



CONCORDIA SEMINARY
SAINT LOUIS, MISSOURI

Thursday, July 31, 2025

Board Members present: Rev. Joel Brondos, Dr. Paul Edmon, Mr. Matthew Kenitzer, Rev. Bruce Keseman, Rev. Dr. Adam Koontz, Dr. John Lang, Rev. Peter Lange, Rev. Michael Mohr, Rev. W. Maximillian Mons, Mr. Bruce Paradis, Dr. Michael Staub, Mr. Mark Stern, Mr. Timothy Wood.

Board Members Absent: None.

Staff Present: President Thomas Egger, Provost Ronald Mudge, Mr. Michael Louis, Mr. Chad Cattoor, Mrs. Vicki Biggs.

Chairman Mons called the meeting to order at 1:15 p.m.

Minutes and Agenda

MOTION: Dr. Edmon moved to approve the minutes from the May 15-16, 2025 meeting; the motion [25-39] was seconded and carried.

MOTION: Dr. Edmon moved to adopt the agenda as presented; the motion [25-40] was seconded and carried.

President's Report. President Egger directed the Board to his written report. He noted possible changes to the structure of senior administrative staff (no personnel changes) are being contemplated. He will bring a proposal through the Governance & Audit Committee at the November 2025 meeting. Additional staffing changes have been made in the area of campus hospitality. Rev. Mark Barz has arrived as the new campus chaplain and will start on August 14, succeeding Rev. Dan Gilbert. Rev. Timothy Schaar will start tomorrow as director of placement.

Going forward, Dr. Egger will forward copies of CCM and CTCR requests for feedback to the Board for information purposes. An action item on this topic is being brought to this meeting. Conversations continue with respect to the “paraseminaries”. Dr. Egger has had conversations with Dr. Jeff Kloha and Dr. Dennis Bielfeldt. Dr. Egger noted the departure of Rev. Kevin Robson as Chief Mission Officer, which will impact the work of the Pastoral Formation Committee of which the Chief Mission Officer is an *ex officio* member.

Presidential Goals. Rev. Mons directed the Board to the proposed presidential goals for 2025-2026. He noted that the Board has the responsibility to review the president annually based on agreed-upon goals. On behalf of the Governance & Audit Committee, Rev. Mons moved that the Board approve the above as our agreed-upon goals for the president's work in the 2025-2026 Academic Year:

1. Quality of Formation: Engage and oversee the doctrinal profession and instructional quality of our faculty and our adjunct instructors. Identify key prospective faculty for next five years and cultivate good relationships with them and their spouses.
2. Fundraising: Fully participate in the successful quiet phase of the new capital campaign. Actively engage with key donors. Convene and set clear, positive tone for campaign council, including an emphasis on securing the future of full-time, residential, confessional Lutheran pastoral formation.
3. Communication: Work with seminary communications, publications, and events to communicate a clear, consistent, and compelling vision for CSL to our constituencies.
4. Residential Advocacy: Make the case for full-time residential seminary preparation of pastors, participating in and impacting Synod-wide discussions in the lead-up to the 2026 LCMS Convention. Work to increase the overall percentage of residential students (MDiv & RAR) in our pastoral formation programs. Participate directly in student recruitment with the goal of another year of increased MDiv + RAR enrollment in fall 2026.

Discussion followed regarding the benefits of the residential formation program and our response to challenges to it. Dr. Edmon moved the previous question, which was seconded and carried. After discussion, the motion [25-41] carried.

Governance & Audit Committee. On behalf of the Governance & Audit Committee, Rev. Mons moved to update the Board Manual to add new Section 12.6, addressing Opinions of the Commission on Constitutional Matters and Commission on Theology and Church Relations. Discussion followed. The motion [25-42] carried.

On behalf of the Governance & Audit Committee, Rev. Mons moved that the Board of Regents appoint Dr. Gerhard Bode as a Eugene E. and Nell S. Fincke Graduate Professor of Theology. It was noted that Dr. Charles Arand continues to occupy a Fincke chair, but the funding allows a second appointment now that Dr. Arand has moved to reduced service. The motion [25-43] carried.

Board Manual Review: Dr. Staub led a discussion of the Board Manual, commencing with section 9, Academic Program Policies. It was noted that the Board of Regents reviews and oversees the curricula of the Seminary, although the development and execution of the same is the responsibility of the faculty; to date, the administration has not provided the Board with copies of course syllabi although several requests have been made by the members of the Academic Committee. It was agreed for the Academic Committee to resolve this issue with the administration. Discussion continued regarding the "Centers", their purpose, and the Board oversight of same.

Governance & Audit Committee, continued. Dr. Staub noted that Mr. Paradis and Dr. Lang will be concluding their appointed terms prior to the next regular meeting. Discussion followed regarding the timing and process for appointing new Board members. Rev. Brondos moved that the Governance & Audit Committee issue a call for nominations, in time to allow Board members to submit candidates for consideration and to vote to appoint one appointed Board position at the November 2025 meeting. Dr. Koontz moved the previous question; the motion was seconded and carried. The main motion [25-44] carried. Discussion followed regarding desired skill sets for potential Board members. Dr. Staub will circulate the nomination forms.

Rev. Mons moved to appoint Mr. Kenitzer as the new chairman of the Finance Committee; the motion was seconded and carried [25-45].

Strategic Plan Report. Dr. Egger directed the Board to the Strategic Plan update materials in the Board packet. He noted that some timelines have been pushed back due to staffing changes. Discussion followed, including with respect to recruitment and enrollment. It was reported that after consultation with the OIM and LCMS Ministry to the Armed Forces, the requested total enrollment targets between both seminaries are 110 residential pastoral students and 10-15 residential deaconess students per year. Further, the LCMS reports that it needs 58 additional missionaries and 100 additional military chaplains.

Storm Damage Report. Mr. Cattoor updated the Board on storm damage from the May 16, 2025 tornado. Dr. Edmon moved that the Board thank LERT (Lutheran Early Response Teams) for their tireless work in cleaning up the campus storm damage, and for the Board Chairman to transmit these thanks; the motion was seconded [25-46] and carried. The Seminary is evaluating options to recover costs including insurance proceeds, LCMS Disaster Response, and FEMA assistance. The City of Clayton will also reimburse parking lot damage from use as a staging area for tree processing. Campus grounds work will likely continue through June 2026, with LERT continuing its support. Roof repairs also continue.

Finance Committee. Mr. Cattoor directed the Board to the FY 2025-2026 Budget Summary document. Mr. Wood requested that the Budget Summary be posted on the Seminary web site; the administration will handle. The Board thanked Mr. Cattoor for his and his staff's diligent work.

Advancement. Mrs. Vicki Biggs directed the Board to the Advancement Report. We had a very large increase in giving over last year, which was itself a record year. The single largest gift was from a foundation in the amount of \$7.5 million for student support. We are at \$70 million of the \$250 million campaign goal. We will enter the public phase of the campaign when we reach 60%. She also presented the new "Building for Community / The Campus Plan for Concordia Seminary" brochure. The campaign cabinet is still being assembled, but is almost complete.

Campus Master Plan. The Board welcomed Mr. Martin Hague to the meeting. Mr. Louis reported that we are nearly ready to break ground, but will ask for a one year extension of the conditional use permit to allow some additional planning time. We should be able to start construction by year end, with formal groundbreaking on Call Day 2026. Mr. Hague then explained the integrated project delivery concept. Extensive discussion followed. It was noted that this pertains only to housing development and not the western acreage.

On behalf of the Finance Committee, Mr. Kenitzer moved that the Board of Regents direct the Seminary administration to enter into a Letter of Intent with Wright Construction Service for the Construction of Phase One of the Campus Master Plan (married student housing, roadways, parking) leading to a formal Integrated Project Delivery contract. After discussion, the motion [25-47] carried. The Board thanked Mr. Hague and he was excused from the meeting.

Dr. Edmon moved that the Board enter executive session with Dr. Egger and staff present; the motion was seconded and **carried**.

The Board entered executive session at 4:23 p.m.

[EXECUTIVE SESSION, including adoption of action item 25-48]

The Board exited executive session at 4:47 p.m. and recessed.

Friday, August 1, 2025

Board Members present: Rev. Joel Brondos, Dr. Paul Edmon, Mr. Matthew Kenitzer, Rev. Bruce Keseman, Rev. Dr. Adam Koontz, Dr. John Lang, Rev. Peter Lange, Rev. Michael Mohr, Rev. W. Maximillian Mons, Mr. Bruce Paradis, Dr. Michael Staub, Mr. Mark Stern, Mr. Timothy Wood.

Board Members Absent: None.

Staff Present: President Thomas Egger, Provost Ronald Mudge, Mr. Michael Louis, Mr. Chad Cattoor, Mrs. Vicki Biggs.

Chairman Mons called the meeting to order at 8 a.m.

Devotion. The meeting opened with Hymn 260, a devotion, and prayer.

Dr. Edmon moved that the Board enter executive session with Dr. Egger and staff present; the motion was seconded and **carried**.

The Board entered executive session at 8:13 a.m.

[EXECUTIVE SESSION, including adoption of action item 25-49]

The Board exited executive session at 8:51 a.m.

Provost's Report. Dr. Mudge directed the Board to his written report. He continues to follow up with program directors regarding ideal cohort and class sizes. Work is also being done on improving student retention. Some staffing searches are ongoing. He noted that Dr. Vilson Scholz has served for three years as a guest professor, teaching a full course load; Dr. Scholz has still returned to Brazil and we are backfilling that course load. Dr. Mudge reported that work is also being done on another Lilly Foundation grant application.

Discussion followed. Mr. Paradis stated that it would be helpful to monitor student retention by program in more detail, along with longitudinal data on graduates' experiences in the field after completing Seminary education. Discussion followed regarding the recruitment process and concern about representations being made in the Lilly Grant application with respect to the composition of the student body.

The Board recessed for chapel at 9:26 a.m.

The Board reconvened at 10:30 a.m.

Board Faculty Discussion. The Board reviewed yesterday morning's conversations with faculty members, as it pertained to the development of the 2026-2030 Strategic Plan. The Board found the faculty dialogue and input helpful, and discussed the feedback that was received. It was noted that the next strategic plan could benefit from a simplified structure with fewer sub-goals.

Dr. Egger observed that the current plan was developed based on the 20 year plan vision that he articulated at the time of his initial election; for the next plan, we can hone and focus to narrow the scope. Mr. Kenitzer noted the importance of having a plan that is clear and has buy-in.

Chapel Renovation. The Board welcomed Dr. Jon Vieker to the meeting. He presented the core values guiding the renovation, as developed by the committee consisting of Dr. Egger, Dr. Vieker, Dr. Kent Burreson, Dr. David Maxwell, Dr. Bart Day, and Rev. Scott Bruzek. He then distributed materials developed with the assistance of Jim Wetzstein, who is serving as a consultant. It was noted that backlighting is not sufficient to make stained glass work, so installing the window of Timothy & Titus over the east doors is not practicable. Extensive discussion followed. A budget has not yet been developed. It was noted that HVAC improvements would cost an estimated \$800,000.

The Board recessed at 11:55 a.m. for lunch.

The Board reconvened at 1 p.m.

Recruitment. The Board welcomed Rev. Jesse Kueker, who joined the meeting and directed the Board to his written report. He discussed the progress of the recruitment team. We have 36 men on campus studying summer Greek, with 23 more scheduled to join in the fall, which indicates a likely class of 57 MDiv and 2 RAR, very close to (slightly above) the figures estimated in February 2025 and May 2025. This will be the second largest residential enrollment in the last 10 years. He reported the addition of two new admissions officers. Discussion followed. The Board thanked Rev. Kueker for the excellent work by him and his team, and he was excused from the meeting.

Council of Presidents and District Conventions Update. Rev. Mohr presented a written report on 2025 district convention resolutions acted upon or proposed, that would impact the seminaries. He summarized these actions; discussion followed. Not all convention proceedings are yet available on line. Rev. Lange reported on his attendance at twelve district conventions as First Vice President of Synod. There are eight new district presidents: North Dakota, South Dakota, Southern Illinois, North Wisconsin, South Wisconsin, Texas, Iowa West (Dr. Egger's brother), and Montana. The English and Northwest district presidents assumed office mid-cycle prior to the convention and are also relatively new. The Council of Presidents will elect its officers and all committees at its September meeting. The Synod convention will be held in Phoenix from July 18-23, 2026, with floor committee weekend May 29-June 1, 2026 and the installation service on September 18, 2026. At last Synod convention, there were 532 electoral circuits; this time 506 have been requested by the districts and those are currently under review. Some districts will not receive requested exceptions to the 1,500 communicant member requirement, so it is anticipated that there will be 492 electoral circuits. Rev. Kevin Robson is no longer serving as Chief Mission Officer, and Mark Hoffman has changed titles in mission advancement.

Board Agenda and Joint Board Topics. Dr. Egger directed the Board to the proposed schedule of action and discussion topics listed in the Board packet, and reviewed the items. Mr. Stern moved to Designate the Joint Seminary Boards as the Pastoral Formation Committee; the motion was seconded. Discussion followed. Dr. Edmon moved the previous question; the motion was seconded and carried. The main motion failed by show of hands. Dr. Egger reported that for the November meeting, he and Dr. Bruss think it would be helpful to discuss keeping the seminaries on the same page with respect to supplemental financial assistance to students.

Dr. Edmon nominated Rev. Mons to serve as Board advisory delegate to the 2026 Synod Convention. There were no further nominations. A motion to close nominations and designate Rev. Mons as the advisory delegate, carried [25-50]. Rev. Brondos nominated Dr. Staub as alternate advisory delegate. There were no further nominations. A motion to close nominations and designate Dr. Staub as the alternate advisory delegate, carried [25-51].

MINUTES OF THE BOARD OF REGENTS, JULY 31-AUGUST 1, 2025

Mr. Wood recommended that additional financial and governance information be posted on the Seminary web site to improve transparency. It was agreed that the Governance & Audit Committee will review this and report back in November with recommendations on how to make these disclosures.

Mr. Stern moved to reconsider action item 25-49; the motion was seconded and carried.

Dr. Edmon moved to enter executive session; the motion was seconded and carried.

The Board entered executive session at 2:40 p.m.

[EXECUTIVE SESSION, including adoption of action item 25-49A]

The Board exited executive session at 3:28 p.m.

Dr. Edmon moved to adjourn; the motion was seconded and carried, and the Board adjourned with prayer and hymn at 3:34 p.m.

Respectfully submitted,

Mark O. Stern, Board Secretary