



Concordia  
Seminary  
ST. LOUIS

# MINUTES OF THE BOARD OF REGENTS

CONCORDIA SEMINARY  
SAINT LOUIS, MISSOURI  
AUGUST 12-13, 2021

Thursday, August 12, 2021

**Board Members present:** Rev. Dr. Tyler Arnold, Dr. Paul Edmon, Mr. Paul Hegland, Rev. Bruce Keseman, Dr. John Lang, Rev. Peter Lange, Rev. W. Maximillian Mons, Mr. Bruce Paradis, Rev. Dr. Todd Peperkorn, Dr. Michael Staub, Mr. Mark Stern, Rev. Dr. John Wille.

**Board Members Absent:** None.

**Staff Present:** President Thomas Egger, Mr. Chad Cattoor, Mr. Michael Louis, Dr. Benjamin Haupt, Dr. Douglas Rutt.

**Guests Present:** Rev. Dr. Lee Hagan.

*Chairman Peperkorn called the meeting to order at 8:00 a.m. Dr. Wille and Mr. Louis were not present for this session.*

**Opening.** Chairman Peperkorn opened the meeting with Morning Prayer, the singing of a hymn “Lord, Enthroned in Heavenly Splendor”, and a devotion from Ephesians 4:17-5:2. Dr. Joel Biermann joined the meeting and presented on his graduate course, “Work and Art”. The board thanked Dr. Biermann for his energetic presentation.

**Minutes and Agenda.** After Dr. Biermann left the meeting, Chairman Peperkorn reviewed the regular session minutes from the May 20-21, 2021 meeting, the minutes from the July 20, 2021 special meeting, and the agenda.

Dr. Edmon moved that the Board approve the regular session minutes of the May 20-21 meeting; the motion [21-39] was seconded and carried.

Dr. Edmon moved that the Board approve the minutes of the July 20 special meeting; the motion [21-40] was seconded and carried.

Mr. Hegland moved to adopt the agenda as presented; the motion [21-41] was seconded and carried. Chairman Peperkorn reported that on July 19, 2021, he received a call to serve as Assistant Professor of Pastoral Ministry and Missions, and director of vicarage, at Concordia Theological Seminary in Fort

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Wayne, Indiana, which he accepted on July 22, 2021. His installation at CTSFW will be on September 7, 2021. Therefore, in light of Synod Bylaw 1.5.1.3, he will resign as chairman and as a member of the Board of Regents of Concordia Seminary, St. Louis, effective on August 31, 2021.

A motion to approve the Authorized Signers resolution [21-42] was seconded and carried without discussion as a consent agenda item.

**President's Report.** President Egger directed the board to his written report and led the board in discussion regarding his work from March through the present.

*The board recessed for Chapel at 9:27 a.m.*

*The board reconvened at 10:25 a.m.*

**President's Report, continued.** President Egger led the board in continued discussion regarding his report.

Mr. Hegland moved that the Board officially adopt the five goals presented by President Egger as the board's agreed-upon goals for Dr. Egger to accomplish during the next academic year. The motion [21-43] was seconded and carried.

The goals are:

1. Lead the Regents, faculty and staff, and Seminary constituency in articulating fresh mission and vision statements and a new four-year strategic plan;
2. Upgrade the M.Div. curriculum, particularly in the area of Bible and the biblical languages;
3. Implement practices that cultivate a sense of community and shared mission among students, faculty, and staff;
4. Develop a personal professional development plan, especially in the area of executive management and leadership, and devote time for participation in this; and
5. Honor family time, both in regular weekly rhythm and in larger blocks of time set aside for vacation.

President Egger asked Provost Rutt to discuss the grant application to the Lilly Endowment, "Partnership for Pastoral Formation: Setting Our Course for Future Church Leadership" recently submitted by the Seminary in partnership with Concordia Theological Seminary, copies of which have been provided to the Board. Dr. Rutt stated that the grant proposal focuses on areas in which the seminaries could collaborate, as well as recruitment and development initiatives. Discussion followed.

**Planning.** President Egger has provided Board members with a book, *Beyond Profession: The Next Future of Theological Education*, by Daniel O. Aleshire. Dr. Aleshire was the executive director of the Association of Theological Schools. The thesis of the book is that seminaries ought to "return... to their original role

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as places where a ‘deep, abiding, resilient, generative identity as Christian human beings’ is fostered, more than simply professional preparation. The Board discussed the concept of formation as it relates to residential seminary education.

*The board recessed for lunch at 12:01 p.m.*

*The board reconvened at 1:15 p.m.*

**Planning, continued.** President Egger has provided Board members with “The State of Pastors: How Today’s Faith Leaders are Navigating Life and Leadership in an Age of Complexity”, a Barna report. Chairman Peperkorn led the Board in a discussion of the report.

President Egger distributed initial notes reflecting on the current mission and vision statements of the Seminary, and questions for discussion to launch the process for potential revisions.

Dr. Wille suggested “Concordia Seminary exists to prepare pastors, missionaries, deaconesses, scholars and leaders for the LCMS for the proclamation of the Gospel and the administration of the Sacraments for Christ and for His world.”

It was noted that making tweaks to the existing mission statement could raise more questions and concerns than starting fresh. President Egger will continue the process to explore renewal of the mission and vision statements.

**Enrollment Committee.** Rev. Keseman directed the board to the written enrollment report and introduced Dr. Haupt. Dr. Haupt thanked Dr. Staub and Rev. Keseman for their volunteer service as recruiting representatives for the Seminary at two sessions of the Higher Things conference this summer. He then led a discussion of recruitment results and trends, and updated the board on the organization chart and proposed new hiring for admissions and enrollment staff.

**Finance Committee.** Mr. Cattoor distributed copies of the June 30, 2021 unaudited financial statements, which had previously been provided to the board in electronic form. The audit is now ongoing, and audited financials are expected to be ready for approval at the November meeting.

*The board recessed at 4:19 p.m.*

### **Friday, August 13, 2021**

**Board Members present:** Rev. Dr. Tyler Arnold, Dr. Paul Edmon, Mr. Paul Hegland, Rev. Bruce Keseman, Dr. John Lang, Rev. Peter Lange, Rev. W. Maximillian Mons, Mr. Bruce Paradis, Rev. Dr. Todd Peperkorn, Dr. Michael Staub, Mr. Mark Stern, Rev. Dr. John Wille.

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**Board Members Absent:** None.

**Staff Present:** President Thomas Egger, Dr. Benjamin Haupt, Dr. Douglas Rutt, Mr. Michael Louis.

**Guests Present:** Rev. Dr. Lee Hagan.

*Chairman Peperkorn called the meeting to order at 8:00 a.m.*

**Opening.** The meeting opened with the singing of a hymn “The Church’s One Foundation”, the reading of Jeremiah chapter 7, and a devotion by Dr. Edmon based upon a section of St. Augustine’s City of God. Dr. David Adams joined the meeting and presented on his scholarship interests including Biblical archaeology. The board thanked Dr. Adams for his in-depth presentation.

Mr. Stern moved to enter executive session without staff or guests present; the motion was seconded and carried.

*The board entered executive session at 9:17 a.m.*

[EXECUTIVE SESSION, including adoption of Action Items 21-44 through 21-46]

*The board exited executive session at 9:26 a.m.*

*The board recessed for Chapel at 9:26 a.m.*

*The board reconvened at 10:25 a.m. Dr. Peperkorn was not present for this session, and Rev. Mons chaired the meeting. Mr. Cattoor joined the meeting for this session.*

**Nominations.** Vice Chairman Mons announced his receipt of an email from Synod Secretary Dr. John Sias, advising the Board that upon the acceptance of Dr. Peperkorn’s resignation from the Board, the 60-day nominations window outlined in Bylaw 3.2.5 is now open. Dr. Peperkorn was elected by the Synod in convention in 2019. Accordingly, his board seat will be filled by the Synod Board of Directors in accordance with applicable bylaws. Nominations may be submitted by authorized persons (including the Board of Regents) under the applicable bylaws. Consistent with past practice, Rev. Mons announced that any Board member may submit nominations to Secretary Stern; the Secretary will then submit the list to the Secretary of Synod prior to the deadline, copying all Board members. After the Bylaw 3.2.5 committee completes its work and evaluates all nominees, the Synod Board of Directors will appoint an ordained member of Synod to fill the remainder of Dr. Peperkorn’s term expiring September 1, 2026.

**Planning, continued.** President Egger distributed notes relating to the completion of additional detail under the transitional strategic plan priorities adopted at the May 2021 meeting. These are:

**1. Faithfully Lutheran**

- a. Mission/Vision Updates
- b. Enhancement and Strengthening of Curriculum
- c. Global Seminary Outreach

**2. Resources to Foster Lifelong Maturation of the Faith**

- a. Centrality of Chapel Worship
- b. Useful and Accessible Faculty Publications
- c. Grow the Next Generation of Scholars

**3. Responsible Stewardship**

- a. Forward-Thinking Collaboration Throughout Synod
- b. Continued Implementation of Campus Master Plan
- c. Preparation of New Development Campaign in Conjunction with Launch of Next Strategic Plan

**4. Recruitment and the Student Experience**

- a. Enhancement of Residential and Faculty Facilities and Other Initiatives to Continue Building Community Life Together
- b. Rationalization of Routes to Ordination and Financial Aid
- c. Continuation of Recruitment and Student Financial Support Initiatives

Dr. Egger led the Board in a discussion of his descriptive outlines for the sub-points listed under strategies 1 and 2.

*The board recessed for lunch at 12:02 p.m.*

*The board reconvened at 12:45 p.m. Dr. Peperkorn was not present for the afternoon sessions, and Rev. Mons chaired the afternoon sessions. Mrs. Vicki Biggs joined the meeting for this session.*

**Advancement.** Mrs. Vicki Biggs, Senior Vice President for Seminary Advancement, joined the meeting and directed the Board to her written report. She summarized the results from fundraising activity for the recently concluded fiscal year. President Egger will be engaged in a variety of outreach activities to connect with Seminary donors as part of the leadership transition. Mr. Cattoor distributed copies of the budget summary prepared by the finance and development teams. The Board thanked Mrs. Biggs for her excellent work.

Dr. Edmon moved to enter executive session with staff and guests present; the motion was seconded and carried.

*The board entered executive session at 1:04 p.m.*

[EXECUTIVE SESSION]

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*The board exited executive session at 2:27 p.m.*

Rev. Keseman moved that the Board direct President Egger to draft a letter of thanks to Rev. Randy Asburry for his service as interim Dean of Chapel; the motion [21-47] was seconded and carried.

Mr. Hegland moved to enter executive session with President Egger present; the motion was seconded and carried.

*The board entered executive session at 2:41 p.m.*

[EXECUTIVE SESSION, including adoption of Action Items 21-48 through 21-49]

*The board exited executive session at 3:30 p.m.*

A motion to enter executive session without President Egger present was seconded and carried.

*The board entered executive session at 3:31 p.m.*

[EXECUTIVE SESSION]

*The board exited executive session at 3:40 p.m.*

Mr. Hegland moved to adjourn; the motion was seconded and carried by voice vote, and the Board adjourned at 3:41 p.m. with the benediction.

Respectfully submitted,

Mark O. Stern, Board Secretary