should be careful not to speak to the students regarding divisive doctrines in a manner

4 2 Tm 3:16

5 Dt 6:4; Gn 1:1; 1 Jn 5:7

6 Jn 10:30; Mt 1:18; Heb 4:15; Jn 10:32; Rom 3:25, Mt 28:6; Rom 8:34; Lk 21:27

7 Jn 3:3-8

8 Eph 2:8

9 Jas 2:17

10 Gal 5:16

11 1 Thes 4:16,17; 2 Thes 1:9

12 Jn 17:20-23