



Board Briefs

It Was Never Gone

More and more people around the globe are re-discovering *Classic99*, the classical music station and ministry of KFUE radio, this time on their computers or mobile receiving devices. Their first reaction is "It's back!" But it was never gone.

"And it can be better than ever!" Such was the message David Strand, executive director of LCMS Communications, and Dennis Stortz, director of Broadcast Operations of KFUE radio, brought to the November 2010 meeting of the Board of Directors.

When KFUE-FM radio went off the air on July 6, 2010, there was no reason for KFUE to stop the streaming of *Classic99* classical music programming. Such streaming had already gone on for years. This was one of the "other modes for providing classical and sacred music" in which the Synod continues to express interest.

And it continues to be well received. A listener from Ottawa, Ontario, Canada, recently wrote to KFUE: "I have discovered your site by pure chance. I have passed this information to many of my friends. You are the best! Your choice of music is superb. Keep up the good work and many thanks."

A listener from Florida agrees: "Thank you for continuing your wonderful playlist on the Web. . . . You always had the best selection of music. In a time when it is almost impossible to find good classical music, I can get it wherever I can

get an Internet connection either through a hot spot, my Smartphone, or at home. Please continue this wonderful ministry."

And these listeners aren't alone. In a recent two-month period of time, the streaming received an average of 32,000 hits per month, more than enough reasons for Strand and Stortz to approach the board—their purpose "to request the blessing and support of the Board of Directors not only to continue the streaming but also to enhance the streaming that is underway."

And their message: "In large part, the future of FM radio will be the Internet, with KFUE and the Synod enjoying an enviable position, given its world-class music library, its existing website, its nationally respected name *Classic99*, and its experience and ability to do a good job of streaming classical and sacred music."

According to Strand, *Classic99* is different, even from other sources of classical music: "We're the ones with Bach. We're the ones with Mendelssohn and other great Christian and Lutheran composers. We're the ones with the Lutheran chorales and cantatas and sonatas. We're the ones who integrate classical and sacred music better than anyone else ever has. We're the ones who play the good stuff at Christmas and Easter and Reformation time."

He then transitioned to the purpose of the presentation to the Board of Directors: "What we are

saying here today is, we may have sold our station, but we don't have to give up on the ministry, the great heritage of The Lutheran Church—Missouri Synod, of showing the beauty of the Creator as reflected in fine music, including a strong dose of ecclesiastical music. This heritage, rather than being lost forever, can be preserved. The potential, the upside, of our continuing this heritage is huge, and the costs are comparatively low."

Doing this streaming "the right way," to include dedicated studios, upgrading software, broadband costs, a program administrator, a part-time programming assistant, other voice talent, and renegotiated music licensing will require \$136,500 for the next fiscal year beginning in July of 2011, with an additional \$57,100 needed for the "bridge time" from January until July, totaling \$193,600.

In response to the request, the board adopted a resolution approving the request, with the understanding that a proper business plan will be developed prior to the end of this December 2010. Many people will be happy, such as the listener in Georgia who wrote: "I enjoy listening to *Classic99.com*. It is my way of de-stressing each evening."

Persons interested in the benefits of this unique Gospel ministry of The Lutheran Church—Missouri Synod may reap some of those benefits by going to www.classic99.com and following the prompts to listen, day or night. It was never gone. ■

- That a new experience should be created to attract people from around the world.
- That this new experience should focus on the life and teachings of Martin Luther and the spread of the Gospel of Jesus Christ is presented with the same clarity with which it was understood by Luther and the reformers.
- That this new experience should be open in 2016 in anticipation of welcoming guests in 2017 for the 500th anniversary of the event that sparked the Reformation, Luther's posting of his "95 Theses" on the door of Wittenberg's Castle Church.
- That guests who come to this experience should do more than learn about Luther and the Reformation—they should go on an unforgettable journey with Luther as he rediscovers the Biblical Gospel, transforming the landscape of Christendom and Western civilization.
- That these guests should come to know Martin Luther—the man who was selected as one of the most important people of the millennium by *TIME* magazine—in all his complex humanity, including his failings. That they should leave with a spiritual "souvenir" that, in the words of Luther himself, "Faith is a living, daring confidence in God's grace, so sure and certain that a man could stake his life on it a thousand times."
- The Martin Luther Experience will fascinate secular guests and provide them with an inspirational experience that shows not only how one person can change the world, but also how Luther was motivated by the Gospel, which he also proclaimed. For spiritual visitors, it will affirm and deepen their belief that they are God's people "Just by Faith, Just in Christ."

The Martin Luther Experience

The "Wittenberg Project" continues to take shape as a major element and a Missouri Synod contribution to Lutheranism's anticipated commemoration of the 500th Anniversary of the Reformation in 2017. At its November 2010 meeting, the Board of Directors received an updated report of progress being made to provide a business plan prior to the board's February 2011 meeting.

Dr. Samuel Nafzger, chair-

man of the ILSW Board that oversees the project, expressed appreciation to the board for its continued support of the project idea while a business plan is being developed and for the board's earlier approval of a project grant of \$150,000 to keep the Wittenberg Project moving forward.

Rev. David Mahsman, managing director of the project, reported that the Abraham Lincoln Presidential Library and Museum in Springfield, Ill., has entered the picture, the Lincoln museum having prompted "working on a larger idea." The project grant monies were used for a two-day creative planning meeting.

In June, a select group of people, including government and church officials, tourism experts, and consultants, met in Germany to plan the

story line for what is tentatively being called "The Martin Luther Experience." A document by that name provided to the Board of Directors included the following paragraphs to describe "The Opportunity" the museum project presents:

Martin Luther once said, "Everything that is done in the world is done by hope." What is hope? The dictionary defines it as "a feeling of expectation and desire for a certain thing to happen." The group that gathered in Wittenberg, Germany in June 2010 came together because of a strong desire for a certain thing to happen:



Dr. Samuel Nafzger

The elements of the museum will include a lobby/gateway where visitors can prepare for their Martin Luther Experience; a central hall which will provide orientation and options for the visit; a "Light of the World" immersive special-effects theatre which will present a dramatic, high-impact show to illuminate Luther's spiritual journey; a story-telling area consisting of a series of walk-through immersive galleries where guests can "go deeper" into Luther's fascinating life: "Early Life"—"Luther the Monk"—"Luther the Reformer"—"Luther the Pastor"—"Later Years"; two special display areas: "Table Talks" and "Friends and Foes"; a theater

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President Talks of 'Transition'

LCMS President Matthew Harrison used the time reserved for his report to the Board of Directors to share with the board the efforts that are under way to provide for an orderly transition from the old to a new way of doing things in the Synod's national office, restructuring that was brought about by decisions of the 2010 LCMS convention.

He spoke of the process that was used in making the determination to eliminate 12 positions in the national office of the Synod, the first round of such decisions intended not only to restructure operations but also reduce expenses, given the financial crisis faced by the Synod due to continuing reductions in unrestricted income. He stated that because he was not involved in the work of the Blue Ribbon Task Force on Synod Structure and Governance and the work of the convention floor committee that promoted the changes that were adopted, it has been necessary to take time to understand fully the actions taken by the convention, while at the same time not delaying to take necessary actions that can achieve cost reductions in areas involving unrestricted funding.

The President also forewarned that there will be a need to continue to look for additional reductions in force to counter anticipated continued reductions in unrestricted funds. A three-stage process for transition is being developed that (1) begins with realizing immediate cost savings through timely actions; (2) sorts out national office ministry pieces along accountability lines; and (3) results in having the entire general structure of national office operations in place by early 2011, in time for planning and budgeting for the 2010-2011 fiscal year.



He spoke of the challenge of absorbing the functions from the positions that are being eliminated and asking existing staff to assume additional responsibilities to the extent possible. Where this is not possible, necessary functions will need to be assumed by other entities of the Synod. Districts in particular will be asked to pick up some of the services that have been provided from the national office.

He reported that the ongoing search for a Chief Mission Officer has produced no serious candidates after an initial round of interviews. The position has since been advertised in the Synod's periodicals, the goal being to be able to approach the Board of Directors at its February 2011 meeting for consideration and concurrence with (a) candidate(s) for the position.

The two new mission boards, the Board for National Mission and the Board for International Mission, have organized themselves and are working at incorporating themselves into the national office operational picture as policy boards (to be distinguished from "policy governance boards"). This and the challenges presented by the need for efficient and effective fund development and communication are being given attention using the new WITNESS, MERCY, LIFE TOGETHER emphasis promoted by the president's office.

President Harrison also responded to questions and comments from members of the board regarding the current status of the women's ordination issue within the Japanese Lutheran Church, the Wittenberg Project, the Lutheran Malaria Initiative, the selection of a new headmaster for the Hong Kong International School, and the divine call he has received to serve as an assistant pastor of Village Lutheran Church of Ladue, Missouri, as allowed by the *Handbook* of the

Synod (Bylaw 3.3.1 [a]).

He concluded his comments and summarized his report by stating that, given the circumstances under which he has assumed such great transitioning responsibility, "things are going as well as they can, given

the challenges that are being faced." ■

Rev. Matthew Harrison



Health Care Reform and the Concordia Plans

The chairman of the Board of Directors of Concordia Plan Services, Mr. Fred Kraegel, and its President/Chief Executive Officer, Mr. James Sanft, provided a report to the Board of Directors at its November 2011 meeting on the impact to Concordia Health Plan (CHP) resulting from the health care reform legislation recently adopted by the federal government. They also spoke of the impact to the Concordia Plans as a result of the current economy.

CEO Sanft spoke of the health care reform law as adopted (the "Patient Protection and Affordable Care Act") and its health insurance and health care delivery consequences. He reported that Concordia Health Plan has opted for "Grandfathered Plan" status as its best course of action for the present time. With this status, CHP is exempt from increased reporting and regulatory requirements, but it will not be exempt from certain mandated federal coverage requirements. CHP's ability to make changes to benefit its plan design will also be limited.

He reported on some of the early consequences of the health care reform decision, as well as some of the issues that will likely adversely impact CHP's enrollments and rates, also noting that 2014 will be the significant year for changes resulting from the recent decision. Concordia Plan Services will continue as a prominent player in efforts of an association called Church Alliance to address these issues.

Recent mid-term elections may have an impact on health care reform efforts. If the law remains largely intact, CHP may realize a significant loss in membership, as ministries drop coverage and send their workers to purchase taxpayer-subsidized coverage. It will then remain to be seen how CHP will proceed, whether continuing to operate "as is" for those ministries still interested, or providing limited coverage, or becoming an individual-based rather

than employer-based plan.

Concordia Plan Services will continue to work to understand the impact of the recent elections, will continue to identify key sources of influence in Washington, D.C., and will continue to work with other church health plans through Church Alliance to develop interim strategies and actively communicate with stakeholders.

CEO Sanft also spoke regarding current economic issues that are affecting church pension plans, noting that several church-related plans are experiencing funding challenges that are resulting in decreasing benefits to retirees. The plans facing the greatest challenges are those not closely tied to a denomination. The Concordia Retirement Plan and the Concordia Retirement Savings Plan are not among those. The Synod's plans operate as "church plans" under federal law and are "true" church plans of the kind not under current increased scrutiny.

Concordia Plan Services is currently completing work on "conceptual changes" to its plans, presented to the LCMS Board of Directors a year ago, the goal to provide ministries with flexibility to choose alternate retirement benefit forms for lay workers. After reviewing the process, specific responses to questions were provided to members of the board.

The CPS representatives ended their presentation by emphasizing that Concordia Retirement Plan has survived the economic downturn and is well on its way to full restoration of fully funded status. At present it is conducting a comprehensive 18-month study to make certain that it will be prepared for the next recession, "a periodic fact of life in our society." ■



MARTIN LUTHER EXPERIENCE

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to tell the greater story of Luther's influence, "The Spread of the Reformation"; and a shop, café and children's area.

Two versions of the project are being contemplated: one, smaller, to be housed in the altes Gymnasium, a historic Latin School building near the church where Luther did much of his preaching, and the other, larger, which would require new construction. It is estimated that the smaller version would attract 90,000 visitors a year and the large version 200,000 visitors. Both would result in an increase in the number of visitors to the existing Lutherhaus Museum.

Either project will require significant funding. The cost of the smaller project is being estimated at more than \$17 million, while the larger version of the project could total \$40 million. It is anticipated that local

governments, because the project would be an aid to tourism and a source of local employment, will participate in the funding of the project. The ILSW has requested until February 2011 to provide to the Board of Directors a reliable business plan and a faithful and accurate picture of the project's potential.

Dr. Nafzger closed the presentation by stating that the ILSW is not in the entertainment or museum business, but in the business of sharing the Gospel. He underscored that whatever will be done must be done taking care not to be an embarrassment to that Gospel. He again stressed that the LCMS is in the driver's seat with this project, with an opportunity to tell the world the truth regarding Martin Luther and to provide an important witness of the Gospel to the world. ■

Triennial Board Meeting Schedule

At its September 2010 meeting, the Board of Directors opted to delay setting the dates for most of its meetings during the new triennium until additional information could be made available regarding comparative costs between meetings held in St. Louis and meetings held in conjunction with the annual LCEF Fall Leadership Conference held around the country.

The board asked that two options be prepared before it would consider setting the remaining meeting dates, one to identify dates should it decide to meet in conjunction with the LCEF fall conferences in 2011 and 2012 and another option should it decide not to meet in conjunction with the conferences. It was noted that the board finds benefit in meeting at the conferences since this provides opportunity to meet with the Council of Presidents on an annual basis.

The board received the following information from the Synod's Travel and Meeting Department in preparation for making its meeting scheduling decisions:

Cost Item	2008 Indian Wells, CA	2009 Tampa Waterside	2010 STL Crowne (Feb.)
Food/Beverage/AV	\$ 3,321	\$ 4,272	\$ 2,129
Rooms	7,811	5,617	2,749
IC Catering			771
Travel (est.)	8,850	8,850	5,400
	<u>\$19,982</u>	<u>\$18,739</u>	<u>\$11,049</u>

Add. Fall Conf. Attendance (five staff still attend Fall Conf.) (est.)			<u>5,895</u>
			\$16,944

Noting that the additional cost for meeting in conjunction with LCEF conferences is comparatively small and the benefits have merit, the board opted for the following schedule of meetings for the 2011-2013 triennium, this schedule to be published and made publicly available by the Chief Administrative Officer and the Secretary in compliance with the spirit of 2007 Res. 7-05B "To Promote Transparency in Governance of Synod and Its Institutions":

2011	2012	2013
Feb. 16-18#	Feb. 15-17	Feb. 20-22
May 18-20#	May 16-18	May 15-17 ¹
Aug. 24-26#	Aug. 22-24	Sept. 14-16 ²
Nov. 16-18 ³	Nov. 14-16 ³	Nov. 20-22 ³

Meeting dates previously adopted.

¹ Tentative, depending upon scheduling of floor committee weekend.

² Tentative, dependent upon scheduling of new board/commission member installation.

³ Scheduled in conjunction with LCEF Fall Conference.

Final Bylaw Changes

2010 LCMS convention Res. 8-12A authorized and directed the Board of Directors, "pursuant to the procedure provided in Bylaw 7.1.2, to amend such other bylaws as may be necessary to implement the spirit of the resolutions involved in the restructuring of the Synod, . . . [such amendments] to be prepared by the Secretary of the Synod and reviewed by the Commission on Constitutional Matters."

The purpose for the convention action was to fill in any missing bylaw pieces that escaped the attention of the convention, given the involved and complicated nature of the convention's decisions to restructure the operations of the Synod. The Secretary presented three such proposals for bylaw amendments to the Board of Directors during its November 2010 meeting.

Amendments to Bylaws 3.1.9-3.1.10.1

In keeping with the overall spirit of restructuring, significant changes were made to section 3.1 of the Bylaws governing the distribution of convention publications, providing for the use of electronic communication tools to facilitate timely and

economical distribution of materials. Due to an oversight, parallel changes were not also applied to the publication and distribution of *Convention Proceedings*. Left unaddressed, this omission would have resulted in needless expenditure of tens of thousands of dollars following future conventions for printing and mailing. Bylaw 3.1.9 was amended by adding a paragraph from former 3.1.10 that makes the Synod's communication services responsible for "telling the story of the conventions of the Synod to the public."

Bylaw 3.1.10 was amended to allow "the content of the official *Convention Proceedings* of each convention" to be "posted on the Synod's Web site, with printed copies sent by Concordia Publishing House to registered delegates of the convention, officers of the Synod, and members of boards, commissions, and councils."

New Bylaw 4.1.6.2

The subject of district and circuit alignments and related matters surfaced repeatedly in the restructuring actions taken by the 2010 convention. One convention action, Res. 1-07A, encouraged inter-district dia-

logue in the establishment of new church starts, satellite worship sites, and specialized ministries across geographic district lines.

Believing the convention action to rise to the level of bylaw language, the Commission on Constitutional Matters (with the agreement of the Commission on Handbook) suggested that the resolution language be incorporated into the Bylaws of the Synod, resulting in the adoption of a new Bylaw 4.1.6.2 by the Board of Directors.

New Bylaw 4.1.6.2 encourages congregations "interested in expanding their Gospel outreach into an area that crosses district lines... first to discuss their intent with their own district official, followed by discussion with the appropriate district officials and the local congregations impacted by such work." The new bylaw also requires that any such expansion of Gospel outreach obtain "the concurrence of both the president of the receiving geographical district and the board or committee responsible for mission in that district," the ecclesiastical supervision of such activity to be decided by the affected district presidents.

Amendment to Bylaw 3.1.4.1 (b)

With its adoption of Res. 8-08A, the convention reconsidered and clarified the responsibilities of the Commission on Constitutional Matters (CCM) and the Commission on Handbook (COH), moving former CCM responsibilities for bylaw-language concerns and the post-convention revision of the *Handbook of the Synod* to the COH.

Noting that this change makes it more important for the Commission on Handbook to be involved in the bylaw-development process, the board agreed to an amendment to Bylaw 3.1.4.1 (b) that adds the Commission on Handbook to the list of exceptions to the general rule that limits convention representation by boards and commissions, thereby allowing the commission to be represented at conventions by as many of its members as deemed necessary to carry out its responsibilities. ■

Board Appoints New Treasurer

In keeping with 2010 convention Res. 8-39's decision that the Synod's Treasurer would no longer be an elected position, instead authorizing the Board of Directors to appoint the Synod's Chief Financial Officer after consultation with and with the concurrence of the President of the Synod, the board immediately went ahead with its process of receiving nominations and created a Chief Financial Officer Search Committee.

The search committee vetted all nominees, conducted preliminary telephone interviews of those nominees thought most suitable, and recommended to the full Board of Directors two candidates to be interviewed in person by the full board. The interviews were conducted during the board's November 2010 meeting in Nashville, following which the board by a ballot vote (made unanimous by a motion to that effect) appointed Mr. Jerald C. Wulf the Chief Financial Officer of The Lutheran Church—Missouri Synod for a three-year term.

Mr. Wulf is a member of Faith Lutheran Church of Pierre, S.D., where he has been an active member since the early 1980s. He has been employed by the South Dakota Department of Legislative Audit, since 1989 as Director of External Audits, providing the variety of experiences that will equip him for service as Chief Financial Officer of the Synod. For the past 20 years, he has served as Treasurer of the South Dakota District, responsible for overseeing the receipt and proper accounting of the district's revenues and expenses as well as the South Dakota District Church Extension Fund.

After tending to several commitments to the positions he currently holds, Mr. Wulf plans to assume his responsibilities as Chief Financial Officer early in 2011. ■

All Together Now . . .

As part of their regular November meetings, the Board of Directors and the Council of Presidents devoted several hours on their agendas for a joint meeting to discuss pressing items of mutual interest.

First on the agenda of the meeting was a lengthy review and discussion of final report of the Task Force for Synodical Harmony presented by task force Chairman Paul Sieveking, President of Iowa District West. After noting specific strategies offered by the task force to assist and Council of Presidents and the Board of Directors in their efforts to help the Synod demonstrate “how our great church body can provide a God-pleasing witness to our confession and practice,” he called particular attention to the final two paragraphs of the task force report:

While we look at what divides and alienates us from one another, we must not ignore the abounding grace of God among us. God’s people still gather around the Word and the Sacraments to be graced with His forgiveness and together move forward in God’s mission in the world. The treasure of the church is still ours—the glory and grace of the Gospel of Jesus Christ.

Until we find a way to speak and to listen to one another in love, little hope exists for moving toward greater concord in doctrine and practice. Luther’s insight is compelling: “Where there is no love, there doctrine cannot remain pure” (LW 24, 244).

Both groups mutually agreed to a plan whereby the President’s Office and task force members will give final attention to the report prior to its dissemination, in anticipation of a joint effort going forward.

Also on the agenda of the joint meeting was the implementation of 2010 Res. 8-14A “To Elect Five Vice-Presidents by Geographic Region,” which requires the board and council to work together to designate the boundaries of the five regions at least 24 months prior to the following Synod convention. Three members each of the council and board, with the Secretary of the Synod serving as convener and the Chief Administrative Officer providing staff services, will work together to provide a recommendation to the council and board for their April and May 2011 meetings.

Secretary Raymond Hartwig also provided an overview of essential areas of communication between the board and council, following which Board of Directors Chairman Robert Kuhn and Council of Presidents Chairman Larry Stoterau each provided brief updates on current business and issues.

Of particular note was the report from the Council of Presidents chairman regarding calls and vacancies across the Synod. At present there are 198 congregations actively calling sole pastors, 27 calling senior pastors, and 27 calling associate pastors, for a total of 252 actively calling congregations. There are also 204 “temporarily non-calling” and 396 “permanently non-calling” congregations, for a total of 600 congregations that are vacant but not calling, thought to be reflective, in part, of current economic conditions across the country. ■



Other Business

During its November 2010 meeting, the Board of Directors took various and sundry actions not discussed at length elsewhere in this edition of Board Briefs, including the following:

■ The board “received the Audited Financial Statement of The Lutheran Church—Missouri Synod for the year ended June 30, 2010”—the auditor’s opinion not having identified any material weaknesses in internal controls that would require management attention.

■ The board authorized the Human Resources Committee “to use as necessary and appropriate, for the 2011/12 Synod budget, such actions as a hiring and salary

freeze, a voluntary early retirement opportunity, reductions in force, and voluntary furloughs” to address the critical financial situation faced by the Synod at the present time.

■ The board tasked “the Director of Human Resources, the Chief Financial Officer, and the Chief Administrative Officer during the coming budget process to alert the Concordia University System of its need to take over the funding of the 26 CAIS, BUE, and CUENet positions currently jointly supported by the CUS and the Synod.”

■ The board established St. Louis as the location of the 65th Regular Convention scheduled to be held July 20 through 25, 2013. ■

Convention Assignments

Using a list provided by the Secretary of the Synod with recommendations from the Chief Administrative Officer, the Board of Directors devoted a portion of its meeting to a review of convention resolutions calling for action by the board. In response to some of the more significant convention resolutions:

■ **Res. 4-02 “To Address Corporate Synod’s Financial Crisis,”** the board will in an orderly manner consider each of the recommendations of the Blue Ribbon Task Force for Funding the Mission for increasing unrestricted revenue, also evaluating all physical assets of the Synod to ensure that they are being used effectively to carry out the Synod’s mission and ministry.

■ **Res. 4-04A “To Study Higher Education System and Bring an Action Plan to 2013 Convention,”** the board developed a process to constitute a committee for bringing recommendations to the board’s February 2011 meeting for a task force to research “the efficiency of cooperative interaction for the

fiscal strength of the LCMS system of colleges, universities, and seminaries.”

■ **Res. 4-08 “To Improve Procedure for Establishing Synod Convention Times and Locations,”** the board instructed its Policy Review Committee to develop policy that will govern the location selection process in the future.

■ **Res. 8-14A “To Elect Five Vice-Presidents by Geographic Region,”** the board took the initiative to appoint a committee of Board of Directors and Council of Presidents members, under the leadership of the Secretary of the Synod, to bring to the board and council a recommendation for establishing the geographical regions for elections to take place at the 2013 convention.

■ **Res. 8-40 “To Perform Final Audit of Outgoing Boards and Administration,”** the board took note that such audits are already under way, with a report to be made to the board upon completion of the auditing process and made available to the Synod by means of the minutes of the board meeting when the report is given. ■