



CONCORDIA SEMINARY  
SAINT LOUIS, MISSOURI  
November 6-7, 2025

Thursday, November 7, 2025

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

**Board Members Absent:** Mr. Timothy Wood.

**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. Rev. Keseman led a devotion from Luke 19.*

**Minutes and Agenda**

MOTION: Dr. Edmon moved to approve the minutes from the July 31-August 1, 2025 meeting; the motion [25-52] was seconded and carried.

MOTION: Dr. Edmon moved to adopt the agenda as presented; the motion [25-53] was seconded and carried.

The consent agenda was presented. Action items relating to Adoption of an Annual Report Beginning in 2025, and Sabbatical Request: Philip Penhallegon (AY 2026-2027), were removed for further discussion. A motion to approve the remainder of the consent agenda was then seconded and **carried**, resulting in the adoption of the following action items:

- Conflict of Interest policy [25-54];
- Amendment of Board Manual to Add Board Read-In Policy [25-55];
- Approval of Authorized Account Signers [25-56]; and
- Approval of Investment Policy [25-57].

**Board Policy Manual Review.** Dr. Staub led discussion on section 10, Personnel Policies. This section has been updated to comply with Synod bylaw requirements that the Board participate fully in the selection and regular evaluation of major administrators. It was noted that there has been no further action from the Commission on Constitutional Matters on CCM Opinion 24-3031, addressing the bylaw-required process for Board approval of adjunct/guest faculty. Discussion followed, including with respect to continuing

appointment status and the ability for faculty to “tack on” service at CUS institutions to qualify for continuing appointment.

Dr. Staub reported that the Board has also received CCM Opinion 23-3023E, addressing the noncompliance of the Seminary’s governing documents with Synod Bylaw requirements. At the request of Chairman Mons, the Board Secretary transmitted a letter to Secretary Sias on October 16 stating that the Seminary intends to take action to bring our governing documents into compliance. It was agreed that the Governance Committee will work to draft appropriate amendments to the Board Manual, and to create new Bylaws under the Missouri Nonprofit Corporation Act.

**President’s Report.** President Egger directed the Board to his written report. He noted that the new PFC admissions guidelines for the SMP will be implemented effective next year. Discussion followed on the current breakdown of enrollment percentages between residential and online pastoral formation students.

**Governance and Audit Committee.** Chairman Mons reported his attendance at an In Trust seminar on shared governance and found it helpful. Mr. Cattoor presented the audited financial statements for the year ending June 30, 2025, and noted that the auditors, Armanino, found no material weaknesses nor audit adjustments. On behalf of the Committee, it was moved to approve the recommendation of the joint Finance and Governance & Audit Committees to accept the June 30, 2025 audited financial statements and the opinions of the auditors thereon; the motion carried [25-58]. On behalf of the Committee, it was further moved to update the Board Manual to add new section 4.8.5, “Committee Information”. It was explained that this requires that committees notify the full Board of their meeting schedules to allow individual Board members to submit items for committee consideration. The motion carried [25-59].

**Strategic Plan Update.** Chairman Mons distributed a proposal from the Governance and Audit Committee to update the strategic plan. This is not intended to be version 2.0 of the current plan, but ideally will include new strategic priorities and initiatives. Each Board committee will be assigned a portion of the current plan to discuss, along with new topics. Committees will submit a first report at the February 2026 Board meeting; a second report at the May 2026 meeting after taking Board comments into account; a semi-final draft of the entire plan will be presented to the Board in August 2026; and the final plan will be presented for Board approval in November 2026.

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

*The Board entered executive session at 9 a.m.*

[EXECUTIVE SESSION, including adoption of action items 25-60, 25-61, and 25-62]

*The Board exited executive session at 9:33 a.m.*

**Annual Report.** On behalf of the Finance Committee, Mr. Kenitzer moved to approve the publication of an Annual Report, which will replace the production of the annual narrative-style Budget Summary brochure, with the first edition of the Annual Report to be available before the end of 2025. Discussion followed regarding the process to issue the Seminary Annual Report. It was agreed to submit the Annual Report for review and approval by the Finance Committee and the Board, before it is issued each year, and it was noted that some form of budget summary will still be provided. After discussion, the motion carried [25-63].

**Academic Committee.** On behalf of the Academic Committee, Dr. Edmon moved that Professor Philip Penhallegon be granted a full-year sabbatical leave at half load for the academic year 2026-2027 (July 1, 2026 – June 30, 2027), subject to a final determination of teaching and administrative duties in consultation with and with approval of the provost and/or president. Mr. Stern expressed his concerns that the purpose of the sabbatical is to produce content for Concordia Publishing House, which has substantial resources but is not providing any reciprocal support for seminary students such as free licenses to Lutheran Service Builder, et cetera. After discussion, the motion carried [25-64].

**Provost Report.** Dr. Mudge directed the Board to his written report. He stated that good progress is being made on implementing simple, systematic, and sustainable evaluations prior to the 2026 deadline.

Rev. Keseman moved that the Board enter executive session with Dr. Egger and Dr. Mudge present; the motion was seconded and **carried**.

*The Board entered executive session at 9:47 a.m.*

[EXECUTIVE SESSION, including adoption of action items 25-65 through 25-69.]

*The Board exited executive session at 11:45 a.m. Synod President Harrison joined this session.*

**Recruitment and Enrollment.** Provost Mudge reported that we have 56 MDiv students. We rejected 11 applicants and student persistence of those who were admitted, has improved. Total enrollment is 641 by headcount, highest in over 10 years. Search continues for an ordained admissions officer. Mr. Stern requested that the COP not approve calls for deaconesses or other commissioned ministers to serve as “Chaplain”. President Harrison and Dr. Egger noted that the appropriate title is “deaconess.”

**Finance.** Mr. Cattoor reported a strong operating surplus for the first quarter of the fiscal year.

**Advancement.** Mrs. Biggs reported on development results. Our Christ the Cornerstone campaign is well underway. Through October 31, 2025, just under \$80 million has been raised toward our \$250 million goal. Annual support and endowment components are on track; the capital component has started more slowly due to the progress in finalizing the Campus Master Plan. The deadline for responses to invitations to join the National Campaign Council was October 31, and 22 members have accepted.

*The Board recessed for lunch at 12 p.m.*

*The Board reconvened at 1 p.m.*

**Finance.** On behalf of the Finance Committee, Mr. Kenitzer moved that the Board modify Section I, Purpose of Policy of the existing Gift Acceptance Policy as indicated on the attached redline version included in the Board packet, to address policy considerations relating to acceptance of grants. After discussion, the motion carried [25-70]. Mr. Cattoor explained the process for determining the student fee schedule. The fees charged to students are not part of guaranteed tuition, but can be offset by Adopt-a-Student grants. Fees are adjusted based on overall cost of living and increases in seminary costs. After further discussion, Mr. Kenitzer moved on behalf of the Finance Committee to adopt the proposed schedule of Tuition and Fees for the 2026-2027 Academic Year; the motion carried [25-71].

Rev. Keseman moved that the Board enter executive session with Dr. Egger and Dr. Mudge present; the motion was seconded and carried.

*The Board entered executive session at 1:31 p.m.*

[EXECUTIVE SESSION]

*The Board exited executive session at 2:12 p.m., and recessed to join the joint Boards portion of the meeting.*

**Friday, November 7, 2025**

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

**Board Members Absent:** Mr. Timothy Wood.

**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. Dr. Koontz a devotion.*

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 8:09 a.m.*

MINUTES OF THE BOARD OF REGENTS, NOVEMBER 6-7, 2025

[EXECUTIVE SESSION, including adoption of action item 25-72]

*The Board exited executive session at 12:01 p.m. and recessed for lunch and the joint Boards portion of the meeting.*

Respectfully submitted,

Mark O. Stern, Board Secretary