

Institution Policy Manual

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THE UNIVERSITY CAMPUSES OF THE LUTHERAN CHURCH—MISSOURI SYNOD

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0.0. Introduction

0.1. Mission Statements

LCMS Constitution Article II Confession

The Synod, and every member of the Synod, accepts without reservation:

1. The Scriptures of the Old and the New Testament as the written Word of God and the only rule and norm of faith and of practice;
2. All the Symbolical Books of the Evangelical Lutheran Church as a true and unadulterated statement and exposition of the Word of God, to wit: the three Ecumenical Creeds (the Apostle's Creed, the Nicene Creed, the Athanasian Creed), the Unaltered Augsburg Confession, the Apology of the Augsburg Confession, the Smalcald Articles, the Large Catechism of Luther, the Small Catechism of Luther, and the Formula of Concord.

LCMS Mission Statement (1998)

In grateful response to God's grace and empowered by the Holy Spirit through Word and Sacraments, the mission of The Lutheran Church—Missouri Synod is vigorously to make known the love of Christ by word and deed within our churches, communities, and the world.

Higher Education: Statement of Purpose (1986)

The colleges, universities, and seminaries of The Lutheran Church—Missouri Synod exist to supply the higher education services needed to accomplish the mission of the church.

Strongly committed to the Lutheran concept of vocation, synodical colleges and universities are liberal arts institutions which provide a Christ-centered spiritual and value-oriented environment for men and women who will be Christians in the church and in secular occupations.

The objectives of the Synod include the recruitment and education of professional church workers. Therefore, central to the system of synodical higher education is the preparation of those who are called to serve through preaching, teaching and related vocations. Professional preparation for the pastoral ministry is the special assignment of the Synod's seminaries.

Concordia University System: Mission and Purpose (1992)

The Concordia University System builds national identity, enables cooperative endeavors, and enhances the strength of the colleges and universities of The Lutheran Church—Missouri Synod as they engage students of diverse ages and cultures in quality, Christ-centered, value-oriented, Lutheran higher education for lives of service to church and community.

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Goals:

- To transmit Lutheran values more effectively.
- To provide enhanced quality education to college and adult education students.
- To attain efficiencies in operation of the campuses.
- To assist in procuring adequate capital for the schools and system (2023 Res. 7-06B, *Proceedings* p. 192).

0.2. Desired Outcomes (Objectives of Boards of Regents)

Concordia University System Boards of Regents commit themselves to achieving the following outcomes.

1. Instruction, research, service, worship, and all areas of student life at CUS institutions are in harmony with Holy Scripture, the Lutheran Confessions, the doctrinal position of the LCMS, including its doctrinal statements and resolutions and the Lutheran Identity and Mission Outcome Standards.
2. High quality programming prepares church workers to serve in response to the needs of LCMS congregations.
3. Graduates of CUS institutions are well-prepared to serve in church and society.
4. CUS institutions utilize best practices as recognized by the higher education community.
5. CUS institutions provide mutual benefit and strength through cooperative and collaborative activities.
6. CUS institutions operate effectively and efficiently.
7. The CUS Board protects and enhances the Synod's property and financial resources that have been entrusted to it.
8. CUS institutions have effective leaders as a result of nurturing through intentional leadership development.
9. The CUS Board and Office work collaboratively with LCMS boards and entities to promote the Synod's goals (LCMS Constitution Art. III).
10. CUS Boards of Regents and administrations cooperate with the Board of Directors of the Synod with respect to the financial condition and operations of the Synod's colleges and universities, developing appropriate instruments for regular monitoring and addressing specific challenges that may arise.
11. CUS Boards of Regents and administrations cooperate in undertaking the process to ensure that each college and university of the Synod makes any and all changes to governing documents necessary to comply with the Synod's Constitution, Bylaws, and resolutions (Bylaw 3.3.4.10.1).

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0.3. Use of this Manual

This policy manual is a statement of Concordia University System Board of Directors policies that coordinate operational matters on all college and university campuses of The Lutheran Church—Missouri Synod.

The policies in this manual are to be understood within the context of other documents:

1. 2023 LCMS *Handbook* Bylaws 3.3.1.2; 3.6.6-3.6.6.4.2, (“Lutheran Identity and Mission Outcomes Standards, Ecclesiastical Visitation”); and Bylaws 3.10.6–3.10.6.6 (“F. Concordia University System Boards of Regents,” 2023 Convention *Proceedings*, pp. 182-86).
2. The Concordia University System *Board of Directors Policy Manual*.
3. Any relevant policies enacted by the LCMS Board of Directors. (See *Appendix A*)

0.4. Procedure implied in “shall not allow”

If the CUS President has concerns about an institution’s performance in an area covered by these policies, he shall counsel with the institution president. If the outcome is unsatisfactory, the CUS President shall bring the concern to the attention of the chair of the institution’s board of regents. If the two preceding steps are not successful, the CUS President shall bring the concern to the attention of the CUS Board.

1.0. Quality Standards

The following standards define the ways that CUS institutions shall continue to fulfill their mission as academic institutions and entities of the LCMS.

1.1. Lutheran Identity and Mission Outcome Standards - LIMOS

By its adoption of Res. 7-04B (*Proceedings*, pp. 170-192), the 2023 LCMS Convention charged the Concordia University System Board of Directors, after input from the Institution Advisory Council, to adopt the Lutheran Identity and Mission Outcome Standards (“Standards”), which is to be “a regularly published policy document containing standards for ecclesiastical visitation and affirmation of institutions and of programs leading to candidate for commissioned ministry or preparedness for seminary study.

These Standards shall

- express the Synod’s expectations for its college or university (Bylaw 3.6.6.4 [a]).
- support both formative and summative functions, engaging institutions fully in intentional and measurable programs to advance expression of Lutheran identity and mission outcomes, while also enabling the drawing of summative conclusions identifying strengths and weaknesses in institutions and programs (Bylaw 3.6.6.4 [b]).

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- develop and maintain supplemental program standards specific to each type of program intended to result in candidacy for one of the Synod’s categories of commissioned ministry or in preparedness for seminary study.

Along with maintaining the Standards with institution-wide applicability, the Concordia University System shall maintain a clear Lutheran identity:

- As educational institutions of The Lutheran Church—Missouri Synod (LCMS), the colleges and universities of the Concordia University System confess the faith of the Church. The Concordias shall uphold the teachings of Sacred Scripture and its articulation in the Lutheran Confessions. This includes the biblical teaching that Jesus Christ—true God and true man—is the sole way to God's mercy and grace; that at the beginning of time the Triune God created all things; that life is sacred from conception to natural death; and that marriage between a man and a woman is a sacred gift of God's creative hand—over against the reductionistic assumptions of many in our culture who view men and women as only transitory and material beings.

As educational institutions of the LCMS, the Concordias are committed to providing an excellent, robust curriculum in the liberal arts and professional studies, which together equip students for various vocations of service to church and society. As C. F. W. Walther wrote,

As long as and wherever the Christian church flourished, it always and everywhere proved itself to be a friend and cultivator of all good arts and sciences, gave its future servants a scholarly preparatory training, and did not disdain to permit its gifted youth at its schools of higher learning to be trained by the standard products of even pagan art and science.¹

Accordingly, the colleges and universities of the Concordia University System affirm and promise to uphold these identity standards (the current adopted version is available at <https://cus.edu/protocols-and-procedures/>).

1.2 Lutheran Identity and Mission Outcome Standards – Evaluation Tool.

The LIMOS – Evaluation Tool will be utilized by visitation teams for both informal and formal campus visits. (The current approved version of the LIMOS Evaluation Tool is available at <https://cus.edu/protocols-and-procedures/>).

1.3. Procedures for Formal Ecclesiastical Visitation

2019 Resolution 7-03 “To Direct a Collaborative Process to Propose a New Governance Plan” culminated in a new governance plan intended to strengthen all CUS institutions’ connection to the Synod, strengthen their confessional Lutheran identity, and reflect the intensive review by the convention-mandated “7-03 Committee” leading up to the 2023 Synod Convention of the composition, size, selection, and performance of CUS institutions’ boards of regents.

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2023 Convention Resolutions 7-04 B and 7-05A were aimed at accomplishing these intentions. Bylaw 3.6.6.1 [a] charged the CUS Board of Directors with the responsibility for adopting Lutheran Identity and Mission Outcomes Standards (“Standards”). The CUS Board was also charged with maintaining policies governing a visitation program of its colleges and universities, including each of their church worker preparation programs, each institution receiving: “(1) regular ecclesiastical and fraternal counsel and encouragement though annual, informal visitation that involves free exchange among peers; and also (2) in-depth ecclesiastical formal visitation and reporting (including affirmation, commendations, cautions, and recommendations for improvement (Bylaw 3.6.6.4) at least once every three years.”

The current approved version of the Formal Visitation Protocols is available at <https://cus.edu/protocols-and-procedures/>.

1.3.1. Role of Synod President in Ecclesiastical Visitation

As chief ecclesiastical officer of the Synod, the duties of the President of the Synod include ecclesiastical supervision of all officers of the Synod and its agencies, the individual districts of the Synod, and all district presidents (Bylaws 3.3.1.1; 3.3.1.1.1).

Accordingly, he will, at regular intervals, officially visit all the educational institutions of the Synod to exercise supervision over the doctrine taught and practiced in those institutions. With regard to the Synod’s colleges and universities, he will conduct regular visitation through the Concordia University System (Bylaws 3.6.6.4-3.6.6.4.2). He may, in addition and at any time, specially visit or cause to be visited any educational institution of the Synod to exercise his ecclesiastical supervision (Bylaw 3.3.1.1.1 [c]).

1.3.2. Role of Board of Regents in Assisting CUS Board and Other Entities

An institution’s board of regents specifically assists the CUS Board of Directors in developing and maintaining the visitation program and processes by:

1. Facilitating, together with the CUS Board, the process of president selection (Bylaws 3.6.6.1 [c]; 3.10.6.8.2); also appointing an interim president who shall meet the qualifications established for the office of president (Bylaw 3.10.6.8.2 [a]).
2. facilitating, together with the CUS Board, the process for prior approval for appointments to theology faculties of Synod colleges and universities (Bylaws 3.6.6.1 [c]; 3.10.6.9.2).
3. offering input to the CUS Board as it serves as a resource for the recruitment of highly and variously qualified potential regents (3.6.6.1 [l]).
4. promoting, together with the CUS Board, districts, congregations, local boards of regents, and national efforts in student recruitment for professional church work and lay higher education (Bylaw 3.6.6.1 [o]).

5. participating, together with the CUS Board, Synod Board of Directors, Council of Presidents, and involved board(s) of regents in determinations to consolidate, relocate, separate, or divest a college or university (Bylaws 3.10.6.5; 3.6.6.1 [p]).

1.3.3. Lutheran Identity and Mission Outcomes Standards, Ecclesiastical Visitation

LCMS colleges and universities will undergo Synod visitation with respect to the Lutheran Identity and Mission Outcomes Standards, both comprehensively as institutions and also with regard to specific requirements of implemented programs leading to commissioned ministry candidacy and seminary study. [For essential details, see Bylaws 3.6.6.4.1 and 3.6.6.4.2 (*Proceedings* pp. 177-179).]

“The CUS and its universities are instructed to make every effort to complete the process of development, reaffirmation, and reporting as scheduled, with the understanding that the initial implementation is the first step in a developmental process” (2023 Convention *Proceedings*, second-last *Resolved* paragraph, p. 179).

1.3.4. Use of Probationary Periods

1. Ordinarily each college or university will receive a formal institutional and program visitation at least once in each Synod convention cycle. A focused review of an alleged breach of the Standards, however, may be initiated by CUS at any time (Bylaw 3.6.6.4.1 [a]). The CUS may, if it finds that an institution or program is at risk of not fulfilling the Standards, place the institution or program under a notice of concern, lifting it when the risk has been addressed (Bylaw 3.6.6.4.1 [b]).
2. CUS may, upon finding a breach of Standards, place an institution on probation for up to two years, extending it for a year if progress is made but no more than three years total. An institution that has remained in non-compliance at the conclusion of the probationary period is no longer affirmed by the Synod, can no longer declare graduates qualified for placement, and is no longer commended by CUS to the church (Bylaw 3.6.6.4.1 [c]). A similar procedure may be followed if a church work preparation program is found to be in breach of the Standards (Bylaw 3.6.6.4.1 [d]).
3. An institution or program under probation is not “in good standing with the Synod” for purposes of these bylaws (Bylaw 3.6.6.4.1 [e]).

1.3.5. Implementation, Maintenance, and Supervision of Visitation Policies

1. After receiving input from its Institution Advisory Council, the CUS Board of Directors shall implement and maintain policies governing and supervise the process of formal visitation of the Synod’s colleges and universities on the basis of the Lutheran Identity and Mission Outcomes Standards (Bylaw 3.6.6.4.2). In preparation for such visitation, each institution and church work program shall provide a written report evidencing compliance with the Standards and indicating explanatory factors and initiated or planned efforts to improve specific aspects of performance, the self-study to be delivered to and reviewed by Concordia University System (Bylaw 3.6.6.4.2 [a]).

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2. A visitation team assembled by Concordia University System shall review the self-study report and then visit the institution. An effective visitation with broad and unimpeded access to campus program information, policies, and personnel shall be facilitated by the institution. Implemented or proposed church work and pre-seminary programs shall receive specific attention (Bylaw 3.6.6.4.2 [b]).
3. The visitation team shall provide its report to the Concordia University System and the institution within 60 days of the conclusion of the visit. Allowing 60 days for the institution to respond in writing to the report, Concordia University System shall, with regard to the institution and each of its implemented or proposed church work programs:
 - affirm without concerns; or
 - affirm with concerns (notice); or
 - place the institution or program on probation; or
 - disaffirm, in the case of an initial application, or initiate withdrawal of affirmation; or
 - initiate further investigation with same or a new visitation team (Bylaw 3.6.6.4.2 [c]).
4. The institution reviewed may, within 30 days of being notified of the Concordia University System visitation determination(s), submit a written appeal/response (Bylaw 3.6.6.4.2 [d]).
5. Within 30 days of its receipt of the written appeal/response, Concordia University System will consider and act upon any such appeal/response, its determination final and not subject to further appeal (Bylaw 3.6.6.4.2 [d]).
6. Within the above 30-day period for request of an appeal or within seven days of receipt of Concordia University System's negative action on a requested appeal, an institution may state a corrective action plan and request that Concordia University System, acting in its sole discretion, grant a delay of up to six months in the publication of a negative visitation result to allow initiation of the plan. In such case, Concordia University System may require a summary of the action plan, composed by the institution and approved by Concordia University System, to be published along with any revised visitation outcome (Bylaw 3.6.6.4.2 [e]).
7. At the conclusion of the above, the visitation status of each institution and its programs together with summary reports of visitation reviews and decisions made shall be made available to the Synod in a timely manner through a publicly accessible website, the information to be of such depth and character as would allow members of the Synod to evaluate the churchly character, relative value, and mission effectiveness of each institution and program and understand the steps being taken for improvement (Bylaw 3.6.6.4.2 [f]).

1.3.6. Composition, Conflicts of Interest, Training, and Expense of Visitation Teams

Visitation teams will be constituted of not less than four and not more than seven members. They shall be members of member congregations of the Synod (Bylaw 3.6.6.4.2 [g]).

1. Members of visitation teams shall include representation from peer boards of regents, administrations, and faculties, with a district president who has ecclesiastical supervision of peer institution faculty, all with demonstrated excellence in advancing and achieving the Standards. Representation shall also be drawn from the ministerium and congregations of the Synod and representative of their interests in the institution (Bylaw 3.6.6.4.2 [g]).
2. The following may nominate members of visitation teams (Bylaw 3.6.6.4.2 [g]):
 - Institution Advisory Council
 - Council of Presidents
 - LCMS Board of Directors
 - Members of the CUS Board of Directors
 - The President of the Synod
3. When receiving a visitation team, the institution shall be notified in advance of the membership of the team. The institution or any member of the team may challenge the participation of any member of the team on the basis of actual partiality or the appearance thereof. Concordia University System shall have a procedure in place for responding to such challenges within 30 days (Bylaw 3.6.6.4.2 [h]). A finding of actual partiality or the appearance thereof shall disqualify that member from participating in the visitation, the Concordia University System having the option of replacing the disqualified member or continuing with the reduced visitation team (Bylaw 3.6.6.4.2 [h]).
4. Concordia University System, with the assistance of the Institution Advisory Council, shall provide training for members of visitation teams according to its established policies (Bylaw 3.6.6.4.2 [i]).
5. Direct costs of the visitation process shall be borne by the institution visited, regulated according to a schedule devised after input from the Institution Advisory Council, and published triennially by Concordia University System (Bylaw 3.6.6.4.2 [j]).

1.3.7. In Case(s) of Negative Visitation Results

Only LCMS faculty of colleges and universities currently affirmed by the Synod have the authority to declare church workers qualified for rostered service within the Synod, and then only within programs affirmed by the Synod and/or upon their completion of the requisites of a colloquy or other approved education program of the Synod (Bylaws 2.7.2; 2.7.3; 2.8.2; 2.8.4).

1.3.7.1. For a faculty to declare candidates qualified for placement and recommended for membership in the Synod, such faculties, in the case of seminaries shall be full-time faculty

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members in good standing on the Synod’s roster of ministers of religion—ordained or, in the case of colleges and universities, shall be full-time members in good standing of a member congregation of the Synod (Bylaws 2.8.3; 2.8.4).

1.3.7.2. A graduate of a program affirmed by Concordia University System at the time of matriculation but no longer affirmed or in existence at the time of qualification for a first call shall have the opportunity to apply to the Colloquy Committee for Commissioned Ministry for examination, any necessary remediation, and certification (Bylaw 2.8.4.1).

1.4. Informal Ecclesiastical Visitation Protocols.

The current approved protocol for Informal Visitations is available at <https://cus.edu/protocols-and-procedures/>.

2.0. Governance and Administration

2.1. Campus Leadership General Responsibilities

“Each college and university of the Synod, with its president and faculty, shall be governed by a board of regents. The board of regents governs the institution consistent with the institution’s mission, which expressly incorporates the institution’s commitment to conduct all of its affairs according to the Constitution, Bylaws, and resolutions of the Synod and policies of the Synod’s Board of Directors. The board of regents shall have no authority to and shall never exercise any power contrary to the Constitution, Bylaws, or resolutions of the Synod” (Bylaw 3.10.6).

It is the board of regents’ responsibility through their presidents to ensure that all members of LCMS congregations in positions of senior leadership in LCMS institutions of higher education, called, elected, or appointed, openly support and uphold the doctrinal position of the LCMS (Bylaw 3.10.6). As a whole and as individual members, “as stewards of the institution on behalf of the congregations of the Synod, [the board shall] embrace and advance with administration, faculty, staff, and students the institution’s fundamental purpose as inculcating the faith as taught in the Scriptures and Lutheran Confessions (Constitution Art. II), preparing students to live in this faith toward God and, by their faith, in their various vocations, in love toward the neighbor” (Bylaw 3.10.6.1 [d]).

2.2. Composition of Boards of Regents

Prior to the 2023 Synod convention, while it had been generally affirmed that the present election/appointment model had provided a helpful diversity of board of regents members, it was also generally acknowledged that the model was not uniformly effective or efficient. Despite much discussion, no alternative model achieved broad support, and the composition of boards continues to remain the same except with one additional requirement (see final sentence of #3 below) (Bylaw 3.10.6.2):

The board of regents of each college or university shall consist of no more than 18 members, all voting.

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1. One ordained minister, one commissioned minister, and two laypersons shall be elected by the conventions of the Synod.
2. One ordained minister, one commissioned minister, and two laypersons shall be elected by the geographical district in which the institution is located. If any board is required by its governing documents to include one or more persons holding residence or church membership in a specific locality, the institution is responsible for ensuring (including by appointment, if necessary) that individual(s) meeting such requirements are included among those persons serving on such board, and no such geographic restriction shall apply to Synod-elected regents.
3. No fewer than four and no more than eight members shall be appointed as members of the board of regents according to a process determined by the individual institution. An appointed member shall not vote on his or her own reappointment.
4. The president of the district in which the college or university is located or a district vice-president shall serve as an *ex officio* member.
5. One member, who may be an ordained minister, a commissioned minister, or a layperson, shall be appointed by the Praesidium of the Synod after consultation with the president of the respective institution and the Board of Directors of the Synod.
6. College and university board of regents members may be elected or appointed to serve a maximum of three consecutive three-year terms and must hold membership in a member congregation of the Synod.
7. Not more than two of the elected members shall be members of the same congregation.

2.3. Qualifications and Expectations of Board of Regents Members

Persons elected or appointed to a board of regents should be knowledgeable regarding the institution and the region in which the institution is located and shall demonstrate familiarity and support for the doctrinal positions of the Synod and possess two or more of the following qualifications or background experiences: theological acumen, an advanced academic degree, higher education administration, administration of complex organizations, finance, law, investments, technology, human resources, facilities management, fund development, or a specific instructional or operational domain designated by the college or university (e.g., “health care” or “marketing”). Demonstrated familiarity with and willingness to advocate for and financially support the institution are desired qualities in the candidate (Bylaw 3.10.6.2.1).

Qualification of all nominees for appointment or election will be reviewed and verified by Concordia University System, which duty may be delegated to a committee. Concordia University System will also ensure that it is prepared to do the same for floor nominations at each district and Synod convention as well as those regents appointed by a board, also in the case of a vacancy, such assessment to be performed on the basis of information submitted by nominees (Bylaw 3.10.6.2.1 [a]-[c]).

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- (a) The board of regents nominations committee shall seek input from the board of regent member, the president of the institution, the Synod President, the CUS President, and the Synod Board of Directors regarding qualified and suitable candidates for appointment.
- (b) The board of regents nominations committee shall properly vet all candidates to ensure the candidates possess the qualifications specified in 3.10.6.2.1, with particular attention given to the needs of the institution.
- (c) Members appointed by the board of regents may not vote on the appointment of members of the board.
- (d) An appointment shall be made by those board of regents members eligible to vote (Bylaw 3.10.6.2).

The current approved protocols for regent vetting are available at <https://cus.edu/protocols-and-procedures/>.

2.4. Boards of Regents Training

Persons elected or appointed to a board of regents will undergo training for such service (Bylaw 3.10.6.2.2).

- (a) The Concordia University System's and the Synod's Boards of Directors will provide initial and ongoing training for all regents concerning their responsibility to advance the Synod's confession and mission objectives and all other responsibilities under the Synod's Constitution, Bylaws, and resolutions (Bylaws 3.10.6.2.1 [d]; 3.10.6.2.2 [a] and [b]).
- (b) This training will be provided within one year after each Synod convention and at least annually between Synod conventions (Bylaw 3.10.6.2.2 [c]). Failure to complete initial training within the first year after the Synod convention after a regent is elected or appointed renders the regent ineligible to continue in office (Bylaw 3.10.6.2.2 [d]). Training programs, initial and continuing, may allow for electronic or remote participation (Bylaw 3.10.6.2.2 [e]).
- (c) Concordia University System will prepare and make available a summary of demands and expectations of service as a college or university regent, this summary to be reviewed and confirmed by nominees as a condition to being eligible to serve (Bylaw 3.10.6.2.2 [f]).
- (d) Approximately 18 months prior to each convention of the Synod, Concordia University System will consult with the chairs of the boards of regents of Synod colleges and universities regarding application of the qualification standards and upon this consultation review and revise related policies and procedures (Bylaw 3.10.6.2.1 (e)).
- (e) After input from the Institution Advisory Council, Concordia University System will develop and maintain in its public policies a rubric for consistent evaluation of qualification for regent service (Bylaw 3.10.6.2.1 [f]).

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(f) The cost of development of regent training by the CUS and LCMS boards of directors will be funded by the CUS; the costs of regent participation in the training will be funded per capita by the institutions (Bylaw 3.10.6.2.2 [g]).

2.5. Boards of Regents' Responsibilities

In fulfilling its fiduciary duties owed to its institution and the Synod, the board of regents shall:

(a) serve as the governing body of the institution, governing it with consistent attention to the school's mission, carrying out its responsibilities as part of the Concordia University System with consistent attention given to its institution's commitment to confessing Jesus Christ and fulfilling His mission in our world as proper for a college or university of the Synod and its objectives, in full accord with the doctrinal position of the LCMS (Bylaw 3.10.6.1 [[a]-[c]).

(b) arrange for periodic training and orientation sessions for board members, especially new members; ensure that all faculty receive ongoing training in the doctrines of Holy Scripture as rightly taught in the Lutheran Confessions as they relate to their academic disciplines (Bylaw 3.10.6.1 [e]); maintain curricula and policies for student life and behavior that are consistent with the doctrine and practice of the Synod; and commit the institution to the principles of Christian discipline, evangelical manner, and good order (Bylaw 3.10.6.1 [f]).

(c) maintain and approve an institutional master plan, submitting all modifications to the plan to the Synod Board of Directors for its approval (Bylaw 3.10.6.1 [g]) and ensure that board-approved strategic plan documents are made known to the Concordia University System Institution Advisory Council (Bylaw 3.10.6.1 [h]).

(d) recognize its fiduciary duty as a board and develop detailed policies and procedures for governance of the institution (Bylaw 3.10.6.1 [o] and [y]), also exercising its exclusive duty of institutional governance in the interest of the Synod without abdicating to or commingling its authority with that others (Bylaws 3.10.6.1 [r]) or any other body that includes non-board members. It may meet with advisory groups (e.g., a foundation board; the CUS Board) to seek input, but no votes can be taken with such groups present (Bylaws 3.10.6.1; 3.10.6.3).

(e) review and approve academic programs recommended by the administration and faculty, giving due consideration to coordination with other Synod colleges and universities and to the Lutheran Identity and Mission Outcome Standards (Bylaw 3.10.6.1 [i]).

(f) duly consider the common confession, mission, interest, and cooperative strength with its congregations, agencies, and other institutions as it plans new programs, discontinues existing programs, cooperates and consolidates operations, operates in a worldwide online marketplace, cooperates with the Synod Board of Directors, and interacts with the ministries and partner churches of the LCMS (Bylaw 3.10.6.1 [m]).

(g) govern transparently, including its board meeting minutes; proposed revisions of institutional governing documents and policies; and responsively understanding inquiries and suggestions offered on behalf of the congregations of the Synod, the latter to which the institution board is ultimately responsible (Bylaw 3.10.6.1 [n]).

(h) develop detailed policies and procedures for governance of the institution (Bylaw 3.10.6.1 [n]).

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- (i) ensure that all governing and legal documents and policies of the institution conform to and are consistent with the Constitution, Bylaws, and resolutions of the Synod, modifying such documents only after approval by the Commission on Constitutional Matters, with at least 30 days advance notice to the Synod's Board of Directors (Bylaw 3.10.6.1 (r)).
- (j) exercise its exclusive duty of institutional governance in the interest of the Synod without abdicating its authority to or commingling its authority with, that of others (Bylaw 3.10.6.1 [q]).
- (k) maintain policies and procedures for handling faculty complaints and dispute resolution (Bylaws 3.10.6.1 [p]; 3.10.6.9.6).
- (l) effectively and intentionally govern its institution and its president so that the administration and faculty carry out their management and educational responsibilities (Bylaw 3.10.6.1 [w]).
- (m) maintain a position description for the office of president, reviewed and updated annually (Bylaws 3.10.6.1 [j], [w], [x]).
- (n) pursuant to LCMS Bylaw 3.10.6.8.1 (b), annually conduct a performance review of the president. The established goals and objectives shall be the basis for the review.
- (o) leave matters of employment of former presidents to the discretion of the board of regents.
- (p) if the board of regents grants a leave to a president during or after the term of active service, it shall be at full salary and benefits, but for no more than six months.
- (q) participate fully in the procedures for the selection and regular review of the president of the institution and of the major administrators, approve the appointment of faculty members, approve sabbatical and study leaves, and encourage faculty development and research (Bylaw 3.10.6.1 [x]).
- (r) initiate a performance review of the institution's president upon identification of significant operational deficiencies (Bylaw 3.10.6.1 [u]).
- (s) effect the removal from office of the institution's president upon a finding, under the procedure of Bylaw 3.10.6.8.3 or Bylaw 3.10.6.8.1 (e) or (f), that he is unfit to serve as the spiritual head of the college or university (Bylaw 3.10.6.1 [v]).
- (t) close its institution or sell all or any part of the real property that constitutes the campus only after receiving prior written consent of the CUS and Synod boards of directors, the exception being that the board of regents may close or finally divest the institution in the event of legal insolvency necessitating closure or final divestiture after consulting with the Synod and CUS boards of directors (Bylaw 3.10.6.4).
- (u) relocate, separate, or divest its institution, but only if such has been approved under the following procedure, except in the case of a final divestiture as a result of a legal insolvency (Bylaw 3.10.6.4):
 - (1) A proposal of relocation, separation, or divestiture is presented to the Synod Board of Directors, the proposal specifying why it is in the interest of the Synod. The proposal may

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be made by a board of regents, a committee of the Synod Board of Directors, or the CUS Board of Directors (Bylaw 3.10.6.5 [1]).

(2) The Synod Board of Directors requires that the proposal be developed adequately to allow determination whether the proposed action is in the interest of the Synod. The board of regents, the CUS Board of Directors, and other agencies of the Synod will in a timely manner supply all information the Synod Board of Directors deems necessary (Bylaw 3.10.6.5.1 [2]).

(3) The Synod Board of Directors consults with the involved board of regents, the CUS Board of Directors, the CUS Institution Advisory Board, and the Council of Presidents (Bylaw 3.10.6.5.3).

(4) The Synod Board of Directors may negotiate terms with the involved board of regents that are in the interest of the Synod and the general furtherance of its higher education mission (Bylaw 3.10.6.5.4).

(5) The action is approved by the Synod Board of Directors by its two-third vote and by one of the following by its two-thirds vote: either the board of regents of the institution being relocated, separated, or divested; or by the CUS Board of Directors.

(v) Along with one or more other boards of regents, be authorized to consolidate institutions, but only if such consolidation has been approved under the following procedure:

(1) The boards of regents of the consolidating schools present a detailed consolidation plan to the CUS Board of Directors and the Synod Board of Directors that is consistent with the requirements of the Bylaws for a Synod college or university, except that it may involve a consolidated board of regents deviating from the composition specified in Bylaw 3.10.6.2, provided that the ratio of elected to appointed regents is not decreased, that all members of the resulting board of regents are members of member congregations of the Synod, and that the plan is of no more than six years in duration in bringing the board of regents of the newly consolidated institution into compliance with Bylaw 3.10.6.2.

(2) The plan is approved by the Concordia University System Board of Directors and the Synod Board of Directors.

(3) The consolidated college or university is regarded as a Concordia University System college or university. (Bylaw 3.10.6.5.1)

(w) be authorized to consolidate a non-Synod school into the institution only if a detailed plan of consolidation consistent with the Synod's Constitution, Bylaws, and resolutions has been approved by the Synod Board of Directors by a two-thirds vote and the CUS Board of Directors by a two-thirds vote (Bylaw 3.10.6.5.2).

(x) upon request by a college or university that is not a Concordia University System institution to join the Concordia University System, recommend that the college or university join the Concordia University System, but only after the CUS Board of Directors has consulted with its Institution Advisory Council and the Concordia University System Board of Directors has, by a two-thirds vote, recommended that the college or university join the Concordia University System. The recommendation must be submitted either to a convention of the Synod (requiring

a majority vote) or the Synod Board of Directors (requiring a two-thirds vote) for membership in the CUS to be granted. Such recommendations and approval will be subject to all the requirements and privileges that apply to a CUS institution, including compliance with the Synod's Constitution, Bylaws, and resolutions, except that institution's initial composition of the board of regents may deviate from that specified in Bylaw 3.10.6.2. This exception must specify a definite plan of no more than six years' duration to bring the composition of the board of regents of the institution into compliance with Bylaw 3.10.6.2. Continued affirmation will be contingent upon execution of such plan (Bylaw 3.10.6.6).

2.6. Removal of a Board of Regents Member

The removal of a member of a board of regents, except for persons subject to Bylaw sections 2.15 and 2.16, shall be as follows (Bylaw 1.5.7.1) if Concordia University System (CUS) college or university board of regents is presented with a written notice from the CUS Board of Directors detailing the basis for cause for removal of a member of the board of regents pursuant to Bylaw 1.5.7 (2), (8), or (9), the written notice to be handled as follows (Bylaw 1.5.7.1 [f]):

- (1) The CUS Board of Directors shall give notice to the Board of Regents and as otherwise required under Bylaw 1.5.7.1 (a).
- (2) The board of regents shall schedule and hold a special meeting as required under Bylaw 1.5.7.1 (a) and (b) and consider a recommendation for removal under Bylaw 1.5.7.1 (c) (1).
- (3) If the board of regents fails to take action or declines to recommend removal under Bylaw 1.5.7.1 (c) (1) within 90 days of receiving the written notice, the CUS Board of Directors may present the written notice to the Presidium of the Synod.
- (4) The Presidium, without participation of the First Vice-President of the Synod, shall make an initial determination as to whether the written Notice presents sufficient grounds for removal of a member of a board of regents under Bylaw 1.5.7 (2), (8), or (9).
- (5) If the Praesidium determines, by majority vote, that the written notice presents sufficient grounds for removal, the Praesidium shall appoint a three-person panel consisting of the First Vice-President of Synod, a member of the Council of Presidents appoint by the Council of Presidents, and an additional member who is a member of the Council of Presidents who shall be appointed by the First Vice-President and the member of the Council of Presidents who was appointed by the Council of Presidents.
- (6) This panel shall consider the written notice and evidence submitted by the CUS Board of Directors and the board of regents member, and make a determination as to whether there is sufficient grounds for removal of the board of regents member under Bylaw 1.5.7 (2), (8), or (9).
- (7) If a majority of the panel concludes that sufficient grounds exist, it shall make a recommendation to the Synod's Board of Directors. This recommendation shall be considered and acted upon under Bylaw 1.5.7.1 (c) (2).

(8) If the CUS Board of Directors presents written notice stating cause for removal of more than one member of the board of regents, each written notice shall be handled separately, although if a panel is appointed can be considered by the same panel.

3.0. Concordia College and University Presidents

After significant input from boards of regents over the years, the 2019 Synod convention already made significant changes to the presidential selection process. The 2023 convention simplified and updated applicable bylaws to emphasize the essential role of the president as the spiritual head of the university and to put new mechanisms in place for the Synod to carry out his responsibility and accountability through his board of regents to the Concordia University System and the Synod.

3.1. Concordia University System College and University Presidents

The president of each college and university shall, as his foremost duty, serve as the spiritual, academic, and administrative head of the institution (Bylaw 3.10.6.8).

3.1.1. Review of Presidential Effectiveness

In addition to his foremost duty as the spiritual, academic, and administrative head of the institution and to the customary executive management exercised by a college or university president, he shall carry out the following additional responsibilities (Bylaw 3.10.6.8):

- (a) He shall represent the institution in its relations to the Synod and its officers and boards (Bylaw 3.10.6.8 [a]).
- (b) He shall supervise, direct, and administer the affairs of the institution and all its departments, pursuant to the Constitution, Bylaws, and resolutions of the Synod and the policies of its Board of Directors, and the policies of the Board of Regents.
- (c) He shall bring to the attention of the board of regents matters that require consideration or decision and make pertinent recommendations.
- (d) He shall be the academic head of the faculty and be an *ex officio* member of all standing committees of the faculty and its colleges and departments.
- (e) He shall periodically visit or cause to be visited the classes of professors and instructors, ensure ongoing development and training of professors and instructors, and secure conformity in teaching efficiency and subject matter to the standards and policies prescribed by the board of regents in pursuit of the Lutheran Identity and Mission Outcomes Standards and to the doctrine and practice of the Synod (Bylaw 3.10.6.8 [e]).
- (f) He shall be responsible for the provision of spiritual care and nurture for, and, to the extent possible through each mode of instruction, the spiritual formation of, every student, and shall in general exercise such Christian discipline, instruction, and supervision as may be expected at a Lutheran educational institution (Bylaw 3.10.6.8 [f]).
- (g) He shall diligently manage the institution subject to, and effectively support the exercise of, the governance of the institution by the board of regents, consistent with the expectations of Bylaw 3.10.6.1 (Bylaw 3.10.6.8 [g]).

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- (h) He shall be responsible for the employment, direction, and supervision of all employees of the institution (Bylaw 3.10.6.8 [h]).
- (i) He shall be responsible for the business management of the school and for the proper operation and maintenance of grounds, buildings, and equipment (Bylaw 3.10.6.8 [i]).
- (j) He shall make periodic and special financial reports to the board of regents (Bylaw 3.10.6.8 [j]).
- (k) He shall represent the institution on the Concordia University System Institution Advisory Council (Bylaw 3.10.6.8 [k]).
- (l) He shall be responsible for sending all official board of regents' agendas (including items that were distributed during meetings) to the CUS Office immediately following meetings.
- (m) He shall be responsible for sending the minutes of all board of regents meetings to the CUS Office as soon as they are available.
- (n) Pursuant to Bylaw 3.10.6.8.1 (a), he shall relinquish academic tenure upon assumption of the presidency and during the time of presidential service.

3.1.2. CUS College and University Presidents' Terms of Office

The president of each college or university of the Synod shall serve a five-year renewable term under the terms set forth under Bylaw 3.10.6.8.1 (c), beginning with the date of his assumption of his responsibilities as president.

3.1.2.1. Formal Review of Institution President Effectiveness and Confession

The following process shall govern the evaluation by the board of regents of its president's effectiveness based on mutually agreed upon goals and priorities (Bylaw: 3.10.6.8.3). The president, in his service as spiritual head of the college or university, shall be ecclesiastically reviewed by the Concordia University System (Bylaw 3.10.6.8.3).

- (a) The president and board of regents shall develop mutually agreed upon institutional goals and priorities that give direction to the individual as he carries out the duties of the office of the presidency. The board of regents shall annually evaluate presidential effectiveness based on these goals and priorities (Bylaw 3.10.6.8.1 [b]).
- (b) Nine months prior to the end of each five-year term, the board of regents shall annually evaluate presidential effectiveness in the current term of office, evaluating his leadership, both of the administration of the institution and of the institution's advancement of the Synod's confession and pursuit of the Synod's mission objectives. Upon completion of the review and using a ballot containing only the current president's name, the board of regents shall vote, the majority action of the board of regents being required to extend the president's term for an additional five years.

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(1) In addition to considering the evaluation report, the board of regents shall as part of its review consult with the President of the Synod and the chairman of the CUS Board of Directors.

(2) The regents may consult with other boards, commissions, and councils of the Synod as they deem wise (Bylaw 3.10.6.8.1 [c]).

(c) The Concordia University System Board of Directors may call up for formal review any action or inaction of the president that, in its view, may be in violation of the doctrine or practice of the Synod (Constitution Art. II) or to have caused the institution to be not in good standing with the Synod (Bylaw 3.6.6.4.1 [e]. Such review may be requested of the president himself or of the president and the respective board of regents (Bylaw 3.10.6.8.3 [a]).

(d) Should the action or inaction prove, to the satisfaction of the Concordia University System Board of Directors and with the concurrence of the President of the Synod, to violate the doctrine and practice of the Synod (Constitution Art. II) or to have caused the institution to be not in good standing with the Synod (Bylaw 3.6.6.4.1 [e], the Concordia University System Board of Directors and President of the Synod shall admonish the president to take appropriate action consistent with the doctrine and practice of the Synod (Constitution Art. II), and shall invite the respective board of regents and the district president thereon to join in said admonishment (Bylaw 3.10.6.8.3 [b]).

(e) Should repeated action prove futile, the Concordia University System Board of Directors may, by an affirmative vote of two-thirds of its current members, resolve that the president is unfit to serve as spiritual head of the college or university and so inform the respective board of regents, which shall remove him from office forthwith (Bylaw 3.10.6.8.3 [c]).

3.1.2.2 Selection of College/University Presidents

In the event that a president's term is not renewed or is vacated mid-term, the office of the president of the college or university shall be considered vacant as of last day of employment or the end of the term of the incumbents (Bylaw 3.10.6.8.1 [d]; 3.10.6.8.3 [c]).

(a) A president who is on a roster of the Synod is under the ecclesiastical supervision of the Synod. In the event a member is removed from membership in the Synod pursuant to procedure established in these Bylaws, then that member is also considered removed from the position held and shall be terminated forthwith by the board of regents (Bylaw 3.10.6.8.1 [e]).

(b) A president who is not on the roster of the Synod shall be a member of a member congregation of the Synod. He shall be subject to ecclesiastical supervision as to doctrine, life, and administration of office, by the respective geographic district president. He shall, for actions contrary to the confession of Constitution Article II or persistence in offensive

conduct, after previous futile admonition, be subject to the process of Bylaw section 2.14 as if he were a member of the Synod. Should he be suspended and not contest the suspension, or the suspension be upheld by a hearing panel and/or final hearing panel, he shall be considered removed from the position held and shall be terminated forthwith by the board of regents.

3.1.2.3 Selection of a College or University President

The following process shall govern the selection of a college/university president (Bylaw 3.10.6.8.2).

- (a) When a board of regents becomes aware of an impending vacancy in the office of the presidency, it is the responsibility of the board of regents to assure that the transition period and the presidential election conform to Bylaw 3.10.6.8.2.
- (b) A pending election for the office of the presidency at an institution poses the need for a detailed analysis of the condition of the institution. The CUS Board stipulates that a transition review report be prepared during the initial period of the election process. The report will enable the participants in the election process and the candidates selected for interview to make informed decisions.
- (c) A transition review team consisting of CUS staff and at least three other persons with appropriate expertise, approved by the CUS Board, shall conduct a transition review. The review should consider matters of finance, management, facilities, academics, spiritual life, and morale.
- (d) The transition review team shall review documented information in the areas of fiscal matters, enrollment data and trends, human resource concerns, and facility maintenance and utilization based upon a minimum of three years of operations.
- (e) The transition review team shall visit the institution for at least two days and converse with administrators, faculty, and students to gain a sense of the condition of the institution and its operation.
- (f) The CUS Office shall provide a report on the state of the campus to the CUS Board, the search committee, the board of regents, the candidates, the Council of Presidents, and the LCMS Board of Directors.
- (g) The CUS Office shall pay the travel costs for the review team, and the institution shall pay for all other expenses (hotel, meals, etc.).
- (h) When a vacancy or an impending vacancy in the office of president is known, the board of regents shall inform the campus constituencies, the Board of Directors of Concordia University System, the President of the Synod, an official periodical of the Synod, and other parties as appropriate.

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(i) The board of regents shall initiate a transition review of the campus, which shall include consultation with Concordia University System on the basis of the Lutheran Identity and Mission Outcomes Standards and the institution's most recent affirmation review. The review is to provide a report on the state of the campus for use by the search committee, the board of regents, and the candidates (Bylaw 3.10.6.8.2 [a] [1]).

(j) The board of regents shall, on the basis of the above consultation, compose and, with the concurrence of CUS, publish a request for nominations for the position of president.

(k) If a vacancy in a presidency occurs, the board of regents shall appoint an interim president, who shall meet the qualifications established for the office of president. He shall bear the title "interim president" and may not serve more than eighteen months without the concurrence of the President of the Synod. Such interim appointee shall be ineligible to serve on a permanent basis without the concurrence of the President of the Synod (Bylaw 3.10.6.8.1).

3.1.2.4 Qualifications for the President of an LCMS College/University

The distinctive Lutheran character of higher education institutions is ensured to the church when leadership is faithful to the doctrinal and confessional statements of The Lutheran Church—Missouri Synod. To that end, the CUS believes that the following attributes are necessary for the president of an LCMS college or university:

- Active membership in good standing of a congregation of The Lutheran Church—Missouri Synod (preferably a minister of religion—ordained or commissioned)
- Ordinarily, an earned doctorate in an academic discipline
- Administrative experience, preferably in an academic institution
- Demonstrated positive leadership experience in church life
- Ability to fulfill published expectations of the position description

3.1.2.5 Presidential Employment Matters

Each board of regents shall maintain a position description for the office of president. The board of regents should review and update it annually.

Pursuant to LCMS Bylaw 3.10.6.8.1 (b), each board of regents shall annually conduct a performance review of the president. The established goals and objectives shall be the basis for the review.

Matters of employment of former presidents are left to the discretion of the board of regents.

If the board of regents grants a leave to a president during or after the term of active service, it shall be a full salary and benefits, and for no more than six months.

3.1.2.6 Presidential Vacancy and Transition Review

4. When a board of regents becomes aware of an impending vacancy in the office of the presidency, it is the responsibility of the board of regents to assure that the transition period and the presidential election conform to LCMS Bylaw 3.10.6.8.2. The CUS Office maintains a document that provides guidance to boards of regents regarding a wide range of vacancy and election matters.
5. A pending election for the office of the presidency at an institution poses the need for a detailed analysis of the condition of the institution. The CUS Board stipulates that a transition review report be prepared during the initial period of the election process. The report will enable the participants in the election process and the candidates selected for interview to make informed decisions.
6. A transition review team consisting of CUS staff and at least three other persons with appropriate expertise, approved by the CUS Board, shall conduct a transition review. The review should consider matters of finance, management, facilities, academics, spiritual life, and morale.
7. The transition review team shall review documented information in the areas of fiscal matters, enrollment data and trends, human resource concerns, and facility maintenance and utilization based upon a minimum of three years of operations.
8. The transition review team shall visit the institution for at least two days and converse with administrators, faculty, and students to gain a sense of the condition of the institution and its operation.
9. The CUS Office shall provide a report on the state of the campus to the CUS Board, the search committee, the board of regents, the candidates, the Council of Presidents, and the LCMS Board of Directors.
10. The CUS Office shall pay the travel costs for the review team, and the institution shall pay for all other expenses (hotel, meals, etc.).

4.0. Institutional Planning and Review

Each board of regents shall establish and maintain a review cycle for the evaluation of all major functions and policies of the institution.

4.1 Periodic Institution Visitations

The CUS Board of Directors charges the CUS staff with the responsibility to make periodic visits to each institution to monitor implementation of the Quality Standards outlined in Section 1 of this manual. The visitation described in this policy coincides with scheduled CUS Board meetings at the institutions.

1. The visit is not a comprehensive visit that examines all activities in detail. The purpose of the visit is to give the CUS staff an opportunity to provide the institution's administration with a frank and collegial assessment that includes recommendations for improvements.

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2. The focus of the visit and report will be upon the continued health of the institution. The visit and report will not emphasize detailed reviews of the operations, except in areas where particular problems are evident.
3. The CUS staff and the institution's president plan and conduct the visit in a collegial manner. The joint planning includes preparation of a schedule of interviews and meetings.
4. The institution prepares informational reports in advance of the visit, as requested by CUS staff.
5. The CUS staff prepares the summary report promptly after the visit and sends it only to the school president, who will share it with the relevant entities.

4.2 CUS Board and Boards of Regents Joint Meetings

1. When the CUS Board holds a regular meeting at an institution, the CUS Board and the local board of regents meet in a joint session to facilitate mutual understanding and planning.
2. The chair of the local board of regents and the chair of the CUS Board should develop a list of topics in advance.
3. This is primarily an opportunity for the local board of regents to dialog with the CUS Board. The local board members may raise any subject they think is helpful.
4. It is the desire of the CUS Board to spend a significant amount of time discussing plans and goals for the institution. The meeting should avoid questions of detail that the administration could resolve privately.

5.0. Student Policies

5.1. Establishment of Policies

1. *Student Handbook*: Every institution shall maintain a *Student Handbook* that includes all that a student needs to know about standards of acceptable behavior, illustrations of unacceptable behavior and penalties, and a clear description of due process with an appeal process. The handbook must include a comprehensive policy statement regarding student life and behavior that is consistent with resolutions of the Synod defining the doctrine and practice of the Synod and that commits the institution to the principles of Christian discipline, an evangelical manner, and good order.
2. *Student Accounts*: Every institution shall publicize a clear description of all fees the school charges, the purposes of the fees, their due dates, and the penalty for late payment; refund policies for all fees, including due dates and handling charges; and how to appeal disputed items on the student's account. The institution must conform to consumer laws and accreditation standards.
3. *Harassment*: Every institution shall publicize policies regarding sexual, racial, ethnic, or religious harassment that include: clear definitions and illustrations of harassment; standards of conduct; due process with an appeal process; and a description of the consequences.

4. Substance Abuse: Every institution shall publicize policies regarding alcohol and drug use that include: standards of conduct; due process with an appeal process; and a description of the consequences.

5.2. Student Government and Finances

The institution's board of regents is responsible for the supervision and management of student affairs; of the finances and budgets of student organizations, ventures, and services; and of properties used or acquired by student enterprises and organizations. The board of regents shall review and approve policies governing each student organization and its enterprises.

6.0. Pre-Seminary Program Standard

Mission Statement

The mission of pre-seminary education is to prepare students for theological studies and pastoral formation at a seminary of The Lutheran Church—Missouri Synod. This preparation ordinarily encompasses biblical knowledge, biblical language competency, and understanding of Lutheran doctrine; competency in communication skills in reading, writing, speaking, and listening; skills in critical thinking and philosophical inquiry; acquisition of a global perspective; the understanding of and appreciation for the Lutheran ethos, identity, and ethic; and helping the student to perceive, proclaim, teach, and live out the centrality of the Gospel of Jesus Christ for the whole of life.

This mission of pre-seminary education is to be communicated in print by each college/university and printed in their catalogs. *(The seminaries are to print their endorsement of the mission in their catalogs in order to provide a clear understanding for the student of the path from college/university to seminary.)*

6.1. Communication

Vital to effective teamwork and a quality pre-seminary education flowing into seminary education are regular avenues of communication between colleges/universities and seminaries. For purposes of implementation there is the necessary communication and coordination of academic deans. To teach the courses, professors of theology are utilized. Regular communication of both faculty and administrators will bring both institutions and professionals to the common task of fulfilling the mission of pre-seminary education.

6.2. Location

Dedicated pre-seminary courses are offered through all of the CUS colleges/universities and the two seminaries, giving each institution the strengths of the pre-seminary program for recruitment and development purposes. Students who attend CUS schools but do not complete the pre-seminary curriculum and students who come from other schools and universities must successfully complete the dedicated pre-seminary education program. Therefore, the LCMS provides for pre-seminary education at ten locations throughout the United States.

6.3. Requirements

Pre-seminary education provides a basic or dedicated pre-seminary curriculum to coordinate with the seminary curriculum.

6.4. Personal Characteristics

Recognizing a diversity of gifts, backgrounds, and life experiences, the common foundation to prepare for seminary should include the following personal characteristics:

Spiritual formation

- Mature personal faith, formed and nurtured by the Means of Grace and focused on Christ as Savior.
- Demonstration of godly living and faithful participation in the corporate life of the church. Specifically, applicants should be communicant members of a congregation of the LCMS for a minimum of two years before any course work is taken on the seminary campus (including pre-seminary work done in residence). Basic understanding of Luther's Small Catechism is a part of the congregational involvement that is expected in connection with ecclesial readiness.
- Commitment to the distinctive biblical faith as articulated by the Lutheran Confessions and centered in the Gospel of Jesus Christ for the forgiveness of sins of the whole world.

Vocational awareness

- Recognition of the role of pastor as servant of Christ in the church through the Office of the Holy Ministry, that is, by means of the Word and Sacraments.
- Commitment to the mission task of "making disciples of all nations" by reaching lost people for Jesus Christ.
- Sense of personal calling to prepare one's self to be a candidate for a Divine Call into the Holy Ministry.
- Recognition of the biblical standards of life and conduct appropriate to the Office of the Holy Ministry (e.g., Pastoral Epistles [cf. "Ecclesiastical Standards"])
- Appropriate understanding of responsibility to one's family (support from spouse and children, if married; financial indebtedness).
- Commitment to a life of service to Christ and his church, grounded in humility as concerns one's self and in confidence as concerns the Word of God (desires to prepare for the Holy Ministry, leads a godly life, demonstrates love for God's people, desires to reach lost people for Jesus, etc.).

Vocational aptitude

- Awareness of the aims of the seminary as outlined in the *Academic Catalog*.
- Personal suitability (for example, as may be measured by some form of clinical assessment).
- Demonstration of inter-personal relationship skills (ability to get along with both genders and many types of people; ability to communicate with others, with no bias or prejudice on the basis of race, ethnicity, or gender; the practice of good personal health and hygiene).
- Commitment to a rigorous academic program as part of one's vocational and spiritual formation.
- Commitment to a rigorous personal growth and relationship program with components of leadership training, mentoring, self-reflection, and personal guidance.
- Awareness of the importance of mental and physical health (a sound mind in a sound body, etc.).
- Recognition that the seminary program of studies and life is part of one's preparation toward candidacy for the Office of the Holy Ministry, and does not in itself make one a pastor.
- Realization that the seminary curriculum has as its goal an "entrance-level" competency and is only a part of a lifetime of theological education and formation.

In summary, students must demonstrate these seven characteristics: a deep faith, a sense of call, leadership potential, communication and relationship skills, good health, academic quality with the ability to think critically, and moral character.

6.5. Academic Curriculum

Each CUS school offers a pre-seminary program. Students choose a course of study keeping in mind what the seminaries expect by way of prerequisites. Students entering the seminary curriculum should be prepared for graduate pastoral education. They should possess a bachelor's degree with a CGPA as specified by the seminaries. They should be able to think independently, to communicate effectively, and to do theological research relative to the needs of the pastoral ministry. They should be able to reason and to express themselves clearly and logically about concrete realities as well as abstract concepts. They should possess a general knowledge of past and present cultures, both within their own tradition and across cultural boundaries, through studies in the humanities and the natural and social sciences, as well as through their personal life experiences. They should have an understanding of history along with a perception of the human condition in order to apply the truths of biblical theology to a changing social environment throughout the world.

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- The dedicated pre-seminary curriculum commonly shared among CUS schools consists of courses in Old Testament, New Testament, Christian Doctrine, Greek, Hebrew, and Speech. The Concordia University System office and the Office of Pastoral Education have jointly established examinations in the following areas to measure entrance level competency: Old Testament Content, New Testament Content, Christian Doctrine, Greek, and Hebrew.
- A broad liberal arts curriculum is deemed the best collegiate preparation by the seminaries. Specifically, familiarity with the following areas is recommended: English Grammar, English Composition, Philosophy, History, Modern Language, Social Science, Natural Science, Psychology, Education, English Literature, Cultural Anthropology, Western Civilization, History and Culture of Non-Western Civilization, World Religions, History of Philosophy (history of ideas, thought), Philosophy of Religion, Introduction to Ethics.

6.6. Support

The seminaries support the CUS colleges/universities by making the requirements of the curriculum clear and communicating their preferences. The seminaries also prepare teachers competent to serve in the pre-seminary programs of the CUS colleges/universities. There is a sense of unity of purpose between the colleges/universities and the seminaries as they focus upon supporting the curricula of the seminaries and upon providing a classical-model pre-seminary education.

6.7. Advanced Standing

The seminary curricular requirements can be qualified due to competency. When a student enters the seminary with advanced competencies, the seminary will seek to advance the student. The seminaries are requested to offer avenues for students with demonstrated advanced competencies to test out of introductory requirements and to enter an “honors track.” This will give students with a superior mastery of the materials and objectives of pre-seminary education, both those completing a CUS pre-seminary education program and those obtaining pre-seminary education requisites in another manner, a challenging pastoral education program while at the seminary. The required number of hours for a Master of Divinity degree remains constant.

7.0. Church Professional Programs

7.1. Implementation and Discontinuance of Church Work Programs

The CUS Board of Directors has authority with respect to the implementation and/or discontinuance of programs preparing church workers (Bylaw 3.6.6.1 (b)).

7.2. Church Vocations Programs Certified by the Concordia University System

1. This policy applies only to programs certified by the CUS Board as leading to positions that *The Lutheran Annual* lists as ministers of religion—commissioned.
2. This policy applies to the pre-seminary program, but as a recommendation only. The seminaries establish seminary entrance requirements.

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3. General Characteristics: The following describe all church vocations programs certified at the national level.
 - Needed – The program must address a need experienced by a significant number of LCMS congregations and/or affiliated agencies, where a professional worker most appropriately meets the need by providing spiritual leadership or guidance.
 - Focused – The program must prepare a worker who meets a specific staffing need that congregations/agencies are willing to fill by employing professional workers.
 - Flexible – The program must be able to accommodate several emphases so that graduates can serve many situations well.
 - Viable – It must be possible for at least one CUS school to define and sustain this program in a manner that is of high quality and fiscally viable.
4. Specific Features: Institutions will implement certified church vocations programs consistent with the Concordia University System Church Work Program Standards, and present these requirements in their academic catalogs. For pre-seminary programs, these are recommendations.
 - Applicants pass an admission screening for entrance into the specific program.
 - Students ordinarily must complete at least 18 credit hours in religion/theology. The curriculum will include a significant treatment of the life of professional church workers in the Synod.
 - Students complete at least 100 hours of supervised and evaluated field experience in local congregations or appropriate situations.
 - Students participate in individualized professional growth opportunities, including preparation for professional service in the LCMS.
 - Students demonstrate theological, spiritual, and behavioral attributes that are in harmony with the Synod's expectations for its professional workers.
 - Students complete an evaluation of their readiness for professional church service at the end of the program.
 - Students receive placement assistance when they seek their first position.

7.3. Transfer Students

1. A student applying for admission to an educational institution of the Synod after previous attendance at another college/university of the Synod shall be admitted only after the admitting institution has received proper credentials, cumulative records, and a positive recommendation from the president of the college/university of the Synod which the student last attended.
2. Students applying for admission to an educational institution of the Synod after previous attendance at an LCMS-affiliated Canadian institution are to be admitted only as regulated by special agreements maintained for this purpose.

8.0. Simultaneous Enrollment Program

All CUS students are eligible to register for courses and events at other CUS institutions without additional matriculation, within applicable policies.

The three programs that are available are:

- Distance Learning Program: All CUS students can register for courses taught by other CUS institutions via distance education.
- Visiting Student Program: All CUS students can become resident students at other CUS institutions without additional matriculation.
- Travel Study Program: All CUS students can participate in travel/study events conducted by other CUS institutions.

8.1. Student Eligibility

1. Any student currently enrolled and in good standing at his/her home institution is eligible to apply for the simultaneous enrollment programs of the Concordia University System. Simultaneous enrollment is a privilege rather than a right. The home institution is responsible for establishing the qualifications of all applicants that it sends to a host institution.
2. Visiting students are to have completed one term at the home institution and have at least a sophomore standing, having at least a 2.00 cumulative GPA. They are limited to 2 semesters visiting other institutions.
3. Visiting students do not make application for admission to the host institution. Enrollment in summer or other special short academic sessions is not part of the CUS Simultaneous Enrollment Program.
4. Visiting students are to have completed one term at their home institution.

8.2. Initiating Participation

1. Each institution is to ensure that students have adequate information on the Simultaneous Enrollment Program. The office of the registrar or another appointed person at each institution shall make the following information available:
 - Academic catalogs from the Concordia University System institutions.
 - Current academic calendars, course schedules, and materials describing special programs and trips.
 - Simultaneous Enrollment Program application materials.
2. Any course offered at a cooperating Concordia University System institution may qualify for simultaneous enrollment (assuming proper prerequisite background), with the exception of courses that are unavailable because of specific institutional requirements.
3. Course work should be beneficial to the overall educational program worked out between the student and his/her advisor. If the coursework is to apply to a specific program, the student's

academic advisor must pre-approve it. Students should work closely with the home institution to determine if courses taken through the Simultaneous Enrollment Program will meet program requirements of the home institution.

8.3 Registrations, Grades, Records, and Policies

1. The process for Simultaneous Enrollment Program registration begins and ends at the student's home institution, where the registrar is responsible for sending out the registration to the institution where the student is studying and for recording the grades on the home transcript. Registrars will maintain a record of program enrollment for both incoming and outgoing students at their own institutions.
2. In all cases, the registrar at every institution, in consultation with the instructor, has the final authority to decide questions of admission to the course.
3. In courses commonly overloaded, instructors should be encouraged to make room for as many Simultaneous Enrollment students as possible. In the interest of fairness, institutions may adopt a first-come, first-served policy; others may try to reserve a few spaces for Simultaneous Enrollment Program students; and still others may subscribe to a ranking formula that gives preference to home majors and, in turn, to all seniors, Simultaneous Enrollment Program majors, juniors, and so forth.
4. Should the number of registrations rise or fall dramatically, or should imbalances pose a burden to any one institution, appropriate administrators will assess the situation and intervene with appropriate adjustments.
5. Changes in course registration must have the approval of the home institution and follow procedures of the host institution.
6. Grades are recorded on the home institution's official transcript and are calculated in the home institution grade point average. There may be situations where there is not a common system of grading and credits. In such cases, the home institution "translates" grades and credits from another institution into their own system. Students requesting a transcript do so from their home institutions.
7. The student is subject to the guidelines and policies established and administered by the host institution. In special problem situations, the home institution reserves the right to take additional action.

8.4 Fees and Financial Aid

1. The student pays tuition to the home institution, based on what the assessment would normally be if the student were taking the course from the home institution. Distance learning students also pay fees to their home institutions. The appropriate administrators will determine and expedite institutional fund transfers for expenses incurred through distance learning programs.
2. For students needing room and/or board arrangements, the host institution will provide information on the nature of services available along with the associated rates. The student will pay these charges to the host institution.

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3. Visiting and travel study students using other host institution services that carry special fees (including course fees) will pay such fees to the host institution.
4. Students will continue to receive federal, state, and institutional aid and other outside scholarships while participating in the Simultaneous Enrollment Program. The Simultaneous Enrollment Program course load is considered part of the student's total credit load at the home institution and as such is subject to home institution financial aid procedures.
5. If a student transfers to another institution, the financial aid package offered by the previous ("home") institution is no longer valid; the student must apply to the institution to which he/she is transferring.
6. Sending institutions shall provide a written statement to all Simultaneous Enrollment Program students regarding the implications of transferring to the receiving institution.

9.0. Institution Personnel, Training

9.1. Positions to be held by LCMS Lutherans

1. Only active members of LCMS congregations shall staff the top-level positions in the following areas: president, provost/academics, admissions, and student life.
2. A majority of all regular full-time faculty members, when possible, are to hold membership in a Lutheran congregation and sincerely intend to adhere to the doctrinal teachings of The Lutheran Church—Missouri Synod.

9.2. Initial Appointments of Theology Faculty

Regardless of where they have served or are currently serving, all persons proposed to become CUS regular full-time faculty in religion or theology shall receive prior approval before an institution employs them (LCMS Bylaw 3.10.6.9.2). Prior approval shall begin with the institution providing the CUS Office with a copy of the following three items:

- A cover letter from the institution's president that
 - verifies that the proposed theology faculty member is a rostered member of the Synod in good standing (or possesses comparable credentials to teach LCMS theology); and
 - verifies that the campus president and at least one regent have reviewed the Theology Faculty Information Form (TFIF) submitted by the candidate; and
 - verifies that at least one regent has interviewed the proposed theology faculty member with regard to his theology and suitability for this position.
- A TFIF that has been completed and signed by the proposed theology faculty member.
- Current resume for the proposed theology faculty member.

9.3. Prior Approval Process

1. The CUS President shall receive the request from the requesting institution, and after review and approval, submit the request for approval.

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2. Initial appointments shall require approval by a majority vote of the President of the Synod (or his designee), the chairman of the Council of Presidents (or his designee), and a member of the Concordia University System board selected by the chair (all three voters must be ordained), and shall include a thorough theological review. (See LCMS Bylaw 3.10.6.9.2 for additional details.)
3. Upon completion of action on the prior approval request, the CUS President shall convey the decision to the institution's president.

The current approved prior approval process and protocol document is available [here](#).

10.0. Establishment of Policies

1. Handbooks: Each institution shall maintain handbooks to administer policies for its board of regents, faculty, staff, and students. These handbooks and policies shall not deviate from federal or state laws, or from the standards of the accreditation agencies that oversee the institution.
2. Equal Opportunity: Every institution shall state publicly its policy on equal opportunity employment, including religious and gender exceptions that may apply to certain positions. Pursuant to IRS Procedure 75-50 and Form 5578, most of the institutions must annually publish a notice of non-discrimination. The wording of the notice and the actions required of each institution will be detailed in an annual letter from the CUS Office.
3. Harassment: Every institution shall publicize policies regarding sexual, racial, ethnic, or religious harassment that include clear definitions and illustrations of harassment; standards of conduct; due process with an appeal process; and a description of the consequences.
4. Substance Abuse: Every institution shall publicize policies regarding alcohol and drug use that include standards of conduct; due process with an appeal process; and a description of the consequences.
5. Intellectual Property: Every institution shall maintain a policy regarding intellectual property (ownership and use of materials developed by faculty and employees).

10.1. Faculty and Staff Orientation and Training

1. Each institution shall provide adequate orientation and training for all faculty and staff.
2. Each institution shall provide orientation and training for all adjunct and part-time instructors, with a means of regularly updating these instructors regarding new policies and standards.

10.2. Faculty Sabbaticals

1. The CUS Board believes that sabbaticals are an important feature of academic and institutional vitality and strongly encourages each institution to offer sabbaticals on a regular basis.
2. The CUS Board strongly discourages the practice of canceling sabbaticals for fiscal reasons. The board also discourages the practice of granting sabbaticals that do not include a credible academic project.

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3. Each institution's board of regents shall maintain a clear policy regarding faculty sabbaticals, including a policy regarding appropriate remuneration.

10.3. Adjunct Faculty

1. Each institution shall ensure that its core instructional and academic administrative functions are not excessively dependent upon part-time, visiting, or guest faculty.
2. Each institution shall enact appropriate programs of orientation and professional development for its part-time, visiting, guest, and adjunct faculty as needed.
3. Each institution shall clearly identify and document the administrative policies that relate to adjuncts.

10.4. Salary scales

1. Each board of regents shall establish salary scales based upon objective criteria such as job classifications, seniority, performance, and the like.
2. The institution administration shall make the salary scales and standards available to the employees in accordance with board of regents' policy.
3. The CUS Office will annually prepare a comparative analysis of salary levels, summarized by institution.

11.0 Academic Freedom

Higher Education Mission Statement

“The colleges, universities, and seminaries of The Lutheran Church—Missouri Synod exist to supply the higher education services needed to accomplish the mission of the church.

“Strongly committed to the Lutheran concept of vocation, synodical colleges and universities are liberal arts institutions which provide a Christ-centered spiritual and value-oriented environment for men and women who will be Christians in the church and in secular occupations.

“The objectives of the Synod include the recruitment and education of professional church workers. Therefore, central to the system of synodical higher education is the preparation of those who are called to serve through preaching, teaching and related vocations. Professional preparation for the pastoral ministry is the special assignment of the Synod's seminaries.”

“Statement of Mission and Purpose”
as adopted by the 1986 LCMS Convention

11.1. Freedoms and Opportunities

1. Much of value can be learned from the concepts of academic freedom that are commonly found in American culture. However, academic freedom and its related responsibilities as recognized and practiced in the Concordias have their fundamental basis in the Christian identity of our institutions of higher education.

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2. A Concordia campus views academic freedom and responsibility as an expression of the reality of the scriptural Lutheran faith. As agencies of The Lutheran Church—Missouri Synod, the Concordias express the confessional significance of believing in Christ and his Scriptures, teaching the scriptural Lutheran faith, and confessing the Gospel to the world.
3. A Concordia campus is a Christian community, characterized by a high awareness of the reality and importance of collegial relationships and commitments.
4. A Concordia campus values the centrality of a Lutheran understanding of Law, Gospel, and the forgiveness of Christ for all. This reality permeates classrooms, administrative work, and human relations among all campus constituencies.
5. A Concordia campus provides opportunities for faculty to integrate faith, life, and learning. This includes opportunities to address issues in our contemporary environment from the standpoint of informed Lutheran scholarship.
6. A Concordia campus values the individuality of each faculty member and respects the right of faculty to hold diverse opinions. The right of persons to retain the convictions of their faith and conscience is respected, but the institution has specific expectations regarding the presentation of doctrinal teachings.
7. A Concordia campus expects its faculty to exhibit a strong commitment to scholarship and the professional expectations of the various academic disciplines. The pursuit of knowledge through intellectual inquiry and research is highly valued as a mark of institutional excellence.
8. A Concordia campus respects the right and responsibility of faculty members to present the empirical and historical subject matter involved in their scholarly disciplines. Scholarly information related to the subject matter may be presented, provided the manner of presentation is within the parameters of the responsibilities and limitations listed below.

11.2. Responsibilities and Limitations

1. A Concordia faculty member may present and discuss concepts that conflict with Synod teachings, including historical information and the results of research in a faculty member's discipline. The corresponding responsibilities are that the faculty member presents the material in a manner that encourages constructive insights and enhanced understanding of the issues, and that he/she does not advocate a position contrary to that of the Synod and presents a fair and accurate description of the Synod's position.
2. A Concordia faculty member acknowledges that he/she functions within a community that has multiple dimensions (e.g., campus, congregations, The Lutheran Church—Missouri Synod, the church-at-large, society). As a responsible colleague, the faculty member has a clear awareness of the position of respect and responsibility that those communities confer upon faculty members and agrees to undergo catechesis as appropriate and necessary.
3. A Concordia faculty member acknowledges that in certain situations he/she will voluntarily limit his/her expression of opinions and convictions. Such limitations involve a professional and personal judgment regarding the appropriateness of the message to the

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audience, so that the mission of the institution and of the church is supported rather than hindered.

4. A Concordia faculty member affirms that expressions of academic freedom are primarily a matter of individual and professional responsibility.
5. A Concordia faculty member will ordinarily confine his/her teaching and counseling of the institution's students to his/her areas of professional expertise.
6. A Concordia faculty member, when engaged in publication and public presentation, will do so with the awareness that there is always a tacit association of the professor with the institution.
7. A Concordia faculty member acknowledges that he/she is serving an institution that is an entity owned and operated by The Lutheran Church—Missouri Synod, and that the Synod expects its mission, values, and teachings to be clearly taught and reflected in its institutions.
8. A Concordia faculty member will work peacefully under the Constitution, Bylaws, and policies of The Lutheran Church—Missouri Synod, its Concordia University System, and the institution.
9. A Concordia faculty member will not actively promote a doctrinal position that is in opposition to the doctrinal position of the LCMS. A Concordia faculty member accepts responsibility for becoming knowledgeable regarding the teachings of The Lutheran Church—Missouri Synod on the theological topics and issues related to his/her academic responsibilities.

11.3. Due Process

1. The fundamental purpose of due process regarding academic freedom responsibilities is to protect the academic freedom of the faculty member and to uphold the policies and positions of the institution. The attitude of all involved should be inclined to humility and forgiveness.
2. Each institution is responsible for maintaining clearly stated procedures for due process that include the process and policies described in the LCMS Bylaw 3.10.6.9.6.

11.4. Implementation

Written acceptance of the preceding “Responsibilities and Limitations” is required for all faculty members. This applies to new and renewal contracts as well as offers of regular appointment. Faculty with tenure or open-ended contracts shall sign the above “Responsibilities and Limitations” one time.

12.0. Campus Celebrations of Holy Communion

12.1 General Observations

It is not possible for the CUS Board to provide a detailed prescription for communion practice on the campuses. Some have an LCMS congregation on the premises led by a pastor; others do not. Some are within walking distance of an LCMS congregation; others are not. Some have Sunday worship; others have only weekday chapel.

12.2 Policy Statement

The campus president is the spiritual head of the institution (LCMS Bylaw 3.10.6.8) and is responsible for assuring that the responsible personnel make proper arrangements for celebrating communion. In addition to noting the Synod's official position on altar fellowship, the CUS Board directs our campuses to the counsel of the Commission on Theology and Church Relations [CTCR], particularly in its 1983 report "Theology and Practice of the Lord's Supper" and its 1999 report "Admission to the Lord's Supper."

1. If a college, university, or seminary chooses to celebrate communion on campus, it is the responsibility of the campus president to make appropriate arrangements. If there is no campus congregation, this includes securing (in consultation with the district president) the services of a host congregation and pastor who can provide spiritual care and exercise appropriate supervision. Where there is a campus pastor, the host congregation pastor and the campus pastor collaborate to share the spiritual responsibilities related to preparation of the recipients for communion.
2. "Congregations that serve as host shall faithfully follow the doctrine and practice of the Synod for the celebration of the Lord's Supper" (1995 LCMS Res. 3-12). This involves pastoral care in the areas of self-examination, admission, and proper instruction. It includes the position that "pastors and congregations of The Lutheran Church—Missouri Synod, except in situations of emergency and in special cases of pastoral care, commune individuals of only those synods which are now in fellowship with us" (1967 LCMS Res. 2-19; 1995 LCMS Res. 3-08). Such pastoral care is further delineated in 1986 LCMS Res. 3-08: "Resolved that pastors and congregations of the LCMS continue to abide by the practice of close communion, which includes the necessity of exercising responsible pastoral care in extraordinary situations and circumstances." 1995 LCMS Res. 3-08 states that "pastors and congregations of the LCMS ... beseech one another in love to remember that 'situations of emergency and special cases of pastoral care' or 'extraordinary situations or circumstances are, by their nature, relatively rare.'" Celebrants at communion services on our campuses shall exercise their pastoral care and practice accordingly.
3. The host congregation and its pastor become the providers of pastoral and spiritual care, and the host pastor in particular has both the responsibility and the authority to deal with specific pastoral care situations. The responsibility of the celebrant at a campus communion service includes the admission of communicants to the Lord's Table. "The celebration of the Lord's Supper shall ordinarily be conducted by the pastor(s) of the host congregation" (1995 LCMS Res. 3-12).

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Appendix A: Changes to this Document

February 2013

Deleted the entirety of section 14, “Risk Endowment Fund” – substitute statement inserted in Board Manual.

May 2017

Updated all bylaw references throughout the document to 2016 LCMS *Handbook* numbering.

Replaced Section 1.1 with Lutheran Identity Statement and Reporting Template.

Deleted Section 6.2 (committee no longer utilized) and renumbered the remainder of Chapter 6.

Revised Section 6.2 (Former 6.3) to reflect the current process.

Updated Section 8.3 to reflect current prior approval bylaws.

February 2024

The corporate structure of Concordia University System as a synodwide corporate entity was changed by the 2023 LCMS Convention with major changes to Bylaw sections 3.6.6–3.6.6.4.2 and 3.10.6–3.10.6.7, *et al.*, by the adoption of Resolutions 7-04B and 7-05A, thereby changing the overall function of CUS to one of theological oversight and coordination.

April 2026

Corrected typographical errors and references to current LCMS Bylaws numbering.
