



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

Thursday, February 6, 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.

**Board Members Absent:** None.

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

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

*Chairman Mons called the meeting to order at 7:59 a.m.*

**Devotion.** The meeting opened with prayer and a hymn.

**Minutes and Agenda.**

MOTION: Dr. Edmon moved to approve the minutes from the November 7-8, 2024 meeting as presented; the motion [25-01] was seconded and carried.

MOTION: Dr. Edmon moved to adopt the agenda as presented; the motion [25-02] was seconded and carried.

MOTION: Dr. Edmon moved to adopt the consent agenda as presented; the motion was seconded and carried. This resulted in the adoption of the following action items:

- To assign Rev. Mohr to BOR Governance Committee [25-03]
- (Annual) Engagement of Auditors [25-04]
- Seminary Operating Line of Credit Request [25-05]
- Winter-Spring 2026 Sabbatical for Dr. Adams [25-06]
- Winter-Spring 2026 Sabbatical for Dr. Okamoto [25-07]
- Winter-Spring 2026 Sabbatical for Dr. Oswald [25-08]

**Board Manual Review.** Dr. Staub led a discussion of Board Manual section 5 dealing with Board of Regents responsibilities for the Planning Process and Strategic Plan, Campus Master Plan, and Physical [plant] Plan. Dr. Edmon noted that the process is one of continuous review. Mr. Paradis observed that review, by the board committees, of strategic plan items within the respective committee's purview occurs at each committee meeting. Dr. Staub then led a discussion of section 6 dealing with board self-assessment, evaluation of the President, and review of the senior leadership [administration] by the board. It was noted that the Synod bylaws require the Board to "participate fully" in the review of senior leadership, which the Board understands to mean the five individuals (President, Provost, COO, CFO, and Vice President for Advancement) whose compensation requires approval by the Board. By common consent, it was agreed that the Vice Chairman will align the language of section 6.3 with the related Synod bylaw provision, and remove the header "Appendices" at the top of page 21. Dr. Staub then reviewed Section 7, which is an appendix of applicable policies and procedures, including expense reimbursement, director and officer insurance, conflict of interest policy, whistleblower protection, and employment policies. "Official functions of the Board" are regular Board meetings, and other events as determined by the Executive Committee. Minor cleanups to the manual are ongoing, including completing items in section 12. Secretary Stern suggested approving any minor edits as part of the consent agenda at the next meeting.

Dr. Staub also discussed the process for the upcoming five-year evaluation of the President.

President Egger led a discussion of the Board's annual work plan, including recurring items. Chairman Mons noted that we are approaching the time to develop the next strategic plan.

**Deaconess Studies Program Update.** The Board welcomed Deaconess Dr. Jennie Asher, who is the newly installed Director of Deaconess Studies. She provided the Board with a summary of her background and the current enrollment in the residential, online, EIIT, and CHS deaconess programs. Discussion followed. The Board thanked Deaconess Asher for the conversation, and she was excused from the meeting.

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

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

Secretary Stern moved that the Board enter executive session of the appointing members; the motion was seconded and **carried**.

*The Board entered executive session at 10:25 a.m.*

[EXECUTIVE SESSION, including adoption of action item **25-09**]

*The Board exited executive session at 10:44 a.m.*

Dr. Staub reported that Mr. Timothy Wood has been elected to serve as an appointed member of the Board of Regents. Chairman Mons will notify Mr. Wood of his election, and asked that the Board members who nominated other candidates should notify those individuals.

**President's Report.** President Egger directed the Board to his written report and discussed various activities since the last board meeting. The rededication of the Chapel of the Holy Apostles will occur later today. Sieck Hall was redone last summer, and Werner Auditorium has also been renovated. Tuckpointing, slate roofs, and copper gutters continue to be redone. Discussions with Washington University continue, as well as consideration of other options for the use of the western acreage given the plan to rebuild family housing closer to the center of campus. A faculty forum was held yesterday regarding chapel life on campus.

President Egger plans to attend approximately 7 district conventions this year; we have developed a video jointly with Concordia Theological Seminary, promoting residential seminary formation, that will be shown at the conventions if time allows.

SMP recommendations were given to the COP on Monday; feedback was received. The new SMP criteria developed by the Pastoral Formation Committee and reviewed with the COP are expected to be in place some time in 2026. Dr. Egger reported on efforts among some persons in the Synod to form pastors through means other than our Synod's seminaries. Extensive discussion followed.

**Synod Updates.** Rev. Lange reported on Synod responses to the recent California fires. For the first time, all 35 districts were represented at the March for Life. District conventions are under way. Discussion followed.

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

*The Board reconvened at 1:10 p.m.*

**Provost.** Dr. Mudge directed the Board to his written report. He reported that discussions continue with personnel from the International Center and Concordia Theological Seminary regarding opportunities for church planting and evangelism as an emphasis for seminarians. He also reported that there are no open searches for faculty positions; we do not anticipate adding any in the next academic year. Efforts continue, in conjunction with CTS, to evaluate seminary graduates after they have been in the field for several years. Recruitment for the 2026 entering class will officially open on March 1, 2025. Board discussion followed.

**Recruitment.** Rev. Jesse Kueker joined the meeting and directed the Board to his written report. He discussed the progress of the recruitment team. The 10-year average first year MDiv enrollment is 49.8. We expect to exceed that number for next fall. He noted that 75% of CUS pre-seminary students graduating last year enrolled at Concordia Seminary. Board discussion followed. Dr. Hagan noted that this year, there were 134 first call requests for approximately 80 graduating men. However, not all those 134

first call requests are “viable” in terms of the proposed financial package. Normally, Seminary placement wants more calls than candidates to allow placing men in the best fit congregation. The Board thanked Rev. Kueker for his team’s efforts, and Rev. Kueker was excused from the meeting.

**Provost, continued**

The Recruitment and Enrollment Committee moved that the position of Associate Provost be removed from the CSL organizational chart. This action is taken in light of the appointment of Rev. Jesse Kueker as Director of Enrollment to oversee the Enrollment Team, and the effective functioning of the Enrollment Team under his leadership with this arrangement. Rev. Kueker will report directly to Provost Mudge, so the position of Associate Provost for Recruitment is not necessary. After discussion, the motion [25-10] carried.

Council of Presidents Update. Rev. Mohr reported that the Council of Presidents has formed working groups of district presidents to study various issues. The work is ongoing and will take several years; among other things, they are looking at what congregations will look like in 10 years. He noted that placements for multi-staff parishes have been more likely to be filled than sole pastor parishes, and the COP is seeking to achieve parity in how first call candidates are placed.

A motion to enter executive session was seconded and **carried**.

*The Board entered executive session at 2:35 p.m.*

[EXECUTIVE SESSION]

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

*The Board stood in recess at 3:28 p.m. for the rededication of the Chapel of the Holy Apostles and related festivities.*

**Friday, February 7, 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.

**Board Members Absent:** None.

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

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

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

**Devotion.** The meeting opened with Hymn 267, a devotion, and prayer, in the Chapel of the Holy Apostles.

**Finance Committee.** Mr Cattoor presented the December 31, 2024 financial statements, and directed the Board to the statements and to his written report. He discussed highlights of the financial performance year to date.

**Advancement.** The Board welcomed Mrs. Vicki Biggs to the meeting. Mrs. Biggs directed the Board to her written report, and presented development results. She reported on the progress of the ***Christ the Cornerstone Campaign***, one year in. District conventions begin in January; discussion followed regarding the Seminary's activities in connection with the district convention. Eight sets of booths are required to be able to cover all of the June convention. She also noted that the case statement for the Campaign needs to be finished. The Board thanked Mrs. Biggs for her report.

**Executive Committee.** Discussion followed regarding the efficiency study consultant. Secretary Stern moved that the engagement of the efficiency consultant be referred to the Academic Committee for definition of a scope of work and identifying the problem to be solved, with the Committee to report back to the full Board in May for further action. Rev. Brondos proposed an amendment, which was not seconded. Rev. Keseman made a substitute motion to refer the matter of efficiency to the Academic Committee, with the Academic Committee to report back to the full Board in May 2025 with a recommendation. The motion was seconded, and **carried**. Dr. Edmon moved the previous question, which **carried**. On passage of the substitute motion, the substitute motion [25-11] carried. Board members should submit any thoughts to Dr. Edmon as chairman of the Academic Committee. Chairman Mons will contact the consultant to update him.

A motion to enter executive session was seconded and carried.

*The Board entered executive session at 9:13 a.m.*

[EXECUTIVE SESSION, including adoption of action items 25-12 through 25-14]

*The Board exited executive session at 11:26 a.m.*

**Synod Update.** Rev. Lange distributed charts showing trends of the number of Synod congregations, number of pastors serving in parishes (as opposed to RSOs and other administrative positions), and projected retirements in future years. Discussion followed. It was noted that the trends of multi-staff parishes and on the flip side, the increase in multi-point parishes, may skew the “average” (which appears relatively flat). More data is needed to determine the number of “viable” calls among vacant congregations. President Egger noted that the current number of calling congregations is 562, versus 610 one year ago and

559 two years ago. Rev. Lange recommends that we obtain the “parochial services reports”, which contain more granular data. Dr. Hagan also noted that one must also take into account “vacant but being served” congregations where retired men serve part time, *et cetera*.

**President’s Report, continued.** Dr. Egger provided five options for class visitations.

*The Board recessed for lunch with the Seminary Guild at 11:55 a.m.*

*The Board reconvened at 1:33 p.m. Staff were not present for this session.*

A motion to enter executive session of the Board was seconded and carried.

*The Board entered executive session at 1:33 p.m.*

[EXECUTIVE SESSION]

*The Board exited executive session at 3:55 p.m.*

Dr. Edmon moved to adjourn; the motion was seconded and carried, and the Board adjourned with prayer at 3:59 p.m.

Respectfully submitted,

Mark O. Stern, Board Secretary