



Annual Report

2020

THE LUTHERAN CHURCH—MISSOURI SYNOD

Amounts reflect audited information received January 4, 2021.

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 LCMS national convention.



PRESIDENT'S OPENING

Rev. Dr. Matthew C. Harrison

LCMS President

DEAR CONTRIBUTORS OF THE LUTHERAN CHURCH—MISSOURI SYNOD,

Grace and peace in Jesus.

2020 was a strange and challenging year. Thanks to many significant factors — including a very painful reduction in force and a strong response by you, the donors of the LCMS — we have been able to fund all missionaries and we have been able to significantly reduce internal borrowing, which is for the most part done against LCMS Board of Directors funds designated for some general future use.

God's people are increasing their direct giving, particularly to undesignated categories. This is occurring despite the continued 40-year decline in dollars that are first given into the local offering plate, then passed to district and finally to Synod. More people are joining you as ongoing contributors to the LCMS. We thank God for you and continue to pass along a greater percentage of donated dollars directly to the work God has given us to do, as noted by our auditors (see Page 5).

The operation of the programs of the national Synod is lean and mean. We have fewer than 10 people in our Office of International Mission, who serve the needs of 120 missionaries and their families. We have clergy serving only in roles that require them. Our great mercy and disaster work continues to allow the Synod, districts and congregations to care for thousands upon thousands of people. Your gifts have made all the difference for hundreds of pastors, teachers and church workers who have needed a helping hand during lean times due to the virus. The Office of National Mission has forged ahead on many fronts, including production of a study of 40 years of LCMS church planting in the U.S.

We remain unequivocally committed to the saving Gospel of the free forgiveness of sins in Christ as delivered and defined by Scripture, and confessed in Luther's Small Catechism, for ALL people. I and our staff are 100 percent committed to the inerrant and verbally inspired Word of God, in which we recognize the voice of our Savior in both Law and Gospel. We confess the *Book of Concord* in toto, and it shapes and informs all daily work.

There are many challenges. And there are many blessings. And there is one Lord Jesus Christ, to whom be the glory forever and ever. Amen.

Pastor Matthew C. Harrison

BUDGET & SPHERES OF MISSION

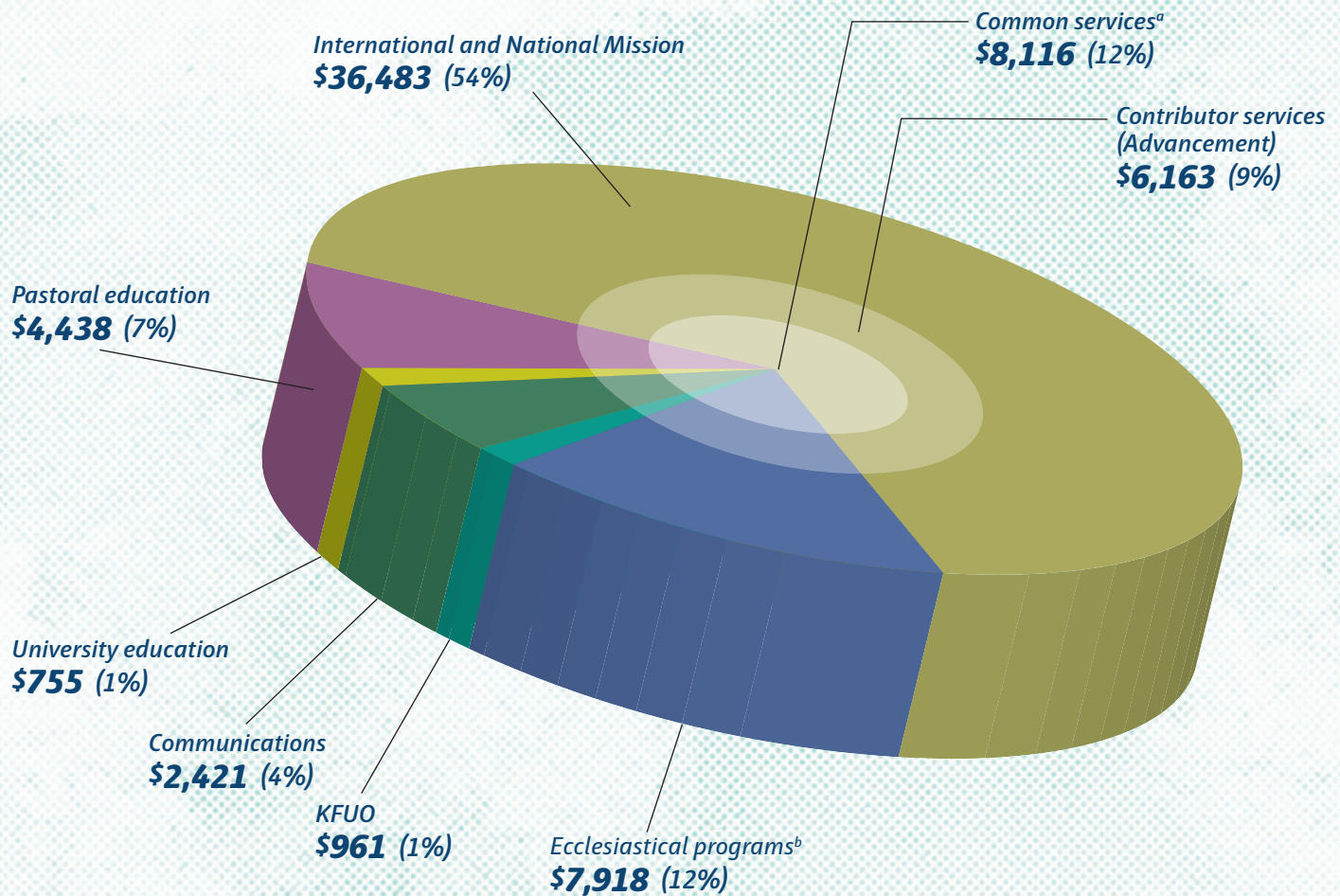
FISCAL YEAR 2020 (July 2019 – June 2020)

Chief Mission Officer	Plan (Budget)	Expenditures	Available Net Assets Released
International Mission, incl. Projects and Ministry to the Armed Forces	11,958,713	9,763,978	8,745,558
International Missionaries & Workers	13,479,017	11,378,145	11,378,145
National Mission, Programs and Projects	6,798,596	4,231,754	2,824,305
National (domestic) Missionaries	483,389	199,297	173,043
National Youth Gathering	9,708,130	9,477,988	9,139,572
Disaster Response; Disaster Relief	3,314,886	1,431,431	1,431,431
Pastoral Education	963,521	515,078	233,371
Seminary Subsidies & Joint Sem. Fund	2,270,227	3,589,553	2,945,326
Global Seminary Initiative	240,000	333,139	333,139
Communications	3,060,892	2,421,111	402,722
Mission Advancement	7,281,932	6,162,623	4,157,286
Office of the President, BOD, COP			
University Education	1,996,148	755,409	–
KFUO	1,031,514	960,821	907,158
Ecclesiastical Services (incl. Convention)	9,730,545	7,917,668	2,912,386
Chief Financial Officer, Chief Adm. Officer			
Common Services	8,959,188	8,116,473	6,990,135
Release of Unrestricted Net Assets			14,680,891
	<u>Plan (Budget)</u>	<u>Expenditures</u>	<u>Net Assets Released</u>
Totals	81,276,698	67,254,468	67,254,468

Release of Net Assets without Donor-Imposed Restrictions

SPENDING: HOW DOLLARS WERE PUT TO WORK

Total \$67,254
(\$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.)	\$36,483	\$4,244	\$5,590	\$46,316	69%
Pastoral education	\$4,438	\$516	\$680	\$5,634	8%
University education	\$755	\$88	\$116	\$959	1%
Communications	\$2,421	\$282	\$371	\$3,074	5%
KFUO	\$961	\$112	\$147	\$1,220	2%
Ecclesiastical programs	\$7,918	\$921	\$1,213	\$10,052	15%
Sub-totals <i>(Percentages of total in italics)</i>	\$52,975 (79%)	\$6,163 (9%)	\$8,116 (12%)		
		\$14,279 (21%)			
Total Expenditures				\$67,254	100%

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

b. Ecclesiastical P(p)rograms encompasses 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 BBB 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 not less than 65–67% of the total.

ASSETS AND ACTIVITIES

“The program spending ratio, the proportion of expenditure that goes to the LCMS mission as opposed to management and general or fundraising expenses, has increased to 77 and 79% in the last two years, comparing favorably to the ‘rule of thumb’ target of 75%.”

LCMS Board of Directors Minutes,
Page 97 – 2019–2022 Triennium – 11/19/2020,
available online at lcms.org/bod



Our Synod at a Glance

EMPLOYEES

Corporate Synod (FTE)	171*
LCMS Foundation (FTE)	54
Concordia Plans	158
Lutheran Church Extension Fund	124

MISSION EXTENDERS

LCMS Districts	35
International Partner Churches (formal fellowship)	39
Emerging Int'l Partners (requesting fellowship)	1
Recognized Service Organizations (RSOs)	191
Auxiliaries	2

* Excludes international & national missionaries

Statement of Financial Position (Condensed) — audited

(\$s in thousands)

As of June 30	2020	2019
Assets		
Cash & Receivables	33,515	57,596
Property, Investments, Other	<u>80,882</u>	<u>64,216</u>
Total Assets	114,397	121,812
Liabilities		
Payable (Due) to Others	9,860	8,845
Deferred Revenue	0	14,177
Other	<u>690</u>	<u>723</u>
Total Liabilities	10,550	23,745
Net Assets (Assets Minus Liabilities)		
Without restrictions on use	10,753	8,979
Carrying restrictions on use, including property	<u>93,094</u>	<u>89,088</u>
Total Net Assets — End of Fiscal Year	103,847	98,067

Statement of Activities (Condensed) — audited

(\$s in thousands)

Revenue and Net Asset Releases	2020	2019
District Pledges (Worship Offerings) Received	12,971	13,262
Charitable Contributions Released	38,809	51,578
Investment Returns/Sale of Fixed Assets	6,484	25,879
Sales & Services, incl. Nat'l Youth Gathering & Convention	<u>14,770</u>	<u>4,052</u>
Total Net Asset Releases (Income)	73,034	94,771

Expenditures (Expenses)	2020	2019
Direct Services (Program)		
Missions — ONM & OIM, incl. Nat'l Youth Gathering	36,483	29,012
Pastoral Ed/Seminaries; Universities	5,193	17,077
Communications, KFUO	3,382	4,333
Ecclesiastical Programs, incl. Synod Convention	<u>7,917</u>	<u>6,202</u>
Total Direct Services (Program)	52,975	56,624
Indirect Services (Program Support)		
Management & General Overhead	8,116	10,379
Contributor Support & Fundraising	<u>6,163</u>	<u>6,207</u>
Total Indirect Services (Program Support)	14,279	16,586
Total Expenditures (Spending)	67,254	73,210

Change in Net Assets (Bottom Line)	2020	2019
Net Assets — Beginning of Year	98,067	76,506
Net Assets — End of Year (June 30)	103,847	98,067
<i>Change — Increase (Decrease) in Net Assets</i>	<i>5,780</i>	<i>21,561</i>

Report to the Synod Board of Directors by the Independent Auditor (November 2020 BOD minutes). Management and General Overhead includes 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, LCMS Mission Advancement is considered a programmatic unit under the Chief Mission Officer. By accounting regulations it is grouped with indirect services. Elected and appointed officers, boards and commissions, and rosters (grouped as ecclesiastical services) are considered by the BBB and accounting principles to be constitution-mandated direct (programmatic) services, not general administration/overhead.

LCMS BOARD OF DIRECTORS & EXECUTIVE OFFICERS

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

The Rev. Dr. Michael Kumm
Chairman
Dakota Dunes, S.D.

Mr. Ed Everts
Vice-Chairman
Daytona Beach Shores, Fla.

Mr. Keith Frndak
Audit Committee Chair/
Board Treasurer
Saxonburg, Penn.

Mr. Larry Harrington
Casper, Wyo.

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

Mr. Andrew Grams
Franklin, Tenn.

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

The Rev. Josemon Hoem
Murphysboro, Ill.

Dr. Jan Lohmeyer
Waveland, Miss.

Mr. Christian Preus
Minneapolis, Minn.

Dr. Jesse Yow
Livermore, Calif.

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

Mr. Rick Stathakis
Shelby Township, Mich.

OFFICERS **(ELECTED IN CONVENTION)**

The Rev. Dr. Matthew C. Harrison
LCMS President

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

The Rev. Dr. John C. Wohlrabe, Jr.
LCMS Second Vice-President
Great Lakes 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. Benjamin T. Ball
LCMS Sixth Vice-President
Central Region

OFFICERS **(APPOINTED)**

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

Mr. Frank Simek
LCMS Chief Administrative Officer/
Interim LCMS Chief Financial Officer
Appointed by the Board of Directors

FROM THE 2020 AUDITED FINANCIAL STATEMENTS INDEPENDENT AUDITORS REPORT

OPINION

In our opinion, based on our audit and the report of the auditors, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of The Lutheran Church—Missouri Synod and Subsidiaries as of June 30, 2020 and 2019, and the consolidated changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

EMPHASIS OF MATTER

In March 2020, the World Health Organization declared COVID-19 to constitute a “Public Health Emergency of International Concern.” As discussed in Note T to the consolidated financial statements, given the uncertainty of the situation, the duration of any business disruption and related financial impact cannot be reasonably estimated at this time. Our opinion is not modified with respect to this matter.

Brown Smith Wallace, LLP
St. Louis, Missouri
November 19, 2020

(Financial Information and Auditor Reports are publicly accessible at [lcms.org/bod](https://www.lcms.org/bod) under the “Financials” tab.)

BUDGET, SPENDING AND NET ASSET RELEASE

DETAILED BREAKDOWN

Area of Oversight	BUDGET		SPENDING		SOURCE OF \$s	
	BOD-Approved Plan for FY20	Actual FY20 Expenditures**	Under- (Over-) Spending Plan	Donor-Restricted Assets Utilized	Unrestricted Net Assets Utilized	Fee & Sales Revenues Utilized
Chief Mission Officer						
International work, Missionaries, MAF, Int'l Disasters	\$26,736,815	\$21,608,510	\$5,128,305	\$20,590,090	\$1,018,420	\$-
National work, Missionaries, Disaster Response	9,297,786	5,396,095	3,901,691	3,363,324	1,433,703	599,068
Nat'l Youth Gathering	9,708,130	9,477,988	230,142	61,997	338,416	9,077,575
Pastoral Education incl. JSF, seminary subsidies	3,473,748	4,437,770	(964,022)*	3,411,336	925,934	100,500
Communications	3,060,893	2,421,111	639,782	5,362	2,018,389	397,360
Mission Advancement	7,281,932	6,162,623	1,119,309	4,065,842	2,005,337	91,444
Office of the President, COP, Commissions						
Ecclesiastical programs, incl. 2019 Convention	10,514,806	7,917,668	2,597,138	426,466	5,005,282	2,485,920
KFUO	1,031,514	960,821	70,693	773,623	53,663	133,535
University Education	1,996,148	755,409	1,240,739	-	755,409	-
Chief Financial Officer, Chief Adm. Officer						
Common Services; Board of Directors	8,174,926	8,116,473	58,453	18,006	1,126,338	6,972,129
TOTALS	81,276,698	67,254,468	14,022,230			
Source of Revenue						
Fee & Sales Revenues						19,857,531
Release of Donor-Restricted Net Assets				32,716,046		
Release of Unrestricted Net Assets					14,680,891	

* This item exceeded the forecasted budget due to the generosity of our donors, which allowed the Synod to supply more financial resources to the seminaries than planned. Please see Page 11 for additional information.



LCMS Missionaries and Military Chaplains at a Glance

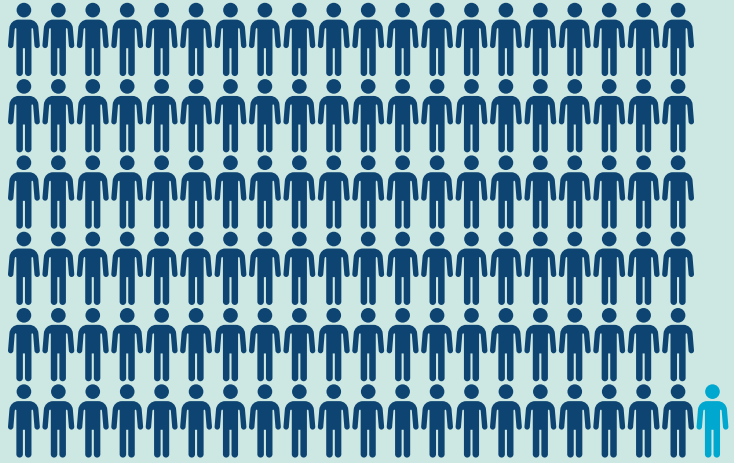
LCMS MISSIONARY TEAM

International regions	4
Missionaries (headcount)	121
Missionaries (family units)	108
Alliance missionaries	10

MINISTRY TO THE ARMED FORCES

LCMS Military Service Branch Chaplains	154
Ministry Staff	3

As of June 30, 2020, the current force of 121 LCMS missionaries serving internationally and domestically:



EXECUTIVE STAFF



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.



OUR GIVING YEAR TO YEAR

Contributions Received for Gospel Witness and Mandated Work — adjusted and audited

Fiscal Year 2020 <i>(adjusted and audited)</i>			DESIGNATION (CONTRIBUTOR INTENT)	Fiscal Year 2019 <i>(adjusted and audited)</i>		
DONORS	GIFTS	AMOUNT (\$)		DONORS	GIFTS	AMOUNT (\$)
SYNOD SUPPORT						
35	436	13,057,443	District contributions to Synod Unrestricted ^a	35	439	13,799,617
6,232	9,098	3,099,025	Individual contributions to Synod Unrestricted ^l	4,805	7,618	3,391,909
13,665	25,893	6,207,490	Shared Funds — Global Witness & Mercy, National Offering	12,675	25,234	6,810,475
14,360	55,128	19,188,600	International Only (work/missionaries) — Witness & Mercy	14,869	56,233	24,625,491
2,331	3,927	1,285,293	National Only (work/missionaries only) — Witness & Mercy	2,642	4,634	1,938,898
1,397	2,217	1,278,564	Shared Funds — Disaster Response Work	11,321	13,246	4,000,049
4,083	6,082	3,131,395	Pastoral Ed, incl. LCMS Joint Seminary Fund, GSI (general)	5,591	3,474	2,758,590
728	789	389,469	Global Seminary Initiative — International Student Scholarships	543	580	246,108
1,304	2,685	878,773	Worldwide KFUE	1,426	2,679	1,201,454
216	3,755	338,530	Synod — Other Restricted Uses	218	3,773	450,624
44,351	110,010	48,854,581		54,125	117,910	59,223,215
SYNOD RESTRICTED CAMPAIGNS & SPECIAL INITIATIVES						
—	—	—	Lutheran Malaria Initiative Campaign (inactive) ^b	23	73	5,645
50	171	17,188	Old Latin School, Wittenberg (outreach and education work)	384	476	47,763
50	171	17,188		407	549	53,408
OTHER ENTITIES/PROGRAMS						
136	315	138,872	Concordia University System (CUS)	150	311	270,918
1,866	2,414	616,927	Lutheran Center for Religious Liberty (LCRL)	1,971	2,419	570,444
66	104	35,949	Lutheran Housing Support Corp (ceased operations in FY20)	399	786	225,383
2,068	2,833	791,747		2,520	3,516	1,066,745

^lThe amount initially reported as Unrestricted contributions and bequests in the FY2019 Annual Report failed to capture bequests and is adjusted here. We regret the error.

^aThis figure does not match the amount on the financial statements due to timing issues and recording regulations.

^bWhile the LMI campaign has ended, contributions to support malaria mercy work continue and are counted under International Only.

Amounts are gross contributions at the tax-deductible value; not adjusted to reflect fundraising, contributor care or regulatory compliance costs.

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

COMMENTARY ON 2020 GIVING

FUNDRAISING AND GIVING TO SUPPORT OUR SYNOD'S NATIONAL- AND INTERNATIONAL-LEVEL WORK IN 2020

Mark D. Hofman

Executive Director, LCMS Mission Advancement

Fiscal Year (FY) 2020 presented a complex set of fundraising challenges to LCMS mission and ministry. As reported in the Synod's audited financial statements, total FY20 revenue from voluntary charitable contributions, intended by God's people to support the witness and work of the LCMS in national and international contexts, declined by \$11,606,000 compared to FY19. When taking into account contributions provided through the LCMS to support other Synod-created corporate entities — the Concordia University System, the Lutheran Center for Religious Liberty (LCRL) and LCMS National Housing Support Corporation (Lutheran Housing Support) — the decline was \$11,881,000. Such reduced contributions, however, were not the result of a diminished spirit of giving or a weakening of our love for sharing the Gospel in word and deed.

So, what was behind the decline?

BEQUESTS

The bulk of the decline in charitable funding was in the category of bequests (end-of-life gifts). In this category alone, the total received in FY20 (\$5,336,000) was \$7,914,000 less than what the LCMS received in FY19 (\$13,250,000). Declines in bequests and other estate gifts affected nearly all ministry and program areas, including those funded by unrestricted/undesigned contributions. Neither Synod staff nor contributors determine when estate gifts materialize; only the Lord knows and decides.

WORSHIP OFFERINGS

Unrestricted financial support from regular LCMS congregational worship offerings — reported as district support — remained in a decades-long downward trend, one that the auditors noted as being something of concern. These vital financial resources flow from God's people into the offering plate, then via congregational commitments (budgeted and unbudgeted) to the respective districts. Each LCMS district pledges an annual portion of these gifts received from individuals and congregations to the Synod in order to support constitution- and convention-mandated activities. This unrestricted financial support, if sufficiently robust, can also fill gaps or shortfalls in donor-designated funding that typically supports the Synod's witness and mercy work.

MISSIONARY SUPPORT

Designated gifts and grants in support of LCMS international and national missionaries and humanitarian workers also declined. This was chiefly due to having slightly fewer actively serving missionaries and international workers in FY20, coupled with tighter spending budgets for each position. In the second half of FY20, a temporary moratorium on travel, in response to the coronavirus pandemic, kept many missionaries and LCMS Mission Advancement staff from visiting sponsoring congregations and groups, many of which were not meeting to make mission-focused giving decisions.

GIVING TO DISASTER WORK

A fourth reason for the decline was a decreased demand for LCMS donations to support the Synod's disaster-response work. Due to churchwide generosity in FY18 and FY19, some of the disaster-restricted gifts received were appropriately carried over into FY20. Recognizing this, LCMS leaders chose to suppress active fundraising appeals in the disaster-response category. As a result, FY20 gifts received for disaster-related work were \$2,721,485 less than the amount received in FY19. (LCMS Disaster Response's budget and spending are accounted for under LCMS National Mission and/or LCMS International Mission, depending on where the work takes place.)

Additional, albeit smaller, changes in gift revenues received occurred in areas such as Church Relations and the Office of the President. In addition, a strategic/operational decision to cease the work of Lutheran Housing Support, whose charitable gifts flowed through the LCMS International Center, was made by that entity's board of directors.

In response to a philanthropic environment that significantly tightened in the second half of FY20, LCMS Mission Advancement greatly curtailed its spending and, as part of the FY21 operating budget, released 12 staff from employment as part of a reduction-in-force initiative at the LCMS International Center.

Given the fiscal uncertainty caused by the coronavirus pandemic, the runup to the 2020 national elections and other factors beyond the Synod's direct control, LCMS Mission Advancement — including Mission Central in Mapleton, Iowa — pivoted to a stronger advocacy for gifts with agility in how they are ultimately spent. In contrast to a gift carrying tight restrictions on use (e.g., "only for work in Panama"), the LCMS openly invited unrestricted support and gifts with greater flexibility (e.g., to the Global Mission Fund, World Relief and Human Care, International Mission: Where Needed Most, and National Mission: Where Needed Most). Contributors responded favorably in nearly all of those areas.

Funding for LCMS International and National Mission — especially in unrestricted or less-restricted support for international mission work — is proving to be a tremendously challenging puzzle to solve, while opportunities (and a corresponding financial pressure to raise funds) in both categories remain abundant. By God's grace, donations to the Global Mission Fund as well as LCMS World Relief and Human Care have afforded the LCMS a stream of funds with enough flexibility to help alleviate some of this pressure.

LCMS Mission Advancement continued to encourage God's people in their support of the Synod's seminaries (through the LCMS Joint Seminary Fund) and their students (through the Global Seminary Initiative [GSI], GSI International Student Scholarships and seminary student financial aid). Tremendous generosity to these areas allowed the LCMS Office of Pastoral Education to confidently supply more financial resources to the seminaries than initially forecasted and budgeted (see Page 7).

LCMS Mission Advancement is contracted to provide fundraising and donor-care services to the Lutheran Center for Religious Liberty (LCRL), a separately incorporated entity wholly owned by the LCMS. The LCRL was blessed by higher levels of generosity despite an observed plateauing in the number of gifts and contributors. The LCRL is in the early phases of soliciting contributors on its own. As the center becomes increasingly self-sufficient in its advancement and fundraising efforts, contributions to the LCRL reported by the LCMS are expected to flatten and then decline.

The LCMS continues to depend almost exclusively on the voluntary contributions of God's people, supplied in various ways and through various means, to fund Gospel-focused work at the national- and international-levels. For all who gave generously in Fiscal Year 2020, thank you for being an integral and vital part of our eternally meaningful mission as Christ's disciples.

To offer feedback on this Annual Report or provide suggestions that may shape future Annual Reports, please contact LCMS Mission Advancement at 888-930-4438 or mission.advancement@lcms.org.

EDUCATION



Our Synod at a Glance

LUTHERAN SCHOOLS

Preschools	1,095
Elementary Schools (K-8)	692
High Schools	97
International Schools	3
Colleges/Universities	7
Seminaries	2



LUTHERAN SCHOOLS — ENROLLMENT

	Headcount
PRESCHOOL & CHILD CARE CENTERS	94,581
ELEMENTARY SCHOOLS	69,177
HIGH SCHOOLS	16,720

	Headcount	Full-time Equiv.	Church Work
COLLEGES/UNIVERSITIES	38,298	24,504	978
By school:			
Concordia, Ann Arbor (CUW)	1,328	990	76
Concordia, New York	2,610	1,924	11
Concordia, Chicago	8,140	4,350	110
Concordia, Irvine	5,272	3,600	105
Concordia, Nebraska	3,955	1,946	245
Concordia, St. Paul	6,795	4,421	53
Concordia, Texas	3,158	2,227	65
Concordia, Wisconsin	7,040	5,045	313

	Headcount	Full-time Equiv.
SEMINARIES — Total enrollment	1,125	642
Concordia Theo. Seminary, Fort Wayne	313	266
Concordia Seminary, St. Louis	637	376

	Headcount	Full-time Equiv.
SEMINARIES — Ordination-track only	608	443
Concordia Theo. Seminary, Fort Wayne	175	156
Concordia Seminary, St. Louis	398	287

ROSTERS AND STATISTICS



Our Synod at a Glance

CONGREGATIONS

Continuing congregations	5,877
New church starts	99
Total	5,976

Baptized congregants	1,861,129
Confirmed congregants	1,469,561
Reported attendance	669,065

CHURCH WORKERS

Pastors (Active assignment)	5,938
Pastors (Candidates for calls)	370
Teachers	6,842
Deaconesses	248
Directors of Christian Education	818
Directors of Christian Outreach	35
Other rostered workers	396
Retired workers, including pastors	7,094

