



CONCORDIA SEMINARY  
SAINT LOUIS, MISSOURI  
FEBRUARY 12-13, 2026

Thursday, February 12, 2026

**Board Members present:** Rev. Joel Brondos, Dr. Paul Edmon, Rev. Peter Elliot, Rev. Bruce Keseman, Rev. Dr. Adam Koontz, Rev. Peter Lange, Rev. W. Maximillian Mons, Mr. Troy Prehar, Dr. Michael Staub, Mr. Mark Stern, Rev. Ryan Wendt, Mr. Timothy Wood.

**Board Members Absent:** Mr. Matthew Kenitzer.

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

*Chairman Mons called the meeting to order at 8 a.m. Rev. Lange led a devotion.*

### **Minutes and Agenda**

MOTION: Dr. Edmon moved to approve the minutes from the November 6-7, 2025 meeting, as corrected, and from the December 1, 2025 special meeting; the motion [26-06] was seconded and carried.

MOTION: Dr. Edmon moved to adopt the agenda as presented; the motion [26-07] was seconded and **carried**.

MOTION: Mr. Stern requested removal of the Finance Committee Charter from the consent agenda. Dr. Edmon moved to adopt the remaining items on the consent agenda as presented; the motion was seconded and carried. This resulted in the adoption of the following action items:

- Committee Assignments for Two New Regents [26-08]
- Endorsement of Ph.D. Changes in Dissertation Process [26-09]
- Concordia Seminary Operating Line of Credit Request [26-10]
- Approval of Authorized Account Signers [26-11]

Welcome of New Regents. The Board welcomed new Board-appointed Regents Rev. Peter Elliott and Mr. Troy Prehar, and the new Council of Presidents representative, Montana District President Rev. Ryan Wendt. Board members introduced themselves.

**CSL Board Policy Changes.** Secretary Stern led a discussion of CCM Opinion 23-3023E, in which the Commission on Constitutional Matters reviewed the Seminary’s current legislative charter and Board Manual, and directed changes thereto. The Seminary was chartered by special act of the Missouri Legislature on February 23, 1853 (Adj. Sess. Acts 1853, pp. 271-274). The CCM noted that the legislative charter contains provisions that are “woefully out of date or incompatible with the Bylaws of the Synod.” This situation was identified by the Board several years ago and in August 2024, the Board directed (Action Item 24-34) that the Seminary administration take action to revise the charter; however, to date, no action has been taken. The CCM additionally directed the Board to revise the Board Manual (as there are currently no bylaws for the Seminary).

The Board Secretary has prepared draft documents to revise and update the legislative charter, which requires a petition in St. Louis County Circuit Court as the effect is to revise the Missouri Statutes as they pertain to the Seminary. These include a court petition, proposed order, revised charter, and proposed bylaws. He also recommends trimming down the Board Manual to remove repetition of items in the Synod Handbook, the Faculty Handbook, and other extraneous materials. He presented a proposed action item.

Dr. Edmon moved adoption of the proposed action item, which was seconded. Discussion followed. It was clarified that the Board Manual has not yet been revised; we need direction on how the Board Manual should look. Dr. Egger reported that we have notified Dr. Sias that we will bring our documentation into compliance by the end of 2026. He also suggested that faculty items remain within the Board Manual if they are policies that the Board establishes, and that any new policies be assigned a place within the Board Manual going forward.

The motion as revised, carried [26-12]: The Governance and Audit Committee is authorized and directed to proceed to implement the attached documentation in furtherance of Action Item 24-34 and in connection therewith to retain legal counsel for such purpose, and the Board Secretary is authorized and directed to implement CCM Opinion 23—3023E by updating and streamlining the Board Manual in consideration of the points noted, with a draft presented to the Governance and Audit Committee for review and to the Board for final review and approval at its May 2026 meeting.

**Board Logistics.** The February 2027 meeting will be February 4-5, 2027; the May 2027 meeting will be May 13-14, 2027. For long term agenda planning, Dr. Egger reviewed a chronological list of items for future board meetings, both recurring items and specific targets for future review. It was noted that review of the CMC program needs to be added to this list.

A motion was made and seconded to appoint Rev. Wendt to the Governance and Audit Committee; the motion **carried** [26-13].

Discussion followed regarding the proposed Finance Committee Charter. The Finance Committee has moved to adopt the amended charter. Mr. Stern moved to amend the charter by deleting subsection 3 under Additional Committee Information (term limits for committee members), and by adding a subsection 12

under Key Responsibilities, “The Finance Committee will regularly monitor and oversee gifts and grants in accordance with the Board-approved Gift Acceptance Policy.” The amendment **carried**. Dr. Edmon moved to postpone consideration of the amended motion to February 13, due to the absence of Finance Committee Chairman Kenitzer; the motion was seconded and **carried**.

*The Board recessed at 9:25 a.m. for chapel.*

*The Board reconvened at 10:30 a.m.*

**President’s Report.** President Egger directed the Board to his written report. He noted that the Pastoral Formation Committee is finalizing work on four assignments given it by the 2023 Convention: (1) Study of the Residential and Non-Residential Pastoral Formation; (2) Evaluation of “Rogue Routes” to Ordination; (3) Clarified Parameters for the SMP Program; and (4) Guidelines for SMP Supervision. These four reports will be included in the 2026 Convention Workbook. The SMP guidelines are now in place; they include a provision for exceptions if approved by the Council of Presidents. At this week’s COP meeting, seven exceptions were requested, from six different districts, and all were approved. Discussion followed.

**Lilly Grant Discussion.** Dr. Edmon reported that the Academic Committee discussed the Lilly Pathways Phase 2 grant and obtaining a retrospective report for the Board outlining the extent to which we have met the six Outcomes and Performance Indicators: Outcome 1: New M.Div. student enrollment at CSL and CTSFW, compared with benchmark years of 2017-21, collectively will increase by 30% over five years. Performance indicator 1: New M.Div. student enrollment at CSL and CTSFW, compared with benchmark years of 2017-21, collectively will increase by 15% over three years. Outcome 2: In order for our student bodies to better reflect the demographics of the American population, by the end of project year 5 the total number of students of color enrolled in the M.Div. programs at CSL and CTSFW will have increased by 80%, compared with the average yearly enrollment of students of color during the benchmark years of 2017-21. Performance indicator 2: By end of project year 3, the total number of students of color in the M.Div. programs at CSL and CTSFW will have increased by 50%, compared with the average yearly enrollment of students of color during the benchmark years of 2017-21. Outcome 3: By the end of project year 5, the seminaries jointly will have sent recruiting staff to 100 events/locales to meet with groups of prospective students. Performance indicator 3: By the end of project year 3, the seminaries jointly will have sent recruiting staff to 70 events/locales to meet with groups of prospective students. Outcome 4: Sixty students from each seminary will participate in joint CSL-CTSFW student events during project year 5. Performance indicator 4: Forty-five students from each seminary will participate in joint CSL-CTSFW student events during project year 3. Outcome 5: By the end of year 5, at least 20 viable candidates for faculty positions (including four people of color) at CSL and CTSFW combined will be identified and on track to complete a Ph.D. and five years of parish pastor experience. Performance indicator 5: By the end of year 3, at least 10 viable candidates for faculty positions (including two people of color) at CSL and CTSFW combined will be identified and on track to complete a Ph.D. and five years of parish pastor experience. Outcome 6: By the end of year 5, prepare to launch a pilot post-graduate curriculum with a partner educational institution by the following academic year. Performance indicator 6: By year 4, submit to a partner

institution a curriculum plan, related to administrative, organizational and managerial education for LCMS pastors, for review and approval to joint seminary leadership.

After discussion, Dr. Edmon moved that the existing annual reports that are being provided to Lilly, also be provided to the Board for its review. The motion [26-14] **carried**.

Dr. Mudge then led a discussion of the recently-received \$10 million Lilly Large-Scale Collaboration Grant (with Concordia Theological Seminary), and noted the financial impact for endowment/student aid support, as well as operational expenses. He outlined the projects that are being contemplated to improve recruiting, and enhance academic programs for the various routes to ordination offered through the seminaries. He noted that the accepted grant proposal includes Anticipated Outcomes by 2030: Recruitment & Enrollment: 130 new M.Div./RAR students annually between the two seminaries (116 by 2028), including 18 “from all nations” and at least five Hispanic students at CSL; 14 new residential and 14 new online deaconess students (12 each by 2028). Evangelistic Outreach: 80% of vicarage/internship supervisors say the seminaries prepared students well for evangelistic outreach (70% by 2028). Continuing Education Impact: 80% of participants in administration and leadership training find it helpful or very helpful (70% by 2028). Dr. Mudge clarified that “all nations” refers to non-Western Europeans.

Discussion followed regarding funding support for non-English speaking parishes and placement of candidates therein, and gathering data to confirm that graduates believe seminary education prepares them well for ministry and evangelism. Mr. Cattoor noted that a portion of the grant funds will partially offset costs of compensation for existing employees. Some additional expenses, funded by the grant, will also be added to the budget. Dr. Edmon highlighted the need to build upon results of prior grant programs and evaluations, to generate useful data for future programming. We have data from our students, but need to improve longitudinal data gathering from graduates serving in the field and from their congregations.

*The Board recessed for lunch at 12 noon.*

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

**Governance and Audit Committee.** The Committee moved to engage Armanino, LLP to perform an audit of the financial statements of Concordia Seminary for the year ended June 30, 2026, to direct the Board Chairman to sign the engagement letter. It was noted that this is the third year of a three-year proposal. After discussion, the motion carried [26-15]. Mr. Cattoor reported that field work is completed in August of each year, with financial statements approved for release at the November meeting. A new auditor contract would be submitted at the February 2027 meeting.

**Finance Committee.** Mr. Cattoor directed the Board to the financial statements for the period ending December 31, 2025 and his summary memo. Results were very positive due to gifts and market performance. It was noted that our friends at the International Center came through in an awesome way in support of repairs following last May’s tornado damage.

**Advancement.** Mrs. Vicki Biggs directed the Board to her written report on advancement. As of December 31, 2025, we received \$31 million in gifts for the preceding six months. This success has been a team effort by the advancement staff. These generous donors are having a transformative impact. We give thanks to God for providing faithful supporters for the Seminary. Highlights from the period: We continue to see large gains in realized bequest gifts, bearing out the national trend in philanthropy being experienced by nonprofits across the country; major gifts — a category that reflects work specifically attributed to our team of gift officers — are up 4% over the same period last year; and last year was a record year too; direct mail achieved a six-year high; and gifts via Concordia Seminary magazine surged to a nine-year high. Approximately 70% of gifts are restricted. Mrs. Biggs reported that we have now completed two full calendar years of the campaign, the National Campaign Council is fully formed with 22 individuals, and we are at 33% of the overall goal; the capital goal has started slowly as we continue to finalize the Campus Master Plan revisions. Discussion followed.

**Provost's Report.** Provost Mudge directed the Board to his written report. He noted the need to prepare pastors for the challenges of serving smaller congregations. Discussion followed regarding several items in the report, including the CMC, cost of instruction analysis, and the manner in which the Ph.D. program is delivered.

**Recruitment and Enrollment.** The Board welcomed Rev. Jesse Kueker to the meeting; he directed the Board to his written report. He currently projects 58.8 M.Div. students for next fall. Last year's projection was 56.4 students and 56 enrolled. Actual numbers may vary. The enrollment team is now fully staffed, and more aligned. We have had four consecutive years of sustained residential numbers. Total headcount is 641 students (of whom, 370 are in pastoral formation programs), the largest enrollment in 17 years. Extensive discussion followed. It was noted that currently, only 52% of our pastoral formation students are in residential programs (M.Div. and RAR); we need to pay attention to this percentage. The average SMP pastor only serves 20 years whereas the average M.Div. pastor serves approximately twice as long. Dr. Mudge stated that the plan is to increase the number of M.Div. students and maintain the current number of SMP students. We will monitor outcomes from the SMP guidelines to determine if additional students who might have enrolled in the SMP matriculate in the residential program. Dr. Kueker reported that less than 3% of SMP applicants visit campus before applying for the SMP. The Board thanked Rev. Kueker for his work and he was excused from the meeting.

**Synod Convention Overtures.** Dr. Egger provided a list of possible overture topics that the Board might submit. In discussion with President Bruss of CTSFW, he has prepared two drafts: "To Uphold Deep and Broad Study of Holy Scripture in the Seminaries of the LCMS" and "To Uphold Deep and Broad Study of the Book of Concord in the Seminaries of the LCMS". The Board requested that Dr. Egger revise these two overtures for approval at tomorrow's session.

Mr. Louis presented a proposed overture, "To Amend Bylaw Section 1.5, etc., to Unify in the Bylaws and Revise Corporate Formation Requirements for Instrumental Entities of Corporate Synod and Agencies of

the Synod”, which has been drafted by a committee of the Synod Board of Directors. He noted that the proposed structure would be helpful for real estate development activities by the Seminary. Extensive discussion followed. It was noted that the BOD intends to bring this overture forward and it does not require our Board to advance it.

**Campus Master Plan Update.** The Board welcomed Mr. Martin Hague to the meeting. Mr. Hague and Mr. Louis presented an update on the Campus Master Plan status. They reviewed the plans for renovation of Faculty Houses 13-15. The houses are not original to campus, though similar in design to Houses 1-12. We will do complete renovation of the houses (electrical, plumbing, gas, mechanical, kitchens, bathrooms, windows, and floors), estimated at \$500,000 each. The basements are in better condition, but construction quality was not equal to Houses 1-12. As soon as the master plan is approved, we will begin work, and hope to have them completed in late fall 2026 (but not by the beginning of the semester). Future faculty housing would be constructed as multi-unit townhomes west of Houses 13-15.

Our goal is to start work on married student housing in June or July. We would demolish the 15 existing apartment buildings, in groups of four buildings at a time, and rebuild in the same locations. We will evaluate the existing townhomes in the Woods. We will only have 60 housing units available at a time during this process. The process will take approximately two years, plus the time to do any work on the townhomes. New buildings will have apartment sizes of two, three, and four bedrooms. Including the additional Synod-owned building, there will be nine buildings of two-bedroom units, three buildings of three-bedroom apartments, and four buildings of four-bedroom apartments. Total cost for the 15 buildings in the Woods is estimated at \$25.2 million. We will attempt to have the conditional use permit for the Fontbonne parking lot amended to allow us to continue to use it for parking. Mr. Hague reported that we have retained Lawrence Group and NOVA as architects; Cole as civil engineer, Wachter as construction manager, and KPFF as structural engineer. We will be very diligent to investigate soil conditions to avoid uneven ground settlement as has occurred with the current buildings. The current budget assumes piers foundations. Specific amenities are still being determined.

We will borrow the funding from our fixed income portfolio with a 20-year amortization.

*The Board recessed at 4:05 p.m. for a walking tour of campus spaces.*

**Friday, February 13, 2026**

**Board Members present:** Rev. Joel Brondos, Dr. Paul Edmon, Rev. Peter Elliot, Mr. Matthew Kenitzer, Rev. Bruce Keseman, Rev. Dr. Adam Koontz, Rev. Peter Lange, Rev. W. Maximillian Mons, Mr. Troy Prehar, Dr. Michael Staub, Mr. Mark Stern, Rev. Ryan Wendt, Mr. Timothy Wood.

**Board Members Absent:** None.

**Staff Present:** President Thomas Egger, Provost Ronald Mudge.

## MINUTES OF THE BOARD OF REGENTS, FEBRUARY 12-13, 2026

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

**Synod Report:** Rev. Lange reported on recent Synod activities. He recently reported to the COP with respect to the pastoral colloquy process. In the last three years, there were 45 colloquy applications; 33 completed the process, and of those 22 were approved (some with requirements for additional academic work). An overture is being submitted to restore the 2007 colloquy bylaws, which had been in place since 1949, and put many of the matters that had been in the prior bylaws back into the bylaws, instead of being contained in a policy manual that can be changed at any time by the committee. Floor committees have been set, and invitations are being circulated. As of February 1, there were 133 overtures submitted, although they can come in through February 18. There has been a slight reduction in the number of floor committees. The BOD will be meeting in Irvine, including with the Concordia Irvine Board of Regents. The BOD also approved a land lease agreement for the Lutheran Foundation (Fort Wayne) with Concordia Theological Seminary. The BOD will submit an overture to the convention to combine the CFO and Chief Administrative Officer positions into a Chief Operating Officer, and to revise the Chief Mission Officer role. Work is being done by the Office of National Mission to take advantage of tax credits for private schools created by the Big Beautiful Bill. Synod operating reserves continue to improve from 2019.

**Board Self-Evaluation:** Dr. Staub circulated an article on a process to evaluate meeting effectiveness. Discussion followed on how and when the Board should evaluate our individual meetings and overall performance and efficiency.

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

*The Board entered executive session at 8:41 a.m.*

[EXECUTIVE SESSION, including adoption of action item **26-16**]

*The Board exited executive session at 9:22 a.m.*

The prior motion to approve the revised Finance Committee charter, as amended, was brought to the floor and **carried** [26-17].

A motion to approve the minutes of the January 30, 2026 special meeting **carried** [26-18].

*The Board recessed at 9:25 a.m. for chapel, class visits, and the Seminary Guild luncheon.*

*The Board reconvened at 1:30 p.m.*

Dr. Edmon 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 1:30 p.m.*

[EXECUTIVE SESSION, including adoption of action item **26-19**]

*The Board exited executive session at 2:45 p.m.*

**Synod Convention Overtures.** Dr. Egger presented proposed Synod Convention overtures “To Uphold Deep and Broad Study of Holy Scripture in the Seminaries of the LCMS” and “To Uphold Deep and Broad Study of the Book of Concord in the Seminaries of the LCMS”. A motion to adopt and submit both overtures was seconded and carried [**26-20**] after discussion.

**Class Visits.** Discussion followed regarding the Board’s classroom visits.

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

*The Board entered executive session at 3:05 p.m.*

[EXECUTIVE SESSION]

*The Board exited executive session at 4:30 p.m.*

Dr. Edmon moved to adjourn; the motion was seconded and carried, and the Board adjourned with prayer and a hymn at 4:30 p.m.

Respectfully submitted,  
Mark O. Stern, Board Secretary