

Policy Manual
Concordia Academy Executive Council
Concordia Academy Association of Schools

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1. POLICY ON COUNCIL MEMBERSHIP AND COUNCIL OFFICERS

Officers of the Council are in the service of the Council. As such they are bound by the wishes of the Council and by limits of Council authority. They may not act in place of the Council except as it specifically delegates.

Articles II and III of the Bylaws of the Association define the make-up of the Executive Council and procedures for appointments. Consideration shall be given to securing balanced representation when filling open Council positions.

CHAIR: The Chair will assure the integrity of Council process including the effectiveness of meetings and the Council's adherence to its own policies. The Council Chair accepts leadership of the Council but leaves the leadership of the school to the administrator. The Council Chair is not the administrator's supervisor. The succession of the Chair in cases of temporary absence of the Chair is the Chair Elect, and the Secretary.

The Chair will:

1. Lead all Council meetings
2. Confer with the school administrator to prepare Council agendas.
3. Act as an ex-officio member of all Council committees
4. Insure the completion of all Council work.
5. Routinely report to the appropriate Church boards and bodies.
6. Orient new Council members.
7. Speak for the Council.
8. Hold the school administration responsible for solving parent, faculty, staff, and student problems.
9. Provide spiritual leadership to the Council in the absence of a pastoral representative.

CHAIR ELECT: The Chair Elect will:

1. Take over the Chair's function when the Chair is not present.
2. Take on special assignments as delegated by the Chair.

SECRETARY: The Secretary will:

1. Keep and maintain minutes of all Council meetings and recording official Council actions.
2. Keep the Council policy manual up-to-date.
3. Insure the Council does not unknowingly overturn prior Council action.
4. Note any inconsistencies of Council actions.

TREASURER: The Treasurer will:

1. Be an individual who has formal training in finance and financial issues.
2. Serve as financial advisor to the CAO and Concordia Academy's finance manager in formulating the annual operating budget.
3. Monitor all Academy income and expense accounts, both restrictive and operating,
4. Give financial accounting reports to the Council each month and to the Delegates as needed.
5. Serve as liaison between Concordia Academy and Concordia Academy's investment managers.
6. Be responsible for an annual audit.
7. Serve as a member of the Endowment Committee

PASTORAL REPRESENTATIVE: The Pastoral Representative will:

1. Be an ordained minister in the Lutheran Church.
2. Provide spiritual counsel for members of the Executive Council.
3. Conduct opening and closing devotions as directed by the Chair for all Council and Delegate assemblies.
4. Strive to provide a Christ-centered climate and cultivate a spirit of ministry for all Council and Delegate meetings.
5. Serve as an ex-officio member of the Council

MEMBER(S) AT LARGE: The Member(s) at Large will:

1. Lead or serve on committees as directed by the Chair.

(Revised 3/12/2007)

2. POLICY ON COUNCIL RESPONSIBILITIES

The Council will emphasize strategic leadership more than administrative detail. We will make a clear distinction between Council and staff roles. We will emphasize the future rather than the past or present and work proactively rather than reactively. In this spirit we will do the following:

1. We will manage through purpose. The school's Mission Statement will be the Council's central organizing focus and thus the basis for all its functions and decisions. We will routinely review the Mission Statement and revise as necessary.
2. We will lead, not react, live in the past, or preside over the present. While we recognize our responsibility for the school's situation today, our greatest responsibility is ensuring the viability of the school for future generations. Therefore, we will systematically focus on planning for the future.
3. We will maintain an outward, not an inward focus. That is, we will be as or more concerned with the needs of the school's constituents, its stakeholders, and its market environment than with the internal issues of the school. We will consistently and systematically survey school parents and students to determine if we are meeting their needs and achieving our purpose.
4. We will govern the school and guide the actions of the school administrator and staff through policy. We recognize that we have neither the time nor the ability to control every action or decision of the school administrator or staff. Yet, we recognize that we are responsible for those decisions and actions. To deal with this ambiguity, we will establish policies that clearly delineate the decisions and actions the board will reserve for itself and those that the board will delegate to the administrator or staff. We will systematically monitor our administrator's performance.
5. We will maintain, through policy and procedure, responsible and appropriate relationships between the board and the churches, church staffs, school families, and school staff.
6. We will ensure that the school remains financially stable. We will never allow inadequate financial resources to jeopardize the school's purpose or its provision of quality programs, staff, or facilities. We bear the primary responsibility for attaining sufficient financial resources whether it be from the congregation, tuition, grants, fundraising, or gifts.
7. Assure that appropriate measures are established for the school, that appropriate targets are set, and that progress vs. these targets is monitored regularly.
8. We will be responsible for our own development as a Council in regards to the following:
 - How we will do our work?
 - How we will treat each other?
 - How we will make decisions?
 - How we will evaluate our performance?
9. In February of each year, the Council will conduct a performance appraisal of Council effectiveness.

(Revised 5/8/2006)

3. POLICY ON COUNCIL MEMBER RESPONSIBILITY

While we recognize that there is no perfect Council member, we also understand that setting expectations for Council member performance is important. Consequently, for the Council to operate effectively the ideal Council member will:

1. Come to every Council meeting, well prepared and ready to participate in all matters before the Council. Notify the Council chair in advance if not able to attend a meeting due to personal circumstances beyond their control.
2. Have respect for the confidentiality of Council meetings, leaving all communication to the Council chair.
3. Insist on seeing the long-range impact of short-range decisions.
4. Insist on seeing both “hard” data (numbers) and “soft” data (who’s in favor and who’s not; who benefits and who doesn’t) before making a decision.
5. The Executive Committee of the Council will conduct a performance appraisal each August of the CAO. There will be a mid-year update of the CAO performance appraisal conducted each February.
6. Support the administrator and staff and demonstrate that support within the school community.
7. Always ask about the appropriate level of Council activity, that is, whether the issue at hand in the Council’s responsibility or administrator and staff responsibility.
8. Accept that the administrator does not report to individual Council members but only to the Council as a group.
9. Accept that the relationship between the administrator and any Council member is collegial, not hierarchical.
10. Never impose a personal agenda on the school administrator at a Council meeting.
11. Abstain from entering into the day-to-day operation of the school.
12. Abstain from reprimanding staff.
13. Be responsible to the school as a whole; no member represents any constituency.
14. Understand that only the Council as a whole gives direction to the school or its administrator. Until the full Council in a properly constituted meeting decides an issue, no one – not even the Chair – can speak for the Council.
15. Guard against any conflict of interest. Members who are parents will take special care to separate the interests of the school from those of the child and family.
16. Be an advocate for the school and contribute to the advancement of the school by contributing wealth, wisdom, work and prayer.

(Revised 5/8/2006)

4. COUNCIL POLICY ON HANDLING COMPLAINTS

Although the Council has approved grievance procedures for faculty, staff, parents and students, these groups may by-pass the procedures and voice their complaints directly to Council members.

Council members should listen to the complaint, thank the person(s) for making them aware of the situation, and also assure the person that the situation will be addressed by the appropriate person within a reasonable time-frame. Then, notify both the Council chair and the CAO of the complaint. The Chair will hold the CAO responsible for addressing the problem and following Council approved grievance policies.

Except when required by law or when the CAO fails to address the problem, the Council will not sit as a "court of appeal" for parents, students, or staff regarding the actions of staff or administration. It is the responsibility of the administration to address and solve problems. In carrying out this responsibility, the Council will:

1. Never remind the person making the complaint that they are not following the Council's grievance policies. When people have a complaint, they do not want to hear about a policy; they want action.
2. Never attempt to deal with a specific school problem.
3. Never indicate to the person making the complaint how the Council member feels about the situation.
4. Never commit the Council, the administration, or any teacher to any particular solution concerning the complaint.

(Revised 6/12/2006)

5. POLICY ON COUNCIL COMMITTEES

Committees are to help the Council do its job, not to help the staff do its job. Committees will assist the Council chiefly by preparing policy alternatives and implications (what these recommendations will cost the budget, plant use, faculty and staff time, public relations, etc.) for Council deliberation.

1. Committees report to the Council.
2. The Council chair and the CAO, guided by the Council's strategic plan, set goals for each committee.
3. The CAO and the Council chair are members of all committees, though they may choose not to attend all meetings.
4. Each committee will have written charge, a schedule of reporting to the Council, or a deadline for reporting to the Council.
5. The Council will not impede its direct delegation to the CAO by requiring approval of a committee before a CAO action.

Committees may not:

1. Speak or act for the Council except when formally given such authority for specific and time-limited purposes.
2. Advise staff.
3. Exercise authority over staff. In keeping with the Council's focus on the future, committees will ordinarily have no direct dealings with current staff operations.

(Revised 6/12/2006)

6. POLICY ON AUXILIARY GROUPS

The Council recognizes the value and importance of school auxiliary groups such as parent-teacher organizations, booster clubs, and other groups and encourages their formation and existence. These groups may not:

1. Operate in the name of, in the stead of, or on behalf of the school, its parents, students, or faculty without approval of the CAO or designated official.
2. Operate outside of the policies and procedures of the school.

(Revised 6/12/2006)

7. Chief Administrative Officer

POSITION DESCRIPTION

Position Title: Chief Administrative Officer **Date:** August 14, 2006

Accountable To: The Chief Administrative Officer (CAO) is directly accountable to the Executive Council.

Primary Objectives of Position

- The CAO has the ultimate responsibility and authority in the St. Paul Lutheran High School Association (Association) under the Executive Council.
 - The CAO shall provide leadership for the Executive Council and the Board of Delegates by furnishing professional advice and information on such matters as school law, school finance, business management, public relations, student recruitment, financial resource development and long-range planning, and other matters as requested by the Executive Council and/or the Board of Delegates.
 - 3. The CAO shall serve as executive officer of the Executive Council and shall be charged with the responsibility of implementing the policies of the Executive Council in the areas of the CAO's responsibilities.
 - 4. The CAO shall serve as the spiritual and educational head administrator for the Association.
 - 5. The CAO shall have the responsibility of representing the school to the Association's congregations and to the community at large and to provide each with an accurate and persistent orientation toward the goals and objectives of the school.
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Qualifications

1. Possess a personal relationship with Jesus Christ.
2. Be a member of the Lutheran Church-Missouri Synod.
3. Be eligible for a Divine Call or willing to go through colloquy.
4. Have a minimum of a Masters Degree in educational leadership, business, or some other related field.
5. Have an understanding of Lutheran secondary education.
6. Have a passion for the vision and mission of Concordia Academy-Bloomington and Concordia Academy-Roseville.
7. Be able to think strategically, and to develop short-, mid-, and long-term objectives.
8. Possess communication skills of the highest level in order to inspire and motivate a wide variety of groups of people.
9. Work as part of a team, leading, owning and sharing activities and goals.
10. Lead by example.
11. Desire to work within Lutheran Christian setting and display the associated life values.

Major Areas of Responsibility (include but not limited to)

1. Spiritual Leadership

The CAO will minister and provide ministry to students, staff, parents, and all who participate in the ministry of Concordia Academy.

1. The CAO will encourage the spirit of ministry among all who serve at Concordia Academy.
2. The CAO will maintain close contact with Association congregations.
3. The CAO will participate as a member of a Lutheran Church-Missouri Synod congregation, regularly attending worship and Holy Communion.

2. Executive Leadership

- The CAO will be responsible for the overall operations of the schools.
- The CAO will act as the chief executive of the Association accountable to and reporting to the Executive Council.
- The CAO will attend all meetings of the Board of Delegates and the Executive Council, and be ex-officio on all ad-hoc and standing committees.
- The CAO will keep the Executive Council informed about current needs and the anticipation of future concerns with the development of new or modifications to existing policies.
- The CAO will not be a voting member of the Executive Council or the Board of Delegates.
- The CAO will be an *ex officio* member of the Endowment Committee.

3. Resource Development

- The CAO will be responsible for the fiscal management of the school and the Association.
- The CAO will be responsible for the preparation and management of the annual budgets.
- The CAO will coordinate all capital initiatives of the Association.
- The CAO will supervise the management of an office of development.

4. Personnel

- The CAO will oversee all personnel policies and procedures regarding the contracting and Calling of teachers and other support staff.
- The CAO will define the areas of accountability, delegation of authority, and work relationships for all personnel.

5. Public Relations

The CAO will supervise an office of communication and public relations.

(Revised 8/14/2006)

8. POLICY ON CAO RESPONSIBILITIES

The CAO is responsible for:

1. Coordinating, directing, and overseeing all of the interrelationships and functions of the school, ensuring that all the parts of the school organization come together to achieve the school's purpose and to maintain its core value.
2. His/her behavior, contributions, compliance, and actions as well as the behavior, contributions, compliance and actions of the school staff and faculty.
3. Helping to identify and solve student, parent, staff, and Council problems.
4. Supplying the Council with the information it needs to do its job.

Consequently, the CAO is authorized to establish all further policies, make all decisions, take all actions, and develop all activities that are in agreement with the Council's policies. In doing so, the administrator may not:

1. Make any decision or take any action that violates, in any way or manner, the school's Mission Statement.
2. Perform, allow, or cause to be performed any act which is unlawful and/or insufficient to meet commonly accepted Christian, business, and professional ethics or the "prudent person" test.
3. Jeopardize the school's accreditation status.
4. Operate without a Council-approved operations manual that is known and available to school staff, faculty, parents, and students as appropriate.
5. Operate without a Council-approved job description.
6. Allow Council, school, staff, faculty, parent, or student problems to remain unsolved.
7. Allow the Council to operate without the information it needs to fulfill its responsibilities.
8. Present information to the Council in unnecessarily complex or lengthy form.
9. Present information that does not include external points of view – faculty, staff, students, parents, congregational members, experts, etc. – that are appropriate and needed for fully informed Council choices. The Council expects an extensive and consistent use of surveys.
10. Cause the Council to be unaware of relevant trends, school events, changes of any substance or changes of assumptions upon which any Council policy or action has previously been established.
11. Fail to submit the required monitoring information in a timely, accurate, and understandable fashion, directly addressing provisions of the Council's policies being monitored.
12. Violate any Council policies.
13. Violate any Council-approved policies in the administrator's operation manual.

The Council reserves the right to abrogate areas of the CAO's authority and responsibilities.

(Revised 8/14/2006)

9. POLICY ON MONITORING CAO PERFORMANCE

The Council will annually evaluate the performance of the Chief Administrative Officer. The purpose of this evaluation is to determine if board policies are being met and if the CAO is meeting the objectives outlined in the CAO job description.

To that end, each evaluation will focus on the following:

1. Did the CAO move the organization toward achievement of the vision outlined in the Strategic Plan?
2. Were the mission, vision and core value communicated, maintained and strengthened under the CAO's leadership?
3. Did the CAO act in a fiscally responsible manner?

Evaluating will be done in two ways:

1. The gathering of appropriate information related to job performance from external sources such as: parent surveys, student surveys, faculty and staff surveys, achievement tests, District staff, or other external assessors.
2. Gathering preliminary input from individual Council members regarding the CAO's performance using a personnel questionnaire.

Information gathered from these sources will be incorporated into the formal performance review document. (format TBD)

The evaluation will take place annually in the month of February. The information gathered through the evaluation process will be confidential.

The results will be presented orally and in writing to the CAO by the Council chair. The chair will share with the Council a summary of the final evaluation.

The Council will allow a sufficient time frame for the CAO to demonstrate improvements if necessary.

The Council will provide the resources to assist the CAO in making improvements, changes or growth if necessary.

(Revised, 9/11/2006)

Chief Administrative Officer Evaluation Questionnaire

Please answer the following open-ended questions.

Keeping in mind the mission, vision and core value of Concordia Academy, what are the CAO's three greatest assets?

1.

2.

3.

What does the CAO typically do extremely well?

What does the CAO typically have difficulty with?

What are the CAO's major accomplishments over the past year?

What should the CAO work to improve in the next year?

What words of encouragement from Scripture would you give to the CAO?

10. POLICY ON ENROLLMENT MANAGEMENT

The school administration will be responsible for all decisions concerning recruitment and financial aid, as well as the enrollment, suspension, and expulsion of students. In doing so, the administration may not:

1. Enroll a student without a completed application, a parent/student interview, and the parent's consent.
2. Enroll a student without proof of age and immunizations, transcripts, and any other state required forms.
3. Enroll a student who does not meet state age requirements.
4. Enroll a student without determining if the school is capable of meeting the student's spiritual, physical, emotional, and academic needs.
5. Enroll a student whose parents are unable to pay the tuition or fees or cannot qualify for financial aid.
6. Enroll a student with spiritual, physical, emotional, or academic special needs without staff approval.
7. Suspend a student without notifying parents and teachers.
8. Expel a student without the prior approval of the chief administrative officer.
9. Violate the school's nondiscrimination policy.
10. Violate any school admission's policy.

(Revised 11/13/2006)

11. POLICY ON FACILITIES

The school's administration will be responsible for ensuring the school facilities are adequate for the school's program and meet all state and local safety, fire, and health requirements. In doing so, the administration may not:

1. Alter, in any way, any of the school's permanent structures and/or capital property without Council approval.
2. Add, in any way, to the school's permanent structure without Council approval.
3. Sell or give away any of the school's permanent structure without Council approval.
4. Purchase any capital property without Council approval.
5. Allow abuse or misuse of school assets. All school property will be inventoried annually. The inventory management system will ensure adequate safeguards to prevent loss, damage, or theft of property.
6. Allow the school to be in violation of any state or local safety, fire, or health requirements without informing the Council immediately.
7. Recommend for implementation of any curricular or extracurricular program or activity for which the school's facilities are not adequate.
8. Operate the school without routine and scheduled safety inspections.
9. Allow the school's property to be in disrepair or poorly maintained without notifying the Council.

12. POLICY ON PROGRAMMING

The Chief Administrative Officer through the Principal will be responsible for all decisions concerning the developing, planning, organizing, staffing, coordinating and evaluating all curricular and co-curricular programs and activities the school provides to its students. In doing so, the CAO may not:

1. Be in violation of any state laws and requirements relating to the establishment and maintenance of a private school.
2. Implement or remove any curricular or co-curricular program or activity without giving students and parents at least 30 days notice.
3. Implement any curricular or co-curricular program or activity that is inconsistent with our Mission Statement.
4. Implement any curricular or co-curricular program or activity without staff involvement.
5. Implement any curricular or co-curricular program or activity without staff training and support.
6. Institute any curricular or co-curricular program or activity that violates state law.

13. CRISIS INTERVENTION POLICY

The Chief Administrative Officer, through the Principal, will develop and maintain a Crisis Intervention Plan that outlines procedures for a variety of emergency or crisis situations. The plan will be reviewed and revised annually by the administration and will be distributed to all staff members as well as local law enforcement agencies.

See Appendix for complete Crisis Intervention Plan.

14. POLICY ON NONDISCRIMINATION

Concordia Academy admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students of the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. In administering this policy, the school administration will:

1. Publish the policy each school year in a publication likely to be read by prospective students and their families in accordance with Internal Revenue Procedure 75-50.
2. Include the policy in all brochures, handbooks, and catalogs published by the school.
3. Include the notice - "Concordia Academy admits students of any race, color, and national or ethnic origin" - in any written advertising published by the school.

15. POLICY FOR ACADEMIC TUITION REIMBURSEMENT

In a concerted effort to attract and retain qualified staff, Concordia Academy will reimburse 100% of the cost of approved graduate level tuition. Registration, application fees, books, other required fees, supplies, parking, gasoline or other items are excluded and become the responsibility of the employee.

To be eligible, the teaching staff must be a called worker; have a minimum of two years of teaching and be seeking a degree program in the worker's instructional area, or in an area of future benefit to the school.

This policy may apply to other staff seeking similar graduate level status or other approved professional certification.

The following conditions apply:

1. The employee is enrolled in approved degreed program at an accredited college or university; the employee must receive approval before any reimbursable costs are incurred.
2. The employee completes each course with a grade of B or higher.
3. That the employee completes the degree program within a mutually agreed time frame.
4. That each request for payment will be submitted with final grade report for the course(s) seeking reimbursement.
5. That the employee agrees to remain at Concordia Academy for a prescribed period of time or will pay back to the school a percentage of the dollars given to the employee for the graduate credit.
e.g. If it takes an employee three (3) years to complete a Masters, the teacher will agree to remain at the school for three (3) years after the degree was conferred. If the teacher were to leave immediately upon receiving the degree, the teacher would reimburse the school 100% of the amount of reimbursed expenses; if the teacher were to leave two years after the degree was conferred, the teacher would reimburse the school 1/3 of the amount of the reimbursed expenses.
6. The acceptability and appropriateness of an educational course/program is determined by the value and utility of the course/program as it relates to the needs of Concordia Academy. Acceptable courses/programs are those which would improve an employee's contribution to Concordia Academy.
7. Any and all course-work considered for reimbursement must be approved in advance by the Principal in written form and presented to the CAO for consideration. Funding for non-degreed courses, workshops, and seminars may be considered on a funds available basis. All requests should be made in advance in writing to the Principal for consideration and to the CAO for approval.
8. Upon approval, the CAO, with the employee, will in writing formalize the agreement with regard to: nature of graduate program, academic institution, length of study, amount of reimbursement, and conditions for reimbursement.

(Revised 02/12/2007)

16. POLICY ON FINANCES

The CAO through the business office will be responsible for preparing and presenting a budget, for managing the budget, and for accounting for and collecting tuition and fees, in a manner that shall protect the short-term and long-range financial health of the school. In doing so, the CAO may not:

1. Present a budget that fails to contain enough detail to enable reasonably accurate projection of income and expenses, cash flow and subsequent audit trails.
2. Present a budget that expends more funds in any fiscal year than are conservatively projected to be available in that fiscal year.
3. Fail to present periodic reports comparing actual receipts and expenditures to the budget with timely explanations for material variances.
4. Settle debts other than in a timely manner.
5. Cause the school to incur indebtedness (other than trade payables incurred in the ordinary course of doing business) without Council approval.
6. Use advances from any Student Activities accounts without reporting to the Council.
7. Use restricted contributions for any purpose other than that required by the donor.
8. Operate without a Council-approved salary schedule.
9. Operate without a Council-approved tuition rate.
10. Allow expenditures to deviate materially from the Council approved budget.
11. Operate without a tuition collection procedure.
12. Operate without a delinquent tuition collection procedure and a quarter report to the Council on collection activities.
13. Under normal circumstances without cause, permit the re-enrollment of any student who has an outstanding tuition balance from the previous year(s) or under normal circumstances without cause:
 - a. Release report cards or transcripts of any student whose account is not current.
 - b. Allow any senior to participate in graduation exercises if the senior's account is not current.
14. Allow the business office to operate without an approved system of internal control standards.
15. Fail to manage the business office in such a manner that would comply with Generally Accepted Accounting Principles (GAAP).
16. Fail to present a plan to address deficiencies noted in the annual audit.
17. Fail to report to the Council any allegations of fraud or financial impropriety.
18. Operate without a Council-approved "whistle-blower" policy to protect employees or volunteers.
19. Violate any Council-approved financial policies.

(Revised 02/12/2007)

17. Concordia Academy Investment of Funds Policy

Scope

This investment policy applies to all transactions involving restricted or operational funds of Concordia Academy and all other types of investments owned by Concordia Academy. This policy does not include assets held as endowment, funds functioning as endowment, or similar assets.

Objectives

1. Safety. Safety of the principal is our main objective for these funds.
2. Liquidity. The cash flow of Concordia Academy is cyclical and fluctuates during the business year. It is our intention to maintain the liquidity of its restricted and operational funds to ensure prompt payment of our financial obligations.

Delegation of Authority

Management responsibility for the investment of funds is delegated to the Chief Administrative Officer of Concordia Academy. The CAO will make investment decisions which are consistent with the investment objectives and only in the financial instruments authorized. The CAO will discuss any prospective investment with the Treasurer of the Executive Council prior to making any financial investment. No other person may engage in an investment transaction except as delegated by the CAO of Concordia Academy.

Authorized Investment Instruments

Financial assets of Concordia Academy may be held in the following types of investments:

1. Checking accounts in federally insured banks
2. Certificates of deposit insured by the U.S. Government
3. Money market accounts in federally insured banks
4. Savings accounts in federally insured banks

18. The Concordia Academy Endowment Fund

(Constitution of the St. Paul Lutheran High School Association, Article V.)

The Concordia Academy Legacy Endowment Fund shall be established as a permanent fund of the Lutheran High School Association of St. Paul. The Endowment Fund shall be subject to the laws of the State of Minnesota, the Articles of Incorporation of the Lutheran High Association of St. Paul, the Constitution and By-laws of the association.

The Endowment Fund is created and exists in perpetuity, solely for the purposes of the school located at 2400 North Dale Street, Roseville, Minnesota, with its principal objectives being the promotion and development of growth, mission and vision of the school's ministry.

The Endowment Fund shall receive and hold all gifts made to The Endowment Fund from sources such as bequests, gift annuities, insurance policies, trusts, or other planned or deferred arrangements, as well as specific cash gifts, and to use them to further the growth, mission, vision and ministry of the school. **(January 19, 2006)**

(By-Laws of the St. Paul Lutheran High School Association, Article IX.)

ARTICLE IX. Concordia Academy Legacy Endowment Fund

1. The principal of The Endowment Fund shall not be expended, except in cases of extreme emergency determined jointly by The Endowment Fund Committee and the Executive Council. Such emergencies and their funding will be prominently included in the regular reporting of The Endowment Fund Committee. Principal is defined as the amount of the original gift.
2. It is anticipated that an annual distribution of funds will be made available to Concordia Academy, Roseville, Minnesota by the Endowment Fund Committee from the Endowment Fund. This distribution will be calculated as up to 5% of the average balance of the previous twelve quarters or however many quarters since the fund's inception, if less than three (3) years. The distribution of funds will only be made from the earned income of the Endowment Fund which includes interest, dividends and realized net gains.

Any portion of the annual, distributable funds not distributed in any given year will be retained in The Endowment Fund for expenditure in future years.

3. The Endowment Fund shall exist under the authority of The Executive Council of the school, which shall create an Endowment Fund Committee to administer the Endowment Fund.
 - The Endowment Fund Committee shall report directly to the Council.
 - There shall be no more than nine (9) and no fewer than five (5) members. In addition, Endowment Committee members shall include:
 1. The Treasurer of the LHSA (Permanent member)

2. The CAO of the LHSA (ex- officio) or his/her designee (non-voting)
3. The Development Director of the LHSA (ex-officio) (non-voting)

The Executive Council shall ratify the selection of the following officers: Chair, Vice Chair, and Secretary/Treasurer.

The Endowment Fund Committee members shall be appointed by the Executive Council for three (3) year terms, no more than three (3) members terms expiring in any given year, and may be re-elected.

Endowment Fund Committee members may not serve more than three full or partial consecutive terms. A former committee member may be reelected after a lapse of twelve (12) months following the completion of the third consecutive term.

In the event of a vacancy on the committee, The Concordia Academy Executive Council shall at its next regular meeting, upon the recommendation of the existing committee, appoint a member to fill the vacancy.

An Endowment Fund Committee member may be removed with cause by an affirmative vote of 2/3 (two-thirds) of the committee members present at a duly called meeting, provided that no less than five days and no more than 30 days notice is given for such meeting. Notice of the proposed removal of the member shall be given to each committee member. The action of the Endowment Fund committee shall be forwarded to the Executive Council for approval.

The Endowment Fund committee may establish subcommittees to assist in the management of the Endowment Fund with Executive Council approval.

No compensation shall be paid to any member of The Endowment Fund for services as a member of the committee.

4. The Endowment Fund Committee is empowered to act as follows:
 - a. Select, contract or terminate the fiscal agent(s) and direct the fiscal agent(s) as to management of the monies and custodial policy involving distribution, rebalancing and asset allocation of the Endowment Fund.
 - b. Develop and implement policies and procedures for the Endowment Fund upon approval from the Executive Council.
 - c. Accept and acknowledge un-restricted, un-designated gifts to The Endowment Fund, or other gifts as specified in the following paragraph.
 - d. Review any proposed gifts containing restrictions or designations that are to be placed in The Endowment Fund with regard to their compliance with the school's mission statement, the Endowment Fund mission statement, compliance with the Gift Acceptance Policy and the tax exempt status of the School. The recommendations of The Endowment Fund Committee to accept or decline a gift for inclusion in The Endowment Fund shall be reported to an appropriate meeting of The Executive Council.

- e. Invest the monies of The Endowment Fund in such a way as to achieve a reasonable growth of the fund while not incurring significant risk to the principal of the fund.
 - f. Maintain a record of all gifts to The Endowment Fund: the value, the donor, the date and the type of each gift, as well as any formal expression by the donor(s) of the use to which the gift might be designated.
 - g. Maintain a complete accounting of all investments as outlined in the policies, including distributions, expenses for activities, the principal of the fund, and income and earnings of the fund.
 - h. Report to the Executive Council quarterly on the current state of The Endowment Fund. The annual report should include a statement of any distributions made from The Endowment Fund, and of the amount of money currently available for distribution.
 - i. Promote the Endowment Fund frequently and consistently throughout the school, the Association members and the community. Costs for this activity may be charged to The Endowment Fund and paid out of current income.
5. The Endowment Fund Committee shall meet no less than annually to review current funding requests. The Endowment Fund Committee will at that time audit previous approved funding, review current requests and authorize distribution to the school. The action of the Endowment Fund Committee shall then be forwarded to the Executive Council for approval.
6. None of the monies of The Endowment Fund will be used to support the following:
- a. Attempts to influence legislation.
 - b. Political campaigns on behalf of any candidate for public office.
 - c. In any manner which may be contrary to the policies of the Executive Council and the policies of the Endowment Committee.
7. The Executive Council, in conjunction with the Endowment Committee, shall be jointly responsible for an annual certified audit of The Endowment Fund. The certified audit will be presented to and shall be reviewed by the Executive Council and the Endowment Fund Committee within sixty (60) days of completion of the audit.
8. The Concordia Academy Legacy Endowment Fund shall continue in existence and be used as hereinabove provided, so long as the school shall continue to exist. If the school should cease to exist, then the assets constituting the Endowment Fund shall become the property of the Lutheran High School Association of St. Paul or its successor. If no successor Association exists, then the Endowment Fund shall be distributed to the Minnesota South District of the Lutheran Church-Missouri Synod, stipulating said funds to be dedicated to K-12 Lutheran Education. In all events, the successor must qualify as a 501(c)(3) tax exempt organization under the Internal Revenue Code.

(January 19, 2006)

19. Concordia Academy Qualified Tuition Reduction Policy for Faculty and Staff

This document constitutes Concordia Academy's basic policy concerning a tuition reduction credit against the base tuition amount for students of faculty and staff. All of the provisions are subject to the conditions specified and are controlled by the definitions shown below. Any deviations from this policy must be approved by the Executive Council. This policy only is applicable to the student tuition and does not cover special fees such as yearbook, graduation, etc.

1. Base Tuition Credit

A base tuition credit of 50% of the base tuition amount will be granted for each eligible child for all eligible salaried employees at Concordia Academy. Association or non-association tuition charged to employees will be based on their membership in association churches.

2. Supplemental Tuition Credit

A supplemental credit of 5% of the basic tuition amount will be granted for each year of qualified service. This supplemental credit will be allowed for each eligible child for all eligible salaried employees of Concordia academy.

3. Special Rule for Part-Time Employees

The supplemental credit made available under Section (B) shown above will be allowed to part-time employees in the ratio of his/her average weekly hours scheduled by the employee during the school year over the average full-time weekly schedule. In other words, if an employee works 75% of a full-time schedule, they will be allowed the full basic tuition credit shown in Section (a) above and 75% of supplemental credit based upon years of qualified service.

4. Tuition Reduction

The qualified tuition reduction that an employee may qualify for will be determined after the basic tuition amount is reduced by the total of the combined basic and supplemental credits.

5. Definitions

- a. Base Tuition Amount – the tuition base established annually by vote of the Executive Council.
- b. Qualified Service – Salaried employment with any educational institution or congregation belonging to the Lutheran Church – Missouri Synod, or to synods united with the Lutheran Church – Missouri Synod.

- c. Eligible Child – An enrolled student who is a natural or adopted school age dependent child of a salaried employee of Concordia Academy.
- d. Eligible Salaried Employee – Employee who is compensated on a salary basis.
- e. Part-Time Employee – Employee who is paid on a salary basis and, at a minimum, works an average of 20 hours per week throughout the school year

(Revised 03/12/2007)

20. POLICY ON PERSONNEL

It is the obligation and will of Concordia Academy to receive its teachers and staff as servants of Jesus Christ. In doing so the Council through the CAO and the administration will:

- Love, honor, aid, and support them with faithful assistance and prayers.
- Review their skills of ministry and the skills of others in light of the school's needs in order mutually to redefine and re-articulate their ministerial responsibilities from time to time.
- Make appropriate arrangements for their continuing education as a professional person.
- Review staff salary and all allowances annually.

The CAO, in conjunction with the building principal, will be responsible for identifying, recruiting, calling, hiring, orienting, mentoring, supervising, resourcing, supporting, evaluating, and disciplining, faculty, staff, and volunteers. In doing so, the CAO, the building principal or a designate may not:

- Hire staff without a position description.
- Hire staff that is not funded in current operating budget unless otherwise authorized by the Council or CAO. Academic and all other qualifications must match skill set listed in position description.
- Treat staff unfairly, inequitably, or inhumanely.
- Impair the dignity, safety, and rights to ethical job-related dissent of staff and volunteers.
- Operate without a grievance procedure that ensures that employees will receive a fair internal hearing with procedural safeguards.
- Operate without an Employee Handbook, followed by a signed statement from each employee that the handbook has been received.
- Operate without a Council-approved whistleblower policy.
- Fail to offer benefits to all eligible salaried employees.
- Call or contract any staff without CAO approval.
- Use an untrained and/or unqualified volunteer.
- Leave staff unprepared for prompt action in case of an emergency or disaster.
- Offer and/or give staff compensation other than what is outlined by the school's salary schedule.
- Terminate staff without CAO approval.
- Issue an agreement for employment without an "at will" statement.
- Prohibit or prevent staff from attending Minnesota South District or Council approved in-service conference activities.
- Implement any personnel policies without seeking the judgment and counsel of the affected personnel.
- Operate without a process for celebrating staff employment anniversaries and appreciation celebrations.
- Operate without a review process that honestly, accurately, and candidly evaluates the professional behavior of staff. The system is to incorporate setting specific professional goals that are measurable and for which staff can be held accountable.
- Operate without a process for disciplining erring or incompetent staff.
- Violate any state or federal labor laws as they pertain to a church-related or non-profit institution.

- Violate any Council-approved personnel policies.

The following documentation is to be maintained in each employee's personnel file:

1. Application for employment or LEIF/PEIF
2. References
3. Agreement of Employment
4. Correspondence
5. Job certifications or credentials
6. Background check
7. I-9 (INS Form)
8. Copy of W-4 form; flex and housing allowance request
9. Documentation of First Aid/CPR
10. Evaluations
11. Record of Discipline

(Revised 03/12/2007)

21. POLICY FOR CALLING AND/OR CONTRACTING TEACHERS

Concordia Academy is committed to attracting the highest quality individuals. It is recognized that Concordia Academy is uniquely Lutheran and that one of the main responsibilities of the school is to provide the means and opportunities for the religious education and faith development of its students. We will only seek candidates who demonstrate a strong walk with the Lord and strong skills in teaching in their respective field(s). Teacher candidates should hold a Bachelor's Degree in Education in their respective field(s). For this reason the preference for calling and/or contracting teachers will be in the following order:

1. Be a Lutheran Church Missouri Synod (LCMS) trained teacher eligible for a Call.
2. Be an LCMS member/teacher willing to complete the colloquy program.
3. Teachers who are active members of another Lutheran congregation.
4. Teachers who have had successful experience teaching in a Lutheran school and are active members of another Christian congregation.
5. Teachers who are active members of a Christian congregation.
6. Teachers who are individually qualified in an area of needed expertise.

Faculty is selected from the widest pool of candidates possible. Concordia Academy may ask members of our congregations, school parents, staff and faculty, the District office, other professionals in District and Synod, and other appropriate people for candidates.

All Calls and contracts will be issued by the CAO unless so restricted by the Council.

(Revised 03/12/2007)

22. EMPLOYEE GRIEVANCE POLICY

If an employee feels aggrieved on account of any policy or action of the Council or the administration, the employee shall use the following procedure:

1. Contact the school administrator and set forth in writing the action or policy that is the basis for the grievance.
2. The administrator will be responsible for solving the problem.
3. If the grievance is not settled within a reasonable time – the employee and the administrator will mutually agree on the time frame – the employee shall contact the CAO. The CAO may either refer the matter back to the administrator or may set a meeting with the administrator, the employee and other appropriate parties.
4. Following the conference the CAO will communicate the decision in writing, together with supporting reasons, to all parties in interest.
5. The CAO's decision is the final step in the procedure.

In administering this policy:

9. An employee will never appear before the Council.
10. No reprisals of any kind will be taken by any party to this procedure against any party in interest, any witness, or any other participant in the procedure.
11. The procedure above is the sole and only course available to any aggrieved person.
12. All parties concerned will treat the grievance as confidential information.
13. All grievances will be processed as rapidly as possible.

Definitions:

- **Grievance:** any event or situation that affects the continued employment of the employee or any event or situation that affects the conditions our circumstances under which an employee works.
- **Employee:** this term includes any individual, contracted or called.
- **Party in Interest:** the person(s) making the claim and any person who might be required to take action, or against whom action might be taken in order to respond to the grievance.

(Revised 03/12/2007)

23. POLICY ON TERMINATION

While it is the will of Concordia Academy to support and retain its employees, termination may occur for the following reasons, but are not limited to:

- Insubordination including, but not limited to, refusal to do assigned work.
- Dishonesty.
- Drinking alcoholic beverages on the job, or reporting to work intoxicated.
- Use of controlled substances.
- Conviction of any crime involving moral turpitude.
- Conviction of a felony.
- Physical or mental condition that prevents performance of Call or contract.
- Repeated and continuing neglect of duties.
- Failure to comply with reasonable requirements for achieving professional improvement.
- Incompetence or inefficiency in the performance of duties.
- Discourteous, offensive, or abusive conduct or language toward other employees, students, parents, congregational members, or the public.
- Repeated and unexcused absence or tardiness.
- Abuse of any leave privileges.
- Willful or persistent violation of any Council and/or school policies and procedures.
- Doctrinal indiscretion.
- Engaging in immoral or unethical conduct, or any other conduct that may bring discredit upon the school, a colleague, or the Christian community.
- Necessary reduction of staff due to budget or financial constraints.
- Any other reason, not specified above, deemed sufficient by the Council.

Before an employee is terminated for any of the causes set forth in the preceding section, the employee shall:

- Be notified by Chief Administrative Officer – or its designated agent – in writing of the proposed action and the grounds for dismissal.
- Be advised of the employee's rights to respond to the notice of termination as outlined in the Employee Grievance Policy.

The Council will be informed of all terminations including assurance this policy was properly followed.

(Revised 03/12/2007)

24. POLICY FOR PROFESSIONAL GROWTH

The Council expects that the administrator and faculty of the school will grow in the skills and knowledge of their profession. The CAO through the building principal will require each teacher to maintain a program of personal and professional growth outlined in the Employee Handbook as it pertains to the teacher's respective teaching discipline(s).

The school will cover travel, registration, lodging, and meal costs for all full-time employees attending District and school-sponsored conferences and in-services. Faculty must have permission from the CAO or designate not to attend a District or school-sponsored conference or in-service.

(Revised 03/12/2007)

25. POLICY ON STUDENT LIFE

The CAO through the building administrators will be responsible for all decisions concerning the emotional, spiritual, physical, and educational well being of the students. In so doing, the administrators may not:

1. Do anything that jeopardizes the emotional, spiritual, physical or educational well being of any student or family member.
2. Treat students or their families unfairly, unequitably, or inhumanely or allow staff to do the same.
3. Operate the school without a grievance procedure that ensures that students and their families will receive a fair internal hearing with procedural safeguards.
4. Operate the school without discipline policies and procedure.
5. Use a teacher or volunteer that has not been trained in the school's discipline policies and procedures.
6. Use or allow any staff or volunteer to use any discipline procedures that are inconsistent with the school's Mission Statement, Vision Statement, Core Value, or that violates state law. Specifically, the following are prohibited:
 - corporal punishment
 - any procedure that inflicts unjustifiable physical pain or mental suffering
 - placing a student in any situation that would endanger the student
7. Force a student to confess a religious belief or allow any staff or volunteer to do the same.
8. Discriminate in any way against a student because of the student's beliefs or allow any staff or volunteer to do the same.
9. Allow students to participate in an curricular or co-curricular activities that may be dangerous without safety training and/or equipment.
10. Violate any published student policies.
11. Operate without a Parent/Student Handbook. The Parent/Student handbook will be:
 - Updated annually
 - Provided annually to all families with student(s) enrolled in the school.

26. POLICY ON PARENT/STUDENT GRIEVANCES

Definitions

- **Grievance:** any event or situation that affects the conditions or circumstances of a parent and/or student allegedly caused by misinterpretation or unfair application of established policies or regulations.
- **Parent and/or student:** this term may include a group of parents and/or students similarly affected by a grievance.
- **Party in Interest:** the person(s) making the claim and any person who might be required to take action, or against whom action might be taken, in order to resolve the problem.

If a student and/or the student's parents feel aggrieved on account of any policy of Concordia Academy, the aggrieved party shall use the following procedure:

1. Contact the Principal and set forth in writing the action or policy that is the basis for the grievance.
2. The Principal will be responsible for solving the problem.
3. The parent and the Principal will mutually agree on the time frame. If the grievance is not settled within a reasonable time, the parent shall contact the CAO. The CAO may either refer the matter back to the Principal or may set a meeting with the Principal, the parent and other appropriate parties.
4. Following this meeting, the CAO will communicate the decision in writing, together with supporting reasons, to all parties in interest.
5. The CAO's decision is the final step in the procedure.
6. The CAO will inform the Executive Council of any grievance about which a decision is issued.

In administering this policy:

1. A parent and/or student will never appear before the Council.
2. No reprisals of any kind will be taken by any member of the Concordia Academy staff against any party in interest, any witness, or any other participant in the procedure.
3. The procedure above is the sole and only course available to any aggrieved person.
4. All parties concerned will treat the grievance as confidential information.
5. All grievances will be processed as rapidly as possible.

27. DEATH AND BEREAVEMENT POLICY

In times of death of a member of the Concordia Academy community, the Executive Council, Administration, and Association congregations want to be sensitive to the needs of both the family involved as well as the greater Concordia Academy family.

In the event of such an occurrence, the Principal, in consultation with the Chief Administrative Officer, will determine the appropriate arrangements to allow a period of grieving. Such arrangements may or may not include canceling classes, closing the school, or early dismissal.

Some considerations in this decision might include:

1. The role of the individual in Concordia Academy. Normally when a student, faculty, or staff member dies, the school will be closed to allow grieving and attendance at visitation and the funeral.
2. The involvement of the individual in the affairs of Concordia Academy. When a parent of a student, a high profile individual, or a close relative of a faculty or staff member dies, the decision as to appropriate arrangements will be decided based on the needs of the Concordia family and the arrangements made by the deceased individual's family. If the visitation and funeral are at times that do not conflict with the normal operation of Concordia Academy, classes generally will not be canceled.
3. Extraordinary situations other than the above will be referred to the CAO.