



– 2023 –
ANNUAL
REPORT

THE LUTHERAN CHURCH—MISSOURI SYNOD

Amounts reflect audited information received January 4, 2022.

SEVEN MISSION PRIORITIES

1

PLANT,
sustain, and revitalize
Lutheran churches



2

SUPPORT
and expand
theological education



3

PERFORM
human care in close
proximity to Word and
Sacrament ministries



4

COLLABORATE
with the Synod's members
and partners to enhance
mission effectiveness



5

PROMOTE
and nurture the spiritual,
emotional, and physical
well-being of pastors and
professional church workers



6

ENHANCE
early childhood, elementary
and secondary education,
and youth ministry



7

STRENGTHEN
and support the Lutheran
family in living out
God's design



THE
LUTHERAN CHURCH
MISSOURI SYNOD

OUR MISSION

In grateful response to God's grace and empowered by the Holy Spirit through Word and Sacraments, the mission of The Lutheran Church—Missouri Synod is vigorously to make known the love of Christ by word and deed within our churches, communities and the world (adopted by the Synod in convention, 1995), making disciples — for life!

Guided by the mission statement of the LCMS, the people serving at the LCMS International Center labor to synchronize the strategic internal ministry capabilities and coordinate with the districts, agencies, auxiliaries, educational institutions, Recognized Service Organizations and formal international church partners of the Synod to enhance efforts and activities that make known the love of Christ throughout the world, as together our Synod makes disciples — for life.

Making Disciples for Life is the current triennial mission emphasis of The Lutheran Church—Missouri Synod, adopted at the 2019 convention and reaffirmed at the 2023 convention.

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FROM THE PRESIDENT

Rev. Dr. Matthew C. Harrison

LCMS President

“We give thanks to God always for all of you, constantly mentioning you in our prayers” (1 THESS. 1:2).

This year, we remember the 50th anniversary of the Walkout at Concordia Seminary, St. Louis. Most students and all but five professors left the institution voluntarily, protesting the ecclesiastical supervision of the Synod through its president, Jacob Preus. The gross doctrinal aberrations advocated at the institution are well documented. Those who left became the catalyst for the formation of the Evangelical Lutheran Church in America (ELCA). Not too many realize that half the faculty at Concordia Theological Seminary (then in Springfield) supported the theological direction of the St. Louis seminary as well. Given the decades building up to 1974, and the many difficulties the Synod has faced in the past 50 years, it is frankly amazing that the LCMS still exists, still confesses without reservation the truth of the inerrant sacred Scriptures, and that we hold without qualification to the *Book of Concord*. “There is no other name under heaven given among men by which we must be saved,” except Jesus Christ (ACTS 4:12). This alone would be cause for unending thanksgiving.

Thanksgiving is a vital and living fruit of true faith in Christ. Lack of thanksgiving to God is a sure sign of the denial of the faith. Luther said that the Gospel comes like a passing rain shower in summer. There’s a cloudburst, and then as quickly as it began, the rain stops, and the clouds carry it to other places and lands. The Gospel lasts in a place for maybe a couple of generations, perhaps a hundred years, and then it’s gone. Why does it pass? “Thanklessness,” says Luther.

This annual report is but a snippet of the great work done by the national office. I’m proud of that work, prouder still of the great people who serve us all in doing the mission and ministry laid out by the Scriptures and Confessions, our governing documents, and the Synod in convention. You’ll see that amazing things are happening around the globe. The work of our individual districts is incredible. The quality of our educational institutions (universities and seminaries) is remarkable. The work of our congregations and schools is inspiring. The service of our thousands of pastors, teachers and others is breathtaking. The work of church planting around the globe is humbling. Thanks be to God! “Oh give thanks to the LORD, for he is good; for his steadfast love endures forever” (1 CHRON. 16:34). May this be our constant refrain.

“Stay with us, for it is toward evening and the day is now far spent,” urged the two disciples on the road to Emmaus (LUKE 24:29). It is our plea as well: Stay with us LORD, until the full number of the elect are safely home in the church, having heard and believed the Gospel of Your blood-bought forgiveness.

Pastor Matthew C. Harrison

2023 ANNUAL REPORT

FROM THE LCMS CHIEF MISSION OFFICER

Rev. Kevin D. Robson

Under the established governance structure of the LCMS, the Synod's chief mission officer (CMO), located within the Office of the President, is responsible to the president for the supervision, cross-coordination and resourcing of the Synod's five principal mission and ministry units — the Office of International Mission, the Office of National Mission, the Office of Pastoral Education, Mission Advancement and Communications. All of these units work under the president's leadership, in fulfillment of the ends policies established by the Boards for International Mission and National Mission and specific directives provided by every Synod national convention (our 2023 convention was no exception!). Along with the mission boards and the CMO's office, they continue in a recent historical pattern of constituting over three-fourths of the Synod's total operating expense budget while working to fulfill the Synod's established and reaffirmed mission and ministry emphasis, *Making Disciples for Life* (2023 Res. 4-02) and seven mission priorities (2023 Res. 4-03):

- › Plant, sustain, and revitalize Lutheran churches;
- › Support and expand theological education;
- › Perform human care in close proximity to Word and Sacrament ministries;
- › Collaborate with the Synod's members and partners to enhance mission effectiveness;
- › Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers;
- › Enhance early childhood education, elementary and secondary education, and youth ministry; and
- › Strengthen and support the Lutheran family in living out God's design.

Within that framework, our gracious Lord has profusely blessed the Synod in recent years, setting out peerless opportunities to take the Gospel to every corner of the U.S. covered by our 35 districts, and then to the very ends of the earth. A multitude of collaborators — faithful, supportive colleagues and skillful partners, organizations of all shapes and sizes — accompanies us in every context and situation, domestic and overseas. We marvel at the abundance of rich resources the Lord has provided for us to steward in the fulfillment of our collective labors — a sacred trust and mutual commitment established with the generous contributors who make such work possible, accompanied by humble prayers that His will be done. Thanks be to them and even more: thanks be to God! Along the way, the crosses given us to bear in the “now time” — every vexation, every challenge and distress, every sorrow and disappointment and rejection, every “failure” (always a learning moment) — are simply not worth comparing with the glory that is yet to be revealed to us in the triumphant return of our Lord Jesus (**ROM. 8:18**).

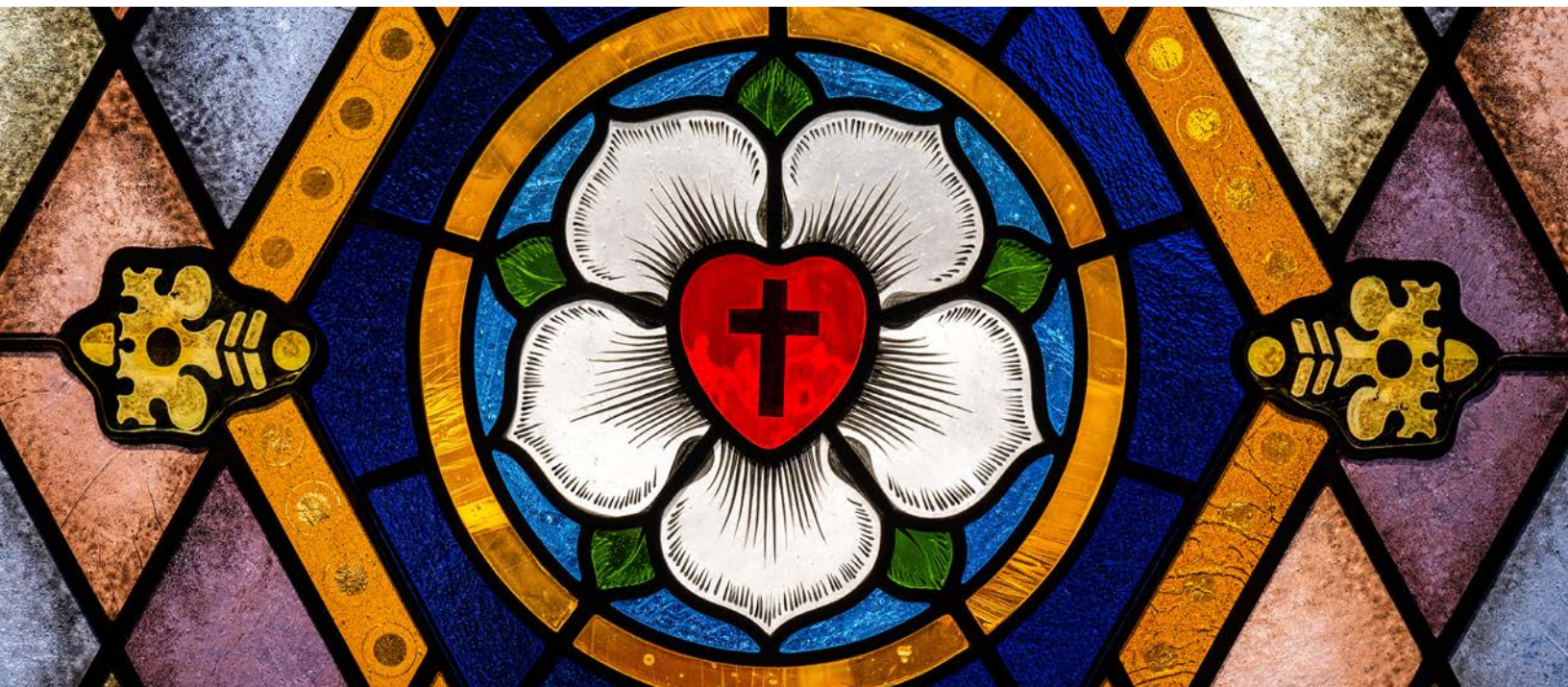
Over the past year, the five mission and ministry units cited above continued to advance the beautiful, powerful Gospel of Christ crucified. Vigorous efforts were planned and executed to the very best of our capacities, in service to *you*. To that end, we've refined strategic plans for each of the units, in pursuit of even more clarity and improved alignment with internal and external audiences. In efforts to enhance the sustainability of the work that has been given to us, we're stretching our operational and financial planning

horizon to look deeper into the future decade. We've made the most of our lean staffing in the LCMS International Center in St. Louis and in four regional offices around the world, striving for continuing improvements to work processes and the capture of operating efficiencies at every turn. We are resolute about avoiding an earthly, bureaucratic mindset (for our minds are set on what is above, Colossians 3:1–2, on Christ and His church and her mission) and we have developed a flexibility to address mission and ministry opportunities even as they might and often do *suddenly* arise.

Yet all that “corporate stuff” is quite secondary. Sometimes it can be quite challenging to prioritize a host of simultaneously occurring activities and properly allocate finite resources toward initiatives, all of which can present the potential for high impact. We assess, we plan, we pray ... and then we commit our future to the Lord. What counts above all else is the Gospel proclaimed in its truth and purity and the Sacraments administered by Christ's institution. The Holy Spirit works through such means of grace; He is responsible for the outcome when we wisely and winsomely carry out Lutheran mission and ministry that is “all in” for planting and nurturing Lutheran churches — sinner-saints congregated around font, altar and pulpit. God's kingdom grows under such a paradigm: Serve our neighbors with the love and mercy that God has immeasurably showered up on us while steadfastly maintaining the integrity of the faith that rests on God's Word alone — a timeless confession that has been handed down through the generations of the saints that have preceded us. *Making Disciples for Life* ultimately happens right where you are, in our parishes and schools and households. Let's continue to connect Jesus and His limitless grace to more people! Give your neighbors a straightaway invitation: “Come and see” (JOHN 1:46; PSALM 66:5).

Now more than ever, we're strengthening our commitment to communicate with you well — transparently, by lively, vivid and accessible means — about the impact that you're making here and abroad through your church body. This annual report is part of that effort, but surveys have shown how much you appreciate the Synod's other publications and other communications in print and electronic formats. Watch for well-crafted future enhancements and expansions to items like *The Lutheran Witness*, *Lutherans Engage the World* and even the entire Synod website (lcms.org) that are already planned and well on their way to implementation.

To God alone be glory!



2023 ANNUAL REPORT

THE LCMS OFFICE OF INTERNATIONAL MISSION

Rev. Dr. Cory J. Rajek

Executive Director

On Jan. 15, 2024, I joined the staff of The Lutheran Church—Missouri Synod (LCMS) at the LCMS International Center in St. Louis as the new executive director for the Office of International Mission (OIM). In this position, I am honored to succeed and follow in the fine work of former Interim Executive Director Christian Boehlke and Executive Director Rev. Dan McMiller.

Prior to being called as OIM executive director, I served for 21 years as a parish pastor (a portion of that time as a senior pastor); a professor at the OIM's regional seminary, Luther Academy (formerly the Lutheran Livonian Project) in Riga, Latvia; and, most recently, as the regional director for the LCMS Eurasia region. As regional director, I was responsible for managing LCMS work, personnel and partner church relationships on a daily basis throughout the Eurasia region.

I received a Bachelor of Arts in Pastoral Ministry/Theological Languages from Concordia University Wisconsin (CUW), Mequon, Wis., and a Master of Divinity from Concordia Seminary, St. Louis. I also have a Master of Arts in Servant Leadership from Viterbo University, La Crosse, Wis.; an Executive Certificate in Business Administration from the University of Notre Dame, South Bend, Ind.; and a Ph.D. in Educational Leadership from Cardinal Stritch University, Milwaukee. My wife, Jennifer, and I have two daughters, Emiley (currently attending Concordia University, Nebraska, Seward, Neb.) and Alexis (who will attend CUW).

I believe theological education done internationally is a major strength of the OIM. As I join the Synod's international mission work in a new capacity, I will work to make sure theological education remains one of our strengths as we seek to train confessionally sound indigenous pastors and church planters the world over.

This begins with our OIM staff in St. Louis, who should be well-versed in what Lutheran missiology and church planting are all about. Every staff member must know his or her role and how that role fits in with the OIM's three-fold mission of spreading the Gospel, planting Lutheran churches and showing mercy. The Lord has graciously blessed us with a strong and dedicated staff at the International Center and a faithful and impressive team of missionaries all over the world. I cannot begin to express how thankful and honored I am to be serving with them in Christ's mission.

As I write this, I am making plans with my family to move to the St. Louis area in the near future. I look forward to getting to know my fellow workers at the IC better in the months to come and to joining with them in service to our Synod and its work here and around the world.

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THE LCMS OFFICE OF NATIONAL MISSION

Rev. Daniel M. Galchutt

Executive Director

Jesus gives God's mission to the church in Matthew 28: "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you" (vv. 19–20). This mission is not tied to a specific, faraway location. It's a calling for the church to do the work that Jesus has given us to do.

That means that God's mission is right before us. It's wherever we, as God's people, are. ***God's Mission Here*** is about making disciples for life. The Office of National Mission (ONM) goes about that work by serving LCMS congregations and schools as they work in partnership with the 35 LCMS districts and other LCMS entities.

The ONM has nearly 20 ministry areas in which we work, as well as several resolutions to address from the 2023 Synod convention. While this report will only give a brief overview, you can learn more at lcms.org/how-we-serve/national-mission.

In 2023, I joined the ONM as the new executive director. One of my initial goals was to focus on partnering with districts. This emphasis was clearly seen when the ONM hosted a gathering of district staff from nearly 30 districts in 2023. Over three days of meetings, district and Synod staff discussed the challenges and opportunities facing us today. Increased communication, collaboration and partnerships developed, creating greater resource sharing in existing ministries and ideas for new approaches.

One of the approaches identified was the need to address the challenges and opportunities of smaller congregations. In the summer of 2024, the ONM will host the first Smaller Congregations Summit to initiate dialogue about the best ways to provide support and care for smaller congregations and their church workers.

Church Renewal and Revitalization resources are one of the ways that the ONM has been working to assist smaller congregations (though revitalization resources can benefit congregations of all sizes). In 2023, development of a new *re:Vitality* module, "Members of One Body," was completed. This module focuses on how to incorporate new people into the life of the congregation. A Lutheran school-based outreach module called "Beyond the Classroom" is in development, with a production version coming in 2024.

LCMS School Ministry serves 1,855 Lutheran schools across North America with over 160,000 students. Those schools have over 21,000 educators. However, there are challenges in finding educators for our Lutheran schools. So, School Ministry created a job board (lcmsjobboard.com) to assist schools in finding teachers in partnership with districts. The job board focuses on contracted teachers when called teachers aren't available. School Ministry will also be working on developing Lutheran standards for education.

LCMS Youth Ministry finished a new book, *7 Practices of Healthy Youth Ministry*, after years of research and work with congregations. It is available from Concordia Publishing House (CPH), and staff will continue to share what was learned to promote vibrant and healthy ministry among our young people. In addition, Youth Ministry continues to equip young people to lead through YouthLead and is busy preparing for the 2025 LCMS Youth Gathering (lcmsgathering.com).

LCMS Campus Ministry provided a gathering for practitioners in campus ministry in 2023. This was the first such gathering in years. Feedback on the gathering was positive, and a second one is being planned for May 2024.

One resource developed by the ONM in partnership with CPH that could prove especially helpful to our college students is an apologetics-based witnessing curriculum called *Prepared With a Reason*. CPH will release printed resources in the spring of 2024, and the ONM will supplement those resources with topical podcasts and videos. *Every One His Witness* continues to be available through CPH, with new modules in development. In 2023, the module “Witnessing to the Nones” was released.

Life Ministry assisted congregations in their witness and mercy work through the Million Dollar Life Match. Grants were given to 144 LCMS congregations to address a variety of life issues. Nearly 550,000 people were served through this effort. Life Ministry also led an expansion of Lutheran participation in life marches at the state level, now that life issues are being decided on a state-by-state level.

Disaster Response and Training continued to work in partnership with districts to equip volunteers to respond when needed. There were multiple tornado responses in 2023, including a coordinated effort to help college students serve during spring break to assist with the rebuilding effort after Hurricane Ian in September 2022. The Lutheran Early Response Team (LERT) program continues as well. A Bible study resource called *Anchored in Christ* was developed to point people to Christ in addition to meeting their physical needs.

Additional ONM ministries that help to provide care in times of need are Recognized Service Organizations (RSO) and Specialized Spiritual Care Ministry (formerly Specialized Pastoral Ministry). The RSO ministry of the ONM granted RSO status to 10 new organizations, received applications for 21 new RSOs and received four renewal applications. Specialized Spiritual Care Ministry expanded endorsement options that recognize rostered church workers serving in ministries where people cannot come to church, including in hospitals, prisons and senior living communities.



LCMS Worship continues to support congregations with weekly resources, including prayers, hymns and Church Year resources. In addition, much work is done for daily chapel at the International Center, for worship at LCMS conferences and during the Synod convention. The triennial Institute on Liturgy, Preaching and Church Music will take place at Concordia University, Nebraska, in July 2024.

Stewardship Ministry began offering a series of workshops in collaboration with districts called Bring Giving Home. The series was offered in the Southern Illinois District. These workshops focus on teaching what God's Word says, asking the people of God to respond in faith and planning accordingly.

LCMS Family Ministry published resources on the topics of sexuality and gender. In addition to this, National Mission funded a series of conferences for church workers and laypeople (lcmslife.org/created-male-and-female). In the future, Family Ministry will be offering new resources on teaching the faith to the next generation.

As we look ahead, there are many opportunities to support **God's Mission Here**. Health Ministry will develop distinctly Christian mental health resources and programs. All Nations Ministry will connect with people of various ethnicities across the LCMS to support the work being done all over North America through a Ministry Council. Together, this Ministry Council and ONM staff will proclaim that God's mission involves people of all nations (**MATT. 28:19**).

Church Planting will also be advancing in the days to come. A study on the history of church planting in the LCMS is providing much insight for the new LCMS Church Planting Initiative. The ONM is partnering with districts on this initiative, striving side by side for the Gospel (**PHIL. 1:27**), so that, according to God's will and by the power of His Spirit, the Good News of Jesus Christ might be proclaimed to even more people here in North America. To God be the glory. Amen.



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FROM THE LCMS OFFICE OF PASTORAL EDUCATION

Rev. Dr. James A. Baneck

Executive Director

The LCMS Office of Pastoral Education partners with a variety of LCMS individuals and entities on the work of pastoral formation, education and church work recruitment. Looking forward to the 2025–2026 fiscal year, Pastoral Education will focus on the following:

Set Apart to Serve

Set Apart to Serve (SAS) is the Synod's comprehensive church work recruitment initiative, which seeks to form pastors and church workers to preach, teach and share God's Word for the saving faith of God's people. Building both on research conducted by SAS and by conversations throughout the Synod, the overarching goal of SAS is to develop a culture of intentional church worker formation and recruitment to encourage both youth and second-career adults to pursue full-time church work. We do this especially through prayer. In addition, we work to develop our children, from conception on, in a variety of ways: spiritual, family, intellectual, character, physical, emotional and more.

Especially in 2023 and 2024, the SAS website (lcms.org/sas) has been built out to include several quality resources to help LCMS congregations, schools and entities build a culture of church work formation and recruitment. These include videos, articles, radio programs/podcasts and other resources.

Four Focus Areas

Since 2019, SAS has expanded its scope and focus in the areas of youth, second-career, All Nations and international, developing and testing resources through pilot projects and seeking feedback from a variety of individuals and entities via town halls and other forums.

Awareness Plan

In addition, SAS has formed an awareness plan for 2024–2025 that includes the development of district toolkits and working groups, an email campaign, speaking engagements, regular SAS updates to various stakeholders, annual research surveys, the development of a social media campaign, a pilot program to collaborate with circuit visitors on increasing SAS awareness, and a newly formed SAS Advisory Council.

Post-Seminary Applied Learning and Support

Since 1998, Post-Seminary Applied Learning and Support (PALS) has helped pastors and their wives transition from the seminary through the first three years of the pastor's first call. Each PALS group is facilitated by an experienced pastor and his wife, who have been selected by the district president. PALS groups meet six days per year for worship, study, casuistry and fellowship. PALS hosts an annual facilitator training conference in St. Louis, ongoing PALS gatherings in each PALS district, and an annual PALS presentation at each seminary for fourth-year students and their wives. Currently 32 of the 35 districts participate in PALS. Learn more at lcms.org/pals.

Collaboration with Seminaries and Concordia University System

LCMS Pastoral Education plays a key role in the Synod's relationship with its seminaries. We will continue to serve the Synod by working with the Concordia University System pre-seminary directors, the seminary provosts, the vicarage supervisors from each seminary, the seminarians and the Pastoral Formation Committee (Bylaw 3.10.4).

“Life Together as Synod”

“Life Together as Synod” is an informational video series on our mutual commitment to confession, mission and good order in the LCMS. Ten videos are on the Synod website at resources.lcms.org/life-together-as-synod-video-series. Ten more topics and videos are currently in development.

Preach the Word

Preach the Word (PTW) is a resource that helps pastors work together to improve their preaching through video modules and by interacting with seminary professors and fellow preachers. There are 10 completed modules at resources.lcms.org/preach-the-word. After a two-year pause on the production of additional PTW modules, the PTW committee is reconvening this year to plan for the future of PTW and additional resources.

Global Seminary Initiative

The Global Seminary Initiative equips and supports international partner-church pastors and future leaders through sound theological education. LCMS Pastoral Education works with LCMS Mission Advancement and the two seminaries to secure funds to provide graduate-level scholarships so that international students can study at LCMS seminaries. Learn more at lcms.org/makeagift/gsi.

Joint Seminary Fund

Donors generously contribute over \$5.2 million per year to our seminaries through the LCMS. Over \$3 million of that comes through the Joint Seminary Fund, which is managed by LCMS Mission Advancement. Learn more at lcms.org/jointseminaryfund.



FY23 YEAR IN REVIEW

FROM THE LCMS CHIEF FINANCIAL OFFICER AND TREASURER

Nathan M. Haak

Fiscal Year 2023 (FY23) was a year of continued financial strengthening for the Synod. The mission outcomes discussed elsewhere in this report tell the real story of our impact, but here are some financial highlights:

- › Support from congregational offerings (via districts) above \$13 million remained steady
- › Support from other contributors was down slightly vs. FY22, mainly due to bequests
- › Total expenses of \$74.6 million was up \$10.8 million vs. FY22 due primarily to Youth Gathering in FY23
- › Program expense ratio of 82% is well above benchmark best practices
- › Net assets increased \$17.6 million (+12%) to \$164.9 million — a record for the Synod

Statement of Financial Position

The strong net asset position of the Synod provides some stability and buffer against future uncertainties. It also allows (in some instances) for an ability to look toward expanding the programmatic offerings of the Synod. Within nonprofit organizations, not all net assets are equal, as those given with specific donor restrictions are available only for those purposes.

Permanently Restricted (Endowment) Net Assets: \$47.8 million, +\$5.2 million vs. FY22

- › Spend only out of the investment income and returns produced
- › Prudent spend rate of 4% per year yields ~\$2 million per year for the operating budget
- › Income supports a variety of programs

Temporarily Restricted Net Assets: \$75.2 million, +\$6.2 million vs. FY22

- › Spend only once conditions (time or specific programs) are met
- › \$28 million time-restricted are not available for spending today
- › \$47 million of purpose restrictions are concentrated in a few areas
 - International missionaries: ~\$13 million — >1 year of funding, on average
 - Other International Mission: ~\$13 million
 - Mercy work — Global and national: \$9 million
 - Disaster support: \$4 million
 - All others: \$8 million

Unrestricted Net Assets: \$41.8 million, +\$6.3 million vs. FY22

- › Can be designated for specific purposes or otherwise available for general use
- › Designated as capital (buildings, equipment, etc.): \$5.5 million
- › Designated for specific purposes: \$18.2 million
- › Undesignated (discretionary uses or as a buffer against uncertainty): \$18.1 million

As recently as FY21, the undesignated portion of net assets was negative. Since that time, significant one-time events (asset sales, dividends from foreign holdings) have added significantly. Nonprofit standards suggest carrying a balance of as much as 40% of the annual operating budget in undesignated net assets. We will strive to continue building this balance, while also ensuring appropriate funding is available to support the important work of the church in spreading the Gospel message to the world.

Statement of Activities

The goal of the Synod is not to build an ever-strengthening balance sheet or increase our financial security, but instead to steward the gifts entrusted to us to the furtherance of the Gospel. To that end, spending increased \$11 million vs. FY22, including for the Youth Gathering, which costs ~\$8 million and is funded largely via registration fees.

Revenues: \$92.2 million, +\$17.9 million vs. FY22

- › Support from districts and direct contributors: \$64 million, down slightly vs. FY22.
 - Congregational/district support remained steady
 - Large foundation gift of \$3.5 million received on final day of fiscal year
 - “Spendable” support (excluding late foundation gift and endowments) was down ~10% vs. FY22
- › Investment revenues: \$10.3 million, +\$27.3 million vs. FY22
 - Interest and income (cash) of \$5.8 million, down \$1.2 million vs. FY22
 - Investments gains of \$4.4 million, compared to losses of \$24 million in FY22
 - As markets fluctuate, we take a long-term view and spend mainly from cash income allowing for recovery and growth over time
- › All others: \$18.0 million, -\$8.1 million vs. FY22
 - The Youth Gathering’s +\$8.7 million offset by decrease in other one-time items of -\$17.4 million

Expenses: \$74.6 million, +\$10.8 million vs. FY22

- › Youth Gathering of \$8.1 million was primary increase
- › Other program expenses increased \$2 million, mainly in International Mission
- › Management, general and advancement activities increased \$0.7 million to support program growth
- › Program expenses ratio of 82% is well above benchmark targets for best practices
 - Excluding one-time impact of Youth Gathering, program expense ratio is 80%

Looking Forward

There are ever-increasing requests and opportunities for us to use the resources entrusted to us to serve the Synod and the world. The strong financial position, combined with steady support from the members of the Synod, provide the opportunity to meet many of those needs as they arise. We continue to strive to maintain healthy program expense ratios, maximizing the impact of the gifts entrusted to us. As we serve the Synod and the world, we strive to balance prudent financial management and planning with trust in the Lord’s provision of our daily bread. We cannot selfishly hoard the gifts we receive, neither do we want to recklessly spend without careful and intentional planning and consideration of how to best utilize the limited resources with which we operate.

In addition to the many programmatic opportunities addressed in the reports from others, there are opportunities to invest in how those programs are supported. A particular opportunity is to address the

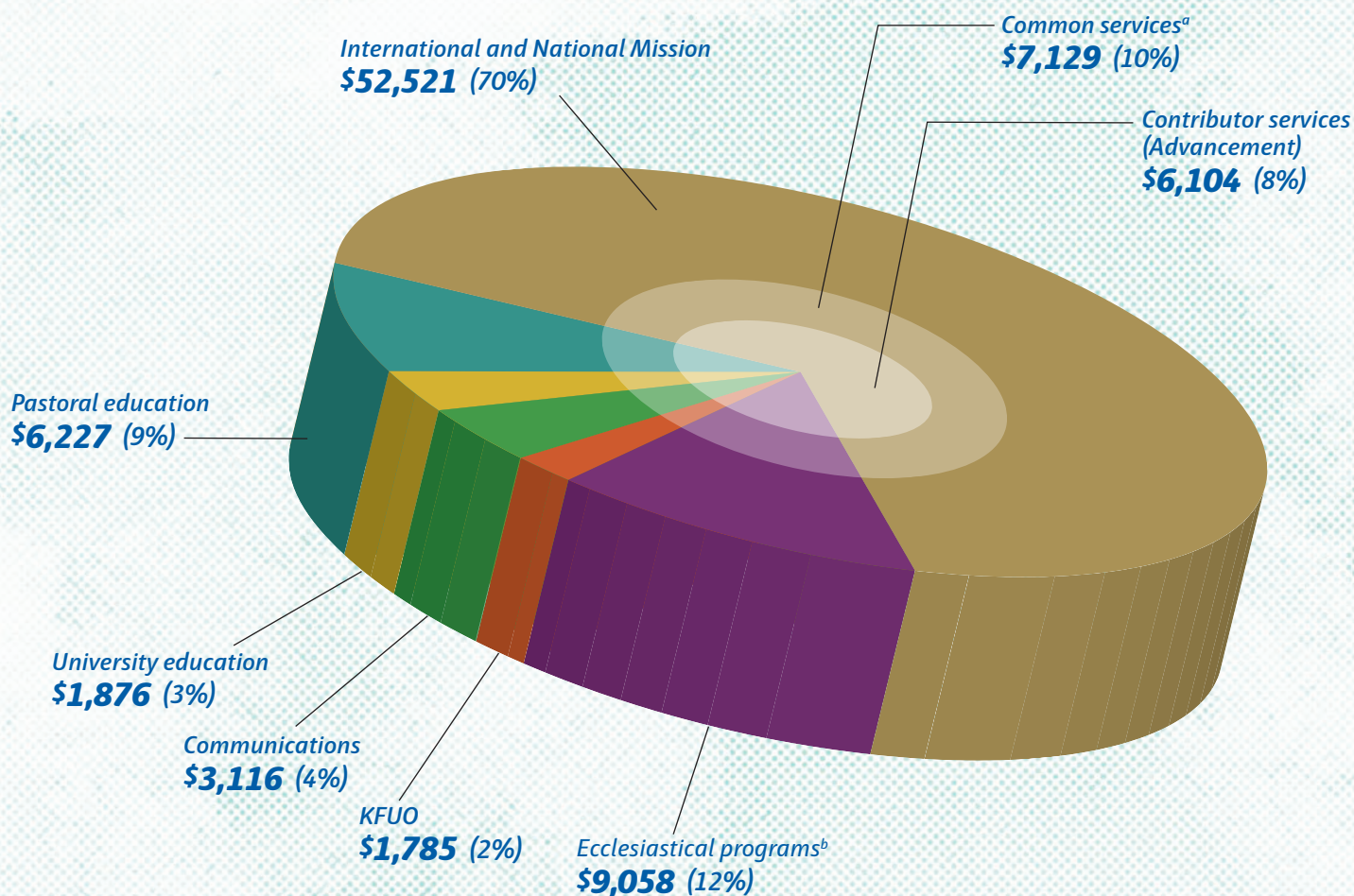
system infrastructure of the LCMS, both to increase our efficiency and expand our ability to serve the program areas and to increase our communication and transparency with the Synod. These investments are critical to improving our service, efficiency and communication, but they are also critical to addressing the ever-increasing cost of doing business and risk associated with operating in this world.

In all of this, we remain grateful for the generous support of the members of the Synod — whether through time, talents, financial gifts, prayers or the many other ways we work together in service of our Lord and His kingdom.



SPENDING: HOW DOLLARS WERE PUT TO WORK

Total \$74,583
(\$s in thousands)



PROGRAM AREA		DIRECT SERVICES	INDIRECT SERVICES ^c		COMBINED PROGRAM COSTS	PERCENT OF TOTAL EXPENSES
			Contributor services (Advancement)	Common services ^a		
Int'l & Nat'l Mission (incl. Youth Gath.)		\$43,203	\$4,298	\$5,020	\$52,521	70%
Pastoral education		\$5,122	\$510	\$595	\$6,227	9%
University education		\$1,543	\$154	\$179	\$1,876	3%
Communications		\$2,563	\$255	\$298	\$3,116	4%
KFUO		\$1,468	\$146	\$171	\$1,785	2%
Ecclesiastical programs		\$7,451	\$741	\$866	\$9,058	12%
Sub-totals		\$61,350 (82%)	\$6,104 (8%)	\$7,129 (10%)		
<i>(Percentages of total in italics)</i>			\$13,233 (18%)			
Total Expenditures					\$74,583	100%

a. Board of Directors, Chief Administrative Officer, Chief Financial Officer, Risk Management, Audit, Accounting, Information Technology, Human Resources, Operational Services.

b. Ecclesiastical programs encompass the Constitution- and Bylaws-mandated elected or appointed officers, mission boards, commissions and functions focused on strengthening our life together and our confession as Christians in the LCMS and its global partner churches. Because they are mandated in the Constitution and Bylaws, the Better Business Bureau classifies them as an expected program of the LCMS, not an indirect services aspect.

c. The Better Business Bureau, Guidestar and Charity Navigator endorse a standard that indirect services costs should not exceed 33–35% of a nonprofit's total expenditures, with program expenditures being at least 65–67% of the total.

BUDGET & SPHERES OF MISSION

FISCAL YEAR 2023 (July 2022 – June 2023)

Chief Mission Officer	Planned Expenditures (Budget)	Actual Expenditures	Use of Donor-Restricted Net Assets	Use of Unrestricted Net Assets
International Mission, incl. Projects and Ministry to the Armed Forces	17,400,077	15,133,862	12,129,752	3,004,110
International Missionaries & Workers	12,564,287	12,627,565	12,330,920	296,645
National Mission, Programs and Projects	8,503,055	5,496,627	4,811,193	685,434
National Youth Gathering	8,754,027	8,121,323	8,682,467	(561,144)
Disaster Response; Disaster Relief	2,020,585	1,824,445	1,824,445	0
Pastoral Education	1,702,621	2,010,985	1,294,590	716,395
Seminary Subsidies & Joint Sem. Funds	2,154,727	2,835,871	2,234,644	601,227
Global Seminary Initiative	233,333	274,999	274,999	0
Communications	3,322,803	2,562,415	476,063	2,086,352
Mission Advancement	7,272,996	6,104,030	6,658,428	(554,398)
Office of the President, BOD, COP, Secretary, CTCR				
KFUO	1,441,854	1,467,872	1,198,862	269,010
University Education	1,220,768	1,542,877	0	1,542,877
Ecclesiastical Services (incl. Convention) ^a	7,242,853	7,451,223	469,255	6,981,968
Chief Financial Officer, Chief Adm. Officer				
Common Services ^b	7,600,437	7,128,956	1,102,778	6,026,178
Release of Unrestricted Net Assets			21,094,654	21,094,654
	<u>Plan (Budget)</u>	<u>Expenditures</u>	<u>Net Assets Released</u>	
Totals	81,434,423	74,583,050	74,583,050	

a. From Board of Directors Policy Manual:

5.2.6.3 The following functions or activities established by the Synod national convention will be fully funded through the Synod budget process using unrestricted income or assessments. These activities will not have the need to raise funds or accept restricted funds except as approved by the Board of Directors or by the action of the Synod national convention: Commission on Constitutional Matters; Commission on Theology and Church Relations; ecclesiastical supervision activities; doctrinal review; meetings and events of the Synod Praesidium, Council of Presidents or Board of Directors; conflict resolution activities; Synod national convention; employment costs (salary/benefits/etc.) of elected officers and support staff.

b. Board of Directors, Chief Administrative Officer, Chief Financial Officer, Risk Management, Audit, Accounting, Information Technology, Human Resources, Operational Services.

ASSETS AND ACTIVITIES



Our Synod at a Glance

EMPLOYEES

Corporate Synod	194*
LCMS Foundation	70
Concordia Plans	167
Lutheran Church Extension Fund	157

MISSION EXTENDERS

LCMS Districts	35
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International Partner Churches

<i>Sister Churches in Altar and Pulpit Fellowship</i>	43
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<i>Associate Churches Working toward Altar and Pulpit Fellowship, Cooperating in Theological Dialogue, Education, and/or Mercy Work</i>	39
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<i>Other Churches Working toward Faithful Ecumenism & Joint Statements</i>	22
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Recognized Service Organizations (RSOs)	203
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Auxiliaries	2
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* Excludes international missionaries

ALL FINANCIAL REPORTING PROVIDED BY

Christopher Wood,
Executive Director,
LCMS Accounting

Statement of Financial Position (Condensed) — Audited

(\$s in thousands)

As of June 30	2023	2022
Assets		
Cash & Receivables	39,051	33,061
Property, Investments, Other	<u>137,381</u>	<u>130,294</u>
Total Assets	176,432	163,355
Liabilities		
Payable (Due) to Others	8,383	8,314
Deferred Revenue	2,397	7,048
Other	<u>781</u>	<u>771</u>
Total Liabilities	11,561	16,133
Net Assets (Assets Minus Liabilities)		
Without Restrictions on Use	41,818	35,485
Carrying Restrictions on Use	<u>123,053</u>	<u>111,737</u>
Total Net Assets — End of Fiscal Year	164,871	147,222

Statement of Activities (Condensed) — Audited

(\$s in thousands)

Revenue and Net Asset Releases	2023	2022
District Pledges (Worship Offerings) Received*	13,558	13,311
Charitable Contributions Released*	50,388	51,810
Investment Income/Sale of Fixed Assets	10,272	(16,982)
Sales & Services, incl. Nat'l Youth Gathering & Convention	13,014	3,720
Other	<u>5,000</u>	<u>22,439</u>
Total Income and Net Assets Released	92,232	74,298

Expenditures (Expenses)	2023	2022
Direct Services (Program)		
Mission — ONM & OIM, incl. Youth Gathering	43,203	31,675
Pastoral Ed/Seminaries; Universities	6,665	9,484
Communications; KFUO	4,031	3,359
Ecclesiastical Programs, incl. Synod Convention	<u>7,451</u>	<u>6,692</u>
Total Direct Services (Program)	61,350	51,210
Indirect Services (Program Support)		
Management & General Services	7,129	7,056
Contributor Services & Fundraising	<u>6,104</u>	<u>5,504</u>
Total Indirect Services (Program Support)	13,233	12,560
Total Expenditures (Spending)	74,583	63,770

Change in Net Assets (Bottom Line)	2023	2022
Net Assets — Beginning of Year	147,222	136,694
Net Assets — End of Year (June 30)	164,871	147,222
Change — Increase (Decrease) in Net Assets	17,649	10,528

* Revenue recognized on Statement of Activities differs slightly from charitable contributions recorded and reported by LCMS Mission Advancement to present the Financial Statements accurately in accordance with US Generally Accepted Accounting Principles (US GAAP).

Important notes: Management and General Services include the Board of Directors, Chief Administrative Officer, Chief Financial Officer, Risk Management, Human Resources, Internal Audit, Accounting, Information Technology, Building Services & Maintenance, and Travel & Meetings. Under the LCMS Constitution and Bylaws, Mission Advancement (contributor services & fundraising) is considered an LCMS program unit under the supervision of the Chief Mission Officer. However, by accounting regulations Mission Advancement is classified as indirect services. Elected and appointed officers, boards and commissions, and rosters (grouped as ecclesiastical services) are considered by the Better Business Bureau and accounting principles to be constitution-mandated direct program services, not management/general (overhead).

LCMS BOARD OF DIRECTORS & EXECUTIVE OFFICERS

The composition of the Board of Directors is defined in Synod Bylaw 3.3.4.1.

Mr. Christian Preus
Chairman
Grand Marais, Minn.

Mr. Andrew Grams
Vice-Chairman
Franklin, Tenn.

Mr. Leo Mackay Jr.
Audit Committee Chair/
Board Treasurer
Alexandria, Va.

Mr. Jan Lohmeyer
Personnel Committee Chair
Waveland, Miss.

The Rev. Dr. Matthew C. Harrison
St. Louis, Mo.

The Rev. Roger Gallup
River Grove, Ill.

Mr. Larry Harrington
Casper, Wyo.

The Rev. Josemon Hoem
Fort Wayne, Ind.

The Rev. Peter K. Lange (Non-voting)
St. Louis, Mo.

Dr. Jesse Yow
Governance Committee Chair
Livermore, Calif.

The Rev. Dr. John W. Sias
St. Louis, Mo.

Mr. Rick Stathakis
Shelby Township, Mich.

Mr. Allan Voss
Sheboygan, Wis.

OFFICERS (ELECTED IN CONVENTION)

The Rev. Dr. Matthew C. Harrison
LCMS President

The Rev. Peter K. Lange
LCMS First Vice-President

The Rev. Benjamin T. Ball
LCMS Second Vice-President
Central Region

The Rev. Dr. Scott R. Murray
LCMS Third Vice-President
West-Southwest Region

The Rev. Nabil S. Nour
LCMS Fourth Vice-President
Great Plains Region

The Rev. Christopher Esget
LCMS Fifth Vice-President
East-Southeast Region

The Rev. Dr. John C. Wohlrabe Jr.
LCMS Sixth Vice-President
Great Lakes Region

The Rev. Dr. John W. Sias
Synod Secretary

OFFICERS (APPOINTED)

The Rev. Kevin D. Robson
Chief Mission Officer
Appointed by LCMS President

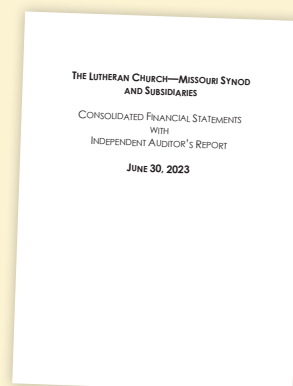
Mr. Felix L. Loc
LCMS Chief Administrative Officer
Appointed by the Board of Directors

Mr. Nathan M. Haak
LCMS Chief Financial Officer
Appointed by the Board of Directors

FROM THE 2023 AUDITED FINANCIAL STATEMENTS INDEPENDENT AUDITORS REPORT

OPINION

In our opinion, based on our audits and the reports of the other auditors, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of The Lutheran Church—Missouri Synod and its subsidiaries in 2022 and as of June 30, 2023, and the changes in their net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.



Armanino, LLP
St. Louis, Missouri
June 30, 2023

(Financial information and audit reports are publicly accessible at lcms.org/bod.)

2023 ANNUAL REPORT

FROM LCMS MISSION ADVANCEMENT

Mark D. Hofman

Executive Director

God's mercies are new every morning (**LAM. 3:22-23**). This is most certainly true.

Through the voluntary choices of many in our Synod (and even some who are not part of our Synod), the shared mission of the LCMS to vigorously make known the love of Jesus in word and deed continues moving forward.

Through voluntary donations, and despite some harsh human realities, Fiscal Year 2023 (FY23) was full of pleasant surprises and an immeasurable host of blessings.

Realities

In FY23 the COVID-19 “windfall” came to an end. Discretionary spending by households had been constrained by the pandemic, resulting in unspent cash and increased savings account balances. As a result, many congregations and nonprofits, including the LCMS, saw higher levels of charitable giving, as well as first gifts coming from more people. Unrestricted and humanitarian-related donations peaked as American households made giving decisions. This pandemic-driven “windfall wave” of giving has ended.

Economic challenges are impacting more people. Inflation especially is affecting the confidence of more people to donate at all levels as well. Our spirit of generosity has not waned; the financial capacity to act on that spirit, however, has come under immense pressure as the prices of food, energy and other necessities has climbed.

The loss of faithful, generous friends and partners to death became more pronounced in FY23. This trend will continue as the Greatest, Silent and early Baby Boomer generations are passing away.

But our God is ever faithful and just; His mercies are new each morning!

Blessings

Financial Support of official Synod international missionaries, each called or appointed by our congregations through the LCMS Board for International Mission, continues to strengthen. Mission and mercy projects have been narrowed to those that are enduring in value and impact. A swelling of interest across the Synod in the recruitment of future church workers reflects our membership's commitment to the Great Commission.

The Synod's strong humanitarian response to the displacement of Ukrainians continued into FY23, although it began tapering off after Jan. 1.

Giving to sustain LCMS disaster response work, despite no major catastrophic events, continued. Generosity bolstered an expanded readiness posture, a focus on lay training, and sustained long-term restoration work over short-term “crisis” relief efforts.

Contributors are more open to the idea of establishing strategic endowments and adding to them. These gifts invested — put to work — to generate sustained funding for mission and ministry over time.

Variations And Fluctuations

Sometimes people may wonder why giving to one area of another goes down (or up) from one year to the next. Bequests are often the biggest reason for year-to-year fluctuations, since each is a one-time unrepeatable event.

Another reason, somewhat surprisingly, is that mission efforts can succeed! The drive to make a positive change or difference worked, and the justification for seeking donations is no longer a factor. At other times, it becomes clear that an effort is not achieving the desired outcomes, and a decision is made to close it out, eliminating the justification for donations. Also, when a sufficient reserve of funding is available, the rationale for proactively seeking donations disappears.

There can be one-time events that are reflected in these kinds of reports. Similar to the COVID-19 pandemic and the war in Ukraine, one-time events such as a hurricane or catastrophic tornado result in an outpouring of generosity at a level that is not sustainable over the long term. In these cases, the “burst” of emotional energy appears but then subsides.

Into Fiscal Year 2024

With a new fiscal year transpiring, a few notes about trends are warranted:

- › The passing of the Silent and early Baby Boomer generations is seen in bequests. While these bequests are financially impactful, this trend also means the number of living contributors and potential contributors is in decline. The “demographic cliff” hitting colleges and universities today will ultimately impact giving to the church at all levels. Endowment income will become strategically important to sustain Gospel-sharing work, so the wisest possible stewardship of larger gifts is vital. Interorganizational collaboration and the sharing of resources across organizations will facilitate a soft rather than hard landing as this deep dip approaches.
- › Those contributors who are under immense personal inflationary financial pressures are pulling back, compounding the losses in the contributor stream. Economic and secular political disruption will determine how long this trend lasts.
- › The value and importance of younger contributors (ages 18–55) giving their first gift is increasing, even if the first-gift amount is modest. These new connections and partnerships are a great source of emotional and spiritual encouragement to missionaries, pastors, teachers and other workers serving on the front lines. The act of becoming a donor is worthy of being encouraged and affirmed by the entire church.

The LCMS is blessed beyond measure. Numbers change while our God does not. Numbers on a table are only a faint hint at the love for Jesus and love for neighbor that are given to us by God’s grace, but each number confirms the confession of faith held by the people of the LCMS, and the certain hope each contributor has in Christ alone.

We are blessed. God’s mercies are new each morning.

OUR GIVING YEAR TO YEAR

Voluntary Contributions to Support Gospel Proclamation and Convention — Mandated Work

Fiscal Year 2023				Fiscal Year 2022			
DONORS	GIFTS	AMOUNT (\$)	DESIGNATION (CONTRIBUTOR INTENT)	DONORS	GIFTS	AMOUNT (\$)	
SYNOD SUPPORT							
<i>Where the mission opportunity or financial pressure is greatest</i>							
35	423	13,108,614	Unrestricted (congregation worship offerings via districts) ^a	35	433	13,642,400	
4,344	6,261	3,649,205	Unrestricted (contributions and bequests sent direct to the Synod)	7,203	10,526	4,006,362	
<i>Restricted by contributors for specific purposes</i>							
Shared funds — National and international							
4,208	8,370	3,034,700	Global Mission Fund	5,281	10,459	2,845,167	
6,284	10,157	4,070,025	LCMS World Relief and Human Care	7,108	11,142	4,673,493	
983	1,831	1,318,616	Disaster Response work	4,936	5,989	1,836,788	
1,503	1,868	977,862	Christ's Care for Persecuted/Displaced (Ukraine)	6,645	7,301	3,032,406	
12,566	47,590	21,474,671	International only (work/missionaries, incl. disasters)	12,589	48,669	22,527,138	
6,937	9,164	2,539,784	National only (work/missionaries only, incl. disasters)	2,694	4,322	4,017,658	
3,944	5,954	3,217,869	Pastoral Ed, (Joint Seminary Fund, GSI, <i>Set Apart to Serve</i> , etc.)	3,460	5,347	4,316,059	
1,268	2,667	936,564	Worldwide KFUO	1,311	2,743	932,485	
1,705	5,131	1,837,100	Synod — Other restricted uses	416	4,120	2,957,704	
1	7	3,559,798	Donor-imposed time restriction on use	—	—	—	
2	42	3,698,215	Endowment (permanently restricted by donor instructions)	1	5	2,034,417	
28,468	92,781	63,423,022		33,859	111,056	66,822,078	
FOR OTHER ENTITIES via SYNOD							
58	133	70,194	Concordia University System (CUS)	83	168	493,870	
2,992	4,806	736,395	Lutheran Center for Religious Liberty (LCRL)	3,189	4,278	853,312	
3,041	4,939	806,589		3,272	4,446	1,347,182	

Figures are subject to auditing and adjustment.

Figures are for gross receipts and are not adjusted to reflect fund-raising, contributor care, or regulatory compliance costs. Totals for donor count do not equal the sum of the individual categories as some donors contribute to more than one option

*To continue supporting the mission of the LCMS with your contributions,
please contact Mission Advancement or visit lcms.org/givenow*

2023 ANNUAL REPORT

FROM THE LCMS CHIEF ADMINISTRATIVE OFFICER

Felix L. Loc

The chief administrative officer (CAO) assists the LCMS Board of Directors in carrying out the responsibilities given to it by the Constitution, Bylaws and resolutions of the Synod. The Board of Directors has delegated to the CAO responsibility for maintaining contact with the Synod's general counsel and for making certain legal decisions. The CAO is also responsible for the general management and supervision of the business and legal affairs of the Synod as directed by the Board of Directors. In addition, the CAO serves as the Synod's convention manager.

The 2023 Synod convention brought about several changes that will be implemented during the course of the triennium. One of the biggest changes was the adoption of Resolution 7-04B, where the Board of Directors and the Concordia University System have taken on their respective division of duties distinguishing between the "left-hand kingdom" and the "right-hand kingdom" in their service to the colleges and universities of the Synod. In the Board of Directors' duties to have general oversight responsibilities (Article XI E 2), they have initiated efforts toward preserving both ecclesiastical and secular rights, interests and responsibilities to the universities who face cultural and demographic challenges.

One of the major themes coming out of the Synod convention in Milwaukee was the desire to "walk together" as a Synod, with the idea that we are all "better together." The Board of Directors has taken steps in working together with the Synodwide corporate entities to align their interest in supporting the mission of the church as they take a proactive approach to the future of the Synod.

Additionally, the Board of Directors has engaged UB Greensfelder as new general counsel for the LCMS. UB Greensfelder is a full-service, Am Law 200, super-regional law firm with deep and extensive experience representing religious organizations. UB Greensfelder was recently created by the merger of Greensfelder, Hemker & Gale, P.C. and Ulmer & Berne LLP. The firm's 275 lawyers advise regional, national and global businesses on a wide range of legal matters. The Board of Directors has authorized the CAO to develop a transition plan to ensure business continuity between UB Greensfelder and the Synod's longstanding engagement with Thompson Coburn.

As the new CAO of the Synod, I am deeply honored and eternally grateful for the impact that the LCMS has had on my life to deliver Christ crucified for me. All of the responsibilities and tasks involving business and legal complexities of my daily work ultimately come down to the support of delivering Christ to sinners through Word and Sacrament as Christ promised in Matthew 16:18.

2023 ANNUAL REPORT

SYNOD SECRETARY

Rev. Dr. John W. Sias

The Office of the Secretary, with its integrated department of Rosters, Statistics and Research Services, as required by the LCMS Constitution and Bylaws, supports good order in the Synod; administers official processes and lists; and provides expert, in-house research capacity to all the Synod's activities. The office, which now consists of the elected secretary, an assistant and an office administrator, provides service to the Synod's officers, agencies, boards, commissions, ordained and commissioned ministers, congregations, schools, and related entities. Through the secretary's service on the Board of Directors, the Commissions on Constitutional Matters and Handbook, and the Board of Governors of Concordia Historical Institute (the Synod's department of archives and history), and as staff to the Council of Presidents, the office offers close support to the necessary administration of the Synod's life together.

The work of recording and disseminating the decisions of the 2023 convention is now complete; the work of preparing for the 2026 convention and supporting all the work set out by the 2023 convention is already well underway. This year, the office will be supporting a massive study of the circuits of the Synod to enable a task force (2023 Res. 9-06A) to recommend potential changes to convention representation after 59 years (in 2026) of applying the same formula. It is working with the Commission on Constitutional Matters to revise, after about a decade of using the current materials, guidance on congregational constitutions and bylaws, as well as with the universities and seminaries of the Synod (Res. 7-04B [C]) and the Concordia University System to revise the governance documents of these crucial institutions. It is also working with leadership of the past Committee for Convention Nominations and LCMS Information Technology resources to develop a fully online process for convention-related, board-appointed and vacancy officer, board and commission nominations, as well as a fully online process for convention registration — both of which are hoped to improve performance and engagement, reduce costs, and provide better process assurance than the old paper processes. These immediate projects join many regular items of work, which are worked at steadily but are never finished.

Rosters and Statistics

The Rosters and Statistics activity continues to lead to the implementation of more efficient ways of collecting and disseminating information critical to all the ministries and agencies of the Synod. It is in the final stages of developing a new online framework, on behalf of the Council of Presidents, to support the Synod's districts in the collection and maintenance of biographical and vocational information on the Synod's ordained ministers and the Synod's congregations, schools and other calling entities in their call processes for ordained ministers. This new tool, to be introduced in the fall of 2024, will unite into one coherent platform the various processes necessary to maintain the roster of the Synod and to make well-selected call lists available in a timely fashion to her member congregations. The system presently used to support commissioned minister information will then be brought into the new framework.

Efforts continue, in collaboration with the districts, to encourage and facilitate closer to unanimous congregational reporting of statistics and lay leaders (currently about 75% submit each year); to strengthen reporting for schools; to evaluate the potential for revitalization of the Synod's youth list (used by our colleges, universities

and seminaries to reach out to potential students); and to strengthen, accelerate and reduce the overhead of the processes the congregations use to govern their Synod and contribute to wise planning of future ministry together. This year's statistical collection was done using a new, unified login approach for congregations.

Research Services

The Research Services unit, consisting principally of a religious sociologist and a data scientist, aims to support the activities of the national Synod and of her districts with timely and insightful research service, ranging from survey and focus group administration and analysis to statistical and demographic research. In-house but self-contained, the unit can approach these problems with immediate insight but also necessary objectivity. As part of the development of a strategic plan for addressing the wellness of church workers (2023 Res. 1-06A), Research Services recently completed the latest round of wellness surveys. One of these asked rostered workers directly about their wellness, while the other asked congregation leadership about congregational attitudes, culture and policies related to the care of their church workers. Research Services also recently delivered a report to LCMS Communications analyzing the results of surveys to subscribers of *The Lutheran Witness* and *Lutherans Engage the World*. Research Services has additional ongoing projects in support of School Ministry, the 2025 LCMS Youth Gathering and analyzing the future need for more church workers.

Conclusion

At the Synod's founding in 1847, it had a constitutional secretary charged with maintaining the roster, statistics and archives. Now, 177 years later, the Office of the Secretary and its integrated department continue to keep all in the Synod mindful of our common commitments, as expressed in the Constitution, Bylaws and resolutions, and to provide the congregations of the Synod with the information they need to guide their future development, combining stability and order with efficiency and responsiveness. Staff does so mindful of the investment of undesignated gifts from the congregations of the Synod that make this work possible (at writing, approximately \$312 per year per parish), and they hope to make good on this investment with steady contributions to a future Synod, by God's grace, that is in more places and stronger in every place and all together, founded solidly on the Word of God and the Lutheran Confessions and engaged actively, effectively and confidently in the work and life together for which she was formed.



ROSTERS AND STATISTICS



Our Synod at a Glance

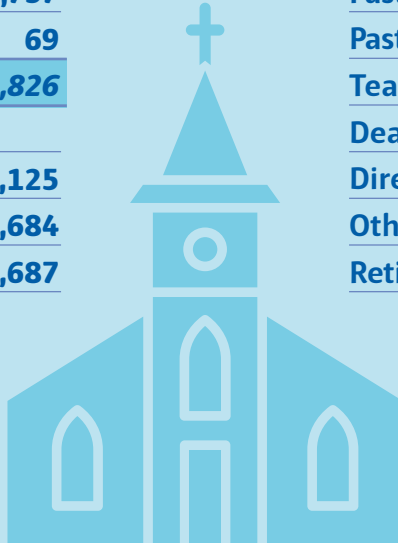
CONGREGATIONS

Continuing congregations	5,757
New church starts	69
Total	5,826

Baptized congregants	1,708,125
Confirmed congregants	1,354,684
Reported weekly attendance	522,687

CHURCH WORKERS

Pastors (Active assignment)	5,574
Pastors (Candidates for calls)	336
Teachers	5,019
Deaconesses	190
Directors of Christian Education	552
Other rostered workers	214
Retired workers, including pastors	7,492





LCMS Missionaries and Military Chaplains at a Glance

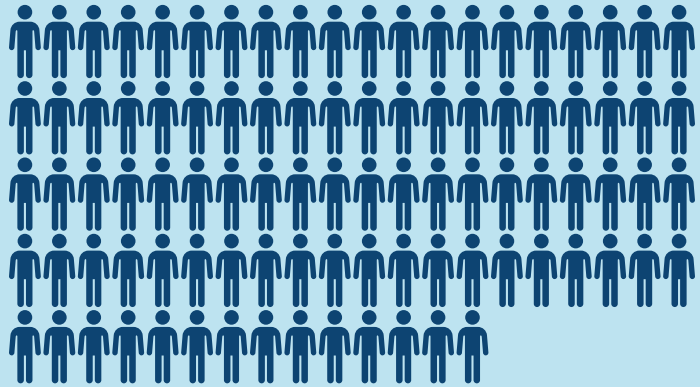
LCMS MISSIONARY TEAM

International regions	4
Missionaries (headcount)	94
Missionaries (households)	83
Alliance missionaries	19

MINISTRY TO THE ARMED FORCES

LCMS Military Service Branch Chaplains	136
Ministry Staff	3

As of December 2023, the current force of 94 LCMS missionaries serving internationally:



EXECUTIVE STAFF



International Mission –
Int'l. Center Staff w/missionary support or oversight roles.

Missionaries are shown by headcount, not households. For example, a couple comprised of an LCMS pastor and his LCMS deaconess wife are counted as two missionaries if both have calls to serve as LCMS missionaries. A couple where only one individual holds the call or appointment to serve is counted as only one missionary.



EDUCATION



Our Synod at a Glance

LUTHERAN SCHOOLS

Preschools	1,722
Elementary Schools (K-8)	736
High Schools	110
International Schools	3
Colleges/Universities	6
Seminaries	2



LUTHERAN SCHOOLS — ENROLLMENT

	Headcount
PRESCHOOL & CHILD CARE CENTERS	65,245
ELEMENTARY SCHOOLS	88,446
HIGH SCHOOLS	18,877

	Headcount	Full-time Equiv.	Church Work
COLLEGES/UNIVERSITIES*	30,731	18,980	962
By school:			
Concordia, Ann Arbor (CUW)	1,368	1,073	69
Concordia, Chicago	7,098	3,671	74
Concordia, Irvine	5,023	3,410	134
Concordia, Nebraska	3,447	1,775	264
Concordia, St. Paul	7,449	4,786	82
Concordia, Wisconsin	6,346	4,226	339

* 2022–2023 Academic year enrollment.

	Headcount	Full-time Equiv.
SEMINARIES — Total enrollment – Fall 2023	937	605
Concordia Theo. Seminary, Fort Wayne	296	248
Concordia Seminary, St. Louis	641	357
SEMINARIES — Ordination-track only – Fall 2023	577	445
Concordia Theo. Seminary, Fort Wayne	196	175
Concordia Seminary, St. Louis	381	270



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