Chapter 2

2018: CHANGE OUTSIDE & INSIDE
CHANGE ON THE OUTSIDE

A walk around Concordia in 2018 reveals that many additions, subtractions and modifications have taken place over the past twenty-five years. Visually, the campus is markedly different than it was in 1993. But four of these changes, as we'll see, have proven to be especially significant, and in different ways have helped to transform the university: the construction of the Gangelhoff Center (1993), the Library Technology Center (2003) and Holst Hall (2008), and the move into the Central Midway building (2015).

We begin where we started our 1993 walk, in front of the Poehler Administration Building. And fittingly, change is already in evidence: the statue of Martin Luther is no longer here. So as we explore campus, we'll keep an eye out for a twelve-foot high bronze likeness of the Father of the Reformation.

The Poehler Administration Building is unchanged from the outside, although in some spots, it's starting to show its age. Not surprisingly, perhaps, as in 2020 it will turn fifty years old. Inside, the Admin Building still serves largely the same purpose as in decades past, with various faculty and campus offices.

From outward appearances, the two buildings flanking Poehler in 1993, Luther Hall and the Classroom Building, remain the same. Luther is still a women's residence hall, with several offices and classrooms on the tunnel level. While it retains its stately exterior, the Classroom Building was renamed in 2006 as Loma R. Meyer Hall, to honor the distinguished former administrator and faculty member who served CSP in various capacities from 1967-2006. “Loma Meyer is unquestionably one of the greatest leaders Concordia University has ever had,” reflected President Tom Ries upon Meyer’s death in 2014.¹ Fans of the quirky tiered classroom on the building's 3rd floor, however, may be disappointed to learn that the tiers have been removed.

LOMA MEYER
(far right) with Martha and Jeff Burkart at the dedication of the Gangelhoff Center (1993).

“Loma Meyer is unquestionably one of the greatest leaders Concordia University has ever had.”
On the main level of Meyer Hall, if we look north down the hallway, we can see the entrance to the Buenger Education Center, or BEC. This popular 4,000 square foot space, carved out of the former Buenger Library, is used for a variety of both campus and outside events. Most days, chances are good that something is happening in the BEC.

But now it’s down to the tunnel level. What’s new: a brighter, cleaner look. Unchanged: it remains a hive of activity during the school year, with students, staff and faculty moving from one building to another, or stopping at one of many offices, lounges, or other spaces that line both sides.

The Dining Hall—now known as the Winget Student Life Center—still anchors the north end of the tunnel. The dining area recently underwent a thorough renovation, re-opening in Fall 2013. Expanded menu options and more flexible meal plans, as well as flat-panel TVs, help to make the Dining Hall “an engaging and functional student life destination.” The building also houses Student Accessibility Services and, at tunnel level, game rooms, copying services and the mailroom.

Leaving the Dining Hall through the main exit, we cross to Carroll Avenue, then east past the president’s house. It, too, looks much as it did twenty-five years ago, but it’s no longer home to CSP’s president. In 2004, then-president Holst moved into a private residence on Marshall, across from campus, freeing the structure for other uses. These days the Center for Hmong Studies, with Lee Pao Xiong as director, occupies the house on Carroll.
As we continue walking we see perhaps the starkest visual contrast to the Concordia of 1993, and the first of the four changes that have helped to transform the university. Work during 2007-08 fundamentally changed the campus between Syndicate Street and Griggs Street. In all, seven structures were removed, and a new structure—a much needed one—arose in their place.

By the turn of the millennium, student housing was sagging. The three 1950s era dorms—Walther, Centennial and Minnesota Halls—with bathrooms down the hall were becoming outdated and less attractive to both current and prospective students. “When I was a student there were four to a room in Luther [Hall]” said President Bob Holst in 2006 during discussions about housing, but “70 percent of the students that come to Concordia [today] did not share a room [growing up].” The message was clear: modernize on-campus housing, or risk losing students to competitors that had.

Plans developed quickly and, by summer 2007, work was underway. Walther, Centennial and Minnesota Halls all were razed, along with the three single-family houses on Carroll and the one on Concordia Avenue. The eastern part of campus became a large open space—but one soon filled with a forward-looking housing solution, the Residence Life Center, or RLC.

The RLC, which welcomed its first students in August 2008, represented a transformation. The three outdated dorms were replaced by a four story, L-shaped structure featuring apartment-style housing for up to 300 students, with 4-bedroom, 2-bedroom, and studio-style units. Each apartment unit included a private bathroom, full kitchen, and furnished living room and bedroom. Amenities included laundry facilities, a fitness center, and space to socialize. The new RLC brought Concordia “into the 21st century of upper class housing,” said then-Residence Life Manager, Sharon Krueger Schewe, and provided the university with a competitive edge for both recruiting and retaining students. In May 2011, the RLC was renamed Holst Hall.

“When I was a student there were four to a room in Luther [Hall]... 70% of the students that come to Concordia [today] did not share a room.”

- Former President Robert Holst (2006)
Hall, to honor the man who retired that spring after twenty years as president.

Standing now at the intersection of Griggs and Concordia and looking north across busy Interstate 94, we see a large Concordia University sign high up on the side of the Central Midway Building. Yes, since Fall 2015 CSP has leased space in this nine-story, off-campus facility. This represents the second of the four changes that have transformed Concordia in the years since 1993.

One might ask how this can be considered a move of such significance; after all, the university is leasing space in a building, and it’s not even on CSP property. It’s for exactly these reasons this does represent a transformation. First, this extends Concordia’s footprint across I-94, which heretofore had been a red line for development—previously any expansion needed to be west of the main campus, and this was often slow, problematic or impossible. And with steady growth and several new programs, the university urgently needed to acquire space.

Second, the method by which CSP acquired this space was completely new. Instead of a lengthy capital campaign and/or borrowing in order to add a building, leadership under President Tom Ries and Provost Eric LaMott decided to lease the space. This freed the university from long-term debt and building maintenance, and retained the flexibility to add more space if desired, or subtract space as the lease expired, if it was no longer needed.

The Doctor of Physical Therapy program relocated from Thompson Hall to the 5th floor of Central Midway in 2016, followed by the Bachelor of Science Nursing program, which moved into the 6th floor in 2017. These moves had the additional benefit of relieving pressure on space on the main campus.6

A walk west on Concordia Avenue takes us past Wollaeger Hall, home to the Barbara Schoenbeck Early Learning Center and Hand-In-Hand Child Care, and a short distance later, the Winget Student Life Center. Now to our left we see the glass entryway to the Library Technology Center, the third of the four changes that have transformed Concordia.

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**CENTRAL MIDWAY EXPANSION**

A Concordia University sign was installed on the Central Midway Building in March 2016.
By 1993 the shortcomings of Buenger Library were evident. A replacement for the outdated 1950s era structure, however, was only a dream. But action soon started: A library study committee began to meet in 1996, and a Student Senate proposal dated April 1997 demonstrated broad student dissatisfaction with the status quo. The document called on university leadership to make a “state-of-the-art Library facility” a priority, and proposed adding a $75 per term technology fee to student tuition to help pay for it.

Finally, in January 1998 the Board of Regents prioritized the library as a building project; this allowed the formation of the Library Building Task Force, headed by Glenn Offermann. A project architect was selected in September 1998. Fundraising for a new Library Technology Center (LTC) took place after 1998 through the “Enlightening Individuals Enriching Generations” campaign; accompanying literature boldly portrayed the new $7.5 million LTC as “more than just a physical gateway on campus; it will be the gateway to the future, connecting learning and technology.” By the end of 2001, leadership announced the availability of funds and gave the go ahead to the project. A groundbreaking ceremony was held on 17 May 2002, in neighboring Pearson Theatre, and construction commenced.

When completed just over a year later, the two-story building transformed the look and orientation of campus. The cream-colored facade and use of glass contrasted sharply with existing brick structures. And its location, combined with a main entrance facing inward, closed the north end of campus and linked buildings on Hamline with those on Syndicate.

The new Library represented quite a leap forward inside, too. At approximately 46,000 square feet, the LTC was nearly twice the size of Buenger. Features included tables for group study and meeting rooms, and a second floor with numerous classrooms. Modern
technology abounded—a large number of Ethernet ports, but also wireless Internet access throughout the building.\(^9\) On 18 October 2003, during Homecoming weekend, ribbon cutting festivities on Fellowship Plaza officially opened the Library that vaulted Concordia into the new millennium.

In Pearson Commons, we stop for a coffee at Comet’s Café, then walk through a connecting hallway to the aforementioned Pearson Theatre. After several years of planning and construction, it officially opened its doors in September 1994. “The theatre was carefully designed to make efficient use of all the available space. Every space,” noted the amazed Sword correspondent, “including the theatre itself, can be used as a classroom. All of the teaching spaces are equipped to house computers, television monitors, and interactive video…”\(^{10}\) The first student performance at the new venue was “Guys and Dolls,” in November of that year.

Across from the theater is the LMC. Following the September 1993 opening of the Gangelhoff Center, leadership brainstormed new ways to use the space. Subsequently, the building would be completely redesigned inside and see various administrative, athletics and teaching uses. Currently, in 2018, it houses the School of Continuing Studies, Admissions and the Registrar; some locker room facilities; and several classroom spaces.

**PEARSON THEATRE**
The new theater building made a statement on Hamline Avenue, with the Concordia shield highly visible to all passersby.
Hamline Avenue separates the main area of campus from several buildings on the west side of the busy thoroughfare. The first of these, Sea Foam Stadium, sits at the corner of Hamline and Concordia. Opened in fall 2009, the facility serves as the home for Golden Bear football but, as Eric LaMott notes, the stadium serves “not just football, but other sports which are also tied to enrollment.” These include soccer, lacrosse and track and field. An inflatable dome, erected each winter, allows year-round use. “The dome continues to generate revenue,” adds LaMott. “So now the whole thing runs at no tuition burden.” Alas, football dropped their first game at Sea Foam, falling 24-45 to Winona State on 19 September.11

Walking south on Hamline, we pass the Fandrei Center. The two-story building was acquired in 2003 from the City of Saint Paul, and named for benefactors Philip and LaVerne Fandrei. Inside are athletic department and other offices, a classroom, and some locker room facilities.

Crossing Marshall brings us to several athletics sites, including the home field for CSP Softball, Carlander Field, and Baseball, Barnes Field. The Athletic Performance Center sits across the street from Carlander Field. Opened in 2017, Athletics Director Mark McKenzie calls it “a training facility that rivals any in our conference.”12

Impressive as these two are, though, most important here is the Gangelhoff Center, the last of the four changes that have helped to transform Concordia. As we recall, the LMC served for many years as the campus sports center, but the gym was outdated by the 1980s. Campus leaders discussed a replacement, but financing proved a challenge—that is, until the 1990-91 academic year. It was then that Ron and Doris Gangelhoff provided Concordia with a $4 million donation, to fund a new Health and Fitness Center. The Sword hit the nail on the head with its front-page article title detailing the gift: “The Moment You Have All Been Waiting For.”13 Indeed.

This generous and unexpected donation allowed the college to move forward. Groundbreaking took place on 30 October 1992. After this, the Sword noted that “the excitement can be felt throughout the campus.” The student paper ran several

SEA FOAM STADIUM
A multi-purpose facility for CSP’s Football, Soccer, and Track and Field teams. The Concordia Dome and Sprinturf artificial surface allow for year-round use.
articles during that school year with updates on construction, sometimes adding a photo for additional wow factor.  

Dedication of the sparkling new Gangelhoff Center took place on 25 September 1993. The GC, as it quickly became known, changed the campus and the university. It has since been the venue for several men's and women's sports teams, of course, but the building has also allowed Concordia to host a wide variety of events, from graduations to sports tournaments to trade fairs. Arguably more important, though, the Gangelhoff Center made possible Concordia’s move in 1999 to NCAA Division II athletics—this would have been unthinkable had CSP’s sports teams still played in the LMC. “No chance,” said Dan O’Brien, the Athletic Director at the time of the switch. “We needed a multi-purpose facility that could house events, and house multiple teams.” And as we’ll see in a later chapter, joining Division II would represent a transformation of its own.

We’ve now explored the four locations that have most helped to transform CSP over the past quarter century. But there are several interesting stops left on our tour. And we’re still looking for the statue of Martin Luther. So let’s keep moving.

Exiting the GC and crossing back to campus, the first thing we notice is the Reformation Bell Tower. Dedicated in October 2017, the 22-foot tower and its 24-inch bronze bell commemorate the 500th anniversary of Luther’s 95 Theses. Further, Arndt Science Building appears unchanged from 1993, but looks can be deceiving. In recent years there has been an extensive upgrade of both equipment and the classrooms for physics, chemistry, biology, and math. One key piece was the addition for Fall 2011 of a new cadaver lab. Leanne Bakke, Chair of the Biology Department, described this as “an amazing opportunity to get a holistic view of how our body works.”

We continue through the Music Building to explore the newly renovated Buetow Auditorium. Seats and the stage, acoustics and lighting, even the organ—all were upgraded in work completed in 2016. David Mennicke, Director of Choral Studies since 1989, says the space is now “a more effective and rewarding place for musicians to learn, grow and share their art.” This work also meant the end of the original
1970s interior design, including the red walls. This perhaps pleased many users and visitors.

Leaving Buetow and walking across the lawn brings us to the Student Union. Or rather, the building that formerly served as the Student Union, for change is in evidence here too—this is now the Concordia Art Center. The opening in 2007 and 2008 of the Cross of Christ Fellowship Center (see below) and Holst Hall created new hubs of student activity, and shifted focus away from the 1973 building. Accordingly, the space was creatively redesigned and, in several stages between 2009-13, the Department of Art and Graphic Design moved in. Various studio and gallery spaces transformed the old Union into a dynamic new location.19

Across the street from the Art Center, on the southwest corner of Marshall and Syndicate, sits Thompson Hall. Formerly Moenkemoeller Hall and used for student housing until 2008, the building was redeveloped in 2014 into classroom, lab and office space. The Department of Kinesiology and Health Sciences relocated here in January 2016. According to Katie Fischer, currently Dean of the College of Health and Science, the move to Thompson Hall “will provide more opportunities for student engagement and research, enhanced programming, and faculty scholarship.”20 This is an innovative way to use a space on campus that had outlived its original purpose.

We walk down Syndicate past Luther Hall and the Admin Building to our final stop, Graebner Memorial Chapel. Here a new addition greets us: the Cross of Christ Fellowship Center, which was added in 2007 as part of a chapel renovation project. Dedication took place in September of that year, during Homecoming activities. “The Center has proven to be a valuable asset for CSP,” says Campus Pastor Tom Gundermann. “The Underground serves as a gathering space for several ministry events each week, the Carlander room is used for meetings by various campus groups, and the main Center area serves as a gathering space for fellowship before and after chapel services.”21

The striking cedar cross above the entrance to the Fellowship Center is dedicated to Matt Woodford ’00, and was added at the time of construction. Woodford, a student

CROSS OF CHRIST FELLOWSHIP CENTER
The Cross of Christ Fellowship Center and Paul Granlund’s sculpture, “Crowned Column,” are modern additions that have revitalized the campus.
leader and standout player on the Football team from 1996-99, was killed in an automobile accident on 30 December 2004.  

Now, about that statue of Martin Luther. People with knowledge of the current campus layout—those who know where the statue now stands—might suggest we overlooked him during our walk. On the contrary.

Fittingly, we started our 1993 tour, and we’re now concluding this one, with Luther. It’s fitting because Luther’s ideas are the beginning and the end of what we’re about as an institution—reading our mission, vision and promise statements make this clear. Buildings, academic programs and people may come and go, but Concordia remains a relevant, dynamic presence because “Lutheran convictions inform intellectual inquiry and academic pursuits” and everything we do is “within the context of the Christian Gospel.”

So as we stand here in 2018, 125 years since the founding of Concordia, I think we can confidently conclude that the founders of this institution would be very proud of where it is today.

“The vision of Concordia University, St. Paul is to be acknowledged as the leading Lutheran university offering exceptional opportunities for students from all backgrounds who seek relevant career preparation and a challenging academic experience coupled with the insights of Lutheran theology.”

UNIVERSITY VISION STATEMENT

LUTHER AT HIS NEW LOCATION
In the summer of 2012, Luther was moved to Hamline Avenue. President Ries was quoted in the Sword, “I can’t think of a better location on campus for us to make a statement about our heritage and values.”
As we have just seen, externally Concordia was transformed in the years after 1993. This was accompanied by a number of significant internal changes during this same period. Three of the most important happened simultaneously in the late 1990s; together they created the framework for additional, far-reaching changes. These were the move from quarters to semesters; revisions to the system of governance; and the decision to alter the name of the institution. Let’s learn about each of these.

Carl Schoenbeck, for many years a faculty member and administrator, was at the center of the discussions and decisions of those years.

I became Dean of the Faculty and Vice President for Academic Affairs in 1995. One of the first things on my agenda, as I looked ahead, was the Higher Learning Commission (HLC) accreditation visit [in 1998]. ... So in one sense that’s the precipitating event because we said, we need to get ready for that.24

Getting ready allowed, even necessitated, a hard look at how Concordia functioned and was organized. And while in the past there had been discussions about enacting certain ideas, the looming HLC visit prompted actions. Among these was the decision to move in 1997 from a quarter- to a semester-based system.

In higher education nationwide, the years from the late 1970s had witnessed a gradual transition from a curriculum based on quarters to one based on semesters. While not every system or school changed, the trend clearly was towards semesters.25 Then in the mid-1990s in Minnesota, the legislature made mandatory a switch to semesters for all state two- and four-year institutions. All thirty-six institutions in the State Colleges and Universities system had made this change by Fall 1998; the University of Minnesota made the switch in Fall 1999.26
Leadership at Concordia was aware of these trends, as well as the decision by the Minnesota Legislature to switch, and began before 1997 to discuss how this could impact the school, and what steps could, or should, be taken.

Carl Schoenbeck recalls how events elsewhere pushed Concordia leadership to consider the move.

Historically, Concordia used to have a lot of people coming in as freshmen, and stay and graduate. But increasingly in the '90s, we had more transfer students. A student would come and maybe even stay for two years and would be back again at the end to finish up a degree. So a diploma was like a passport. You just got it punched at different places, and if you get it punched enough, you get a diploma.

But being on the quarter system put us out of synch with a lot of other places. We weren't the only ones obviously, and we looked around. But we were in the minority being on the quarter system. So if we're going to collaborate with other [schools in the Concordia University System], other Minnesota private colleges, community college systems, we needed to change. There wasn't anybody going from semesters to quarters, so that told us something too. So we said, we've got to have more connections so that we can serve the transfer population, that sort of thing.

A NEW IDENTITY
The cover of the Fall 1997 CSP Magazine reveals the school's new branding. The issue's Message from the President, feature stories, and CSP Viewpoint all address the new changes.
This decision to change, as Carl Schoenbeck remembers, led domino like to additional discussions—some of them contentious—about other possible moves.

We said, we know with change is going to be conflict, and we're not going to avoid the conflict—we're going to address it... So we set up some step-by-step process for moving from quarters to semesters, and benchmarks that we were going to use. ... I remember having a discussion with [President Holst] and saying well, we're going to make these changes. ...

We're going to go from quarters to semesters, and we need to be a little more nimble in decision making, that sort of thing. So we talked about changing our faculty governance structure, our administrative structure.

A lot of places [that had made the switch to semesters] said one thing you can do, make sure that you do a complete redevelopment of your curriculum—and not just how many days are you meeting, and now you're going to meet fewer—but go back and start with, what are your objectives?

Then as we looked at this, it also gives us a chance. When you're going from quarters to semesters, you don't just take your catalog and do a mathematical thing. You can kind of invigorate your curriculum. You can update. You can do things. So we said, if we're going to switch it, we're going to also change General Education requirements. Whoa!

To force that we had a big debate. We said one of the standards you could have is, have all the courses as you develop it along one standard, all four credit courses. There's some advantages for that and then some disadvantages. There was a big debate over that, but we came to the end of that debate, and emotions were running high on that, and we went one way. To the credit of the people involved, once the vote was made we moved ahead. I felt good about that.

The decision to move to semesters was announced during the 1995-96 school year, and implemented in Fall 1997. Carl Schoenbeck reflects on the process.

Ultimately looking back at it, I think it was very successful. It positioned us for the future in the way that we really—and that was our goal—could collaborate better, so that we would be in the mainstream of higher education and so that we could develop additional programs and develop them and still maintain our distinctive things that historically have been Concordia.

Getting ready for that 1998 accreditation visit also produced a discussion on the structure of the institution, the second of the three significant internal changes. Above, Carl Schoenbeck mentioned the faculty governance and administrative structures. Until this time, decisions at Concordia had been made by plenary faculty; that is, sometimes lengthy all-faculty meetings that debated and voted on matters. But no longer—henceforth, a new Faculty Senate structure, with elected representatives, would debate and vote on policies.

And these representatives would come from newly created colleges, headed by deans appointed by the vice president of academic affairs. This ended the longstanding system of academic divisions, led by chairs. So, for example, instead of the School of Education, there would now be a College of Education. But that in turn raised questions about the very name of the institution: Concordia College. As Carl Schoenbeck recalls, “Could we just make this change to a college structure and not change the name?”
The answer to this question produced the third of the three significant internal changes: the momentous decision to move from Concordia College to Concordia University. What were some arguments for this move? And why was it significant?

Eric LaMott, currently Provost and COO, had joined Concordia as a new faculty member in 1994.

[The new name] set a different ethos in everybody’s mind about who the institution was. So going from college to university... sets the tone of not only a small church Bible college—it actually has all those great attributes—but then expands into a whole raft of university related curricula.  

Barb Schoenbeck was an Education professor in the 1990s.

I think it helped us see ourselves in different light. When I first started here, it was a Lutheran college that prepared Lutheran people for Lutheran vocations.

Carl Schoenbeck credits the leadership of President Bob Holst.

I would say Bob Holst was the champion of that, because we were going to do these other changes and we’d just tie them all together.

But, Carl Schoenbeck continues, that didn’t mean the name change was going to be easy; there were questions.

I think a lot of that was related to our self-concept. We thought it’s a little pretentious – we’re 1400 students – to call ourselves a university. How or why do we need to do that? We made jokes about other places that changed their name to university and, okay, now we’re going to do that? So there was a little hesitation on that. But I think President Holst was ahead of a lot of us. His point was that the term ‘college’ internationally refers to a two year program. So while there’s some tradition and there’s some very prestigious colleges... (trails off)

The name change kind of tied in with marketing and that sort of thing. We were very reluctant ... changing the name, Concordia College, St. Paul has a history, and we don’t want to lose that history. But also, there are a whole bunch of other Concordias, including Concordia College Moorhead, and the confusion on that. So for some people to say yes, let’s change the name and distinguish ourselves, it had some push. Again, I think the only opposition to it was from the self-concept. You’re going to be a little pretentious to do this because of our size.

Excerpt from "From College to University... Concordia’s New Global Identity" (CSP Magazine, Fall 1997)
An interesting letter to the Sword editor, though, published in early 1998, demonstrates that there was resistance to the move from some members of the student body. The writer, a 1997 graduate and former co-editor of the student newspaper, makes several complaints but admits he didn’t speak up during debates on the name change.

Well, I should have spoken out. ... One of the best aspects of life at Concordia is that it is a small school. If students want a University, they’ll go to the U of M; if students want to attend a nice, private liberal arts college, they’ll look for a College. Seeing the word University combined with Concordia takes away from the image of a small school, which I firmly believe is and always has been one of CSP’s greatest selling points! ... Those of us who don’t have jobs yet, be it by choice or by misfortune, now have to explain in our interviews that though our diplomas boldly list a college that in name no longer exists, we still come from a fine institution where we received a topnotch education. 30

This negative feedback notwithstanding, Concordia leadership, with faculty support, boldly moved ahead with these transformative changes. And so it came to pass: in Fall 1997, new and returning students started semester-length classes, in departments now organized into colleges, and under a new name: Concordia University, St. Paul.

“A NEW VISION
CSP’s new vision statement focused on academics, outreach, spirituality, diversity, enrollment, and visibility.”

“The vision of Concordia University, St. Paul is to be an exemplary Christian university.”

Concordia University, St. Paul, an institution of The Lutheran Church-Missouri Synod, will be an educational community where the Good News of the Christian faith provides the context for intellectual inquiry and committed service to church and society.

Strategic priorities

+ Offer programs of high academic quality at an affordable cost.
+ Achieve an outstanding, student-centered environment.
+ Promote a dynamic Christian spiritual life.
+ Build a diverse campus community in the spirit of Christian harmony.
+ Enhance the curricular programs that address the future needs of students, including its programs in the church and teaching professions, historic areas of strength.
+ Develop innovative partnerships with the community.
+ Increase the enrollment.
REFERENCES


3 Date of move: email Bob Holst to author, 22 May 2018.

4 Holst quote: Evan Palsenchat, “Revamping Campus Housing: New apartments will replace old dorms, white houses,” Sword 42:5, 2 February 2006, 1. The 2005 Student Satisfaction Inventory, also referenced in this article, showed “the Concordia Student body is unsatisfied with current living conditions.” In a 2006 interview on improving student life, then-Associate VP of Student Life Jason Rahn remarked that no decisions have been made [about housing] but “the important thing is that we’ve recognized we need to do something.” See Michelle Wegner, “Concordia makes efforts to improve student life,” Sword 40:13, 4 May 2006, 2.


13 Matthew Trapp, “The Moment You Have All Been Waiting For....,” Sword 27:9, 24 April 1992, 1. This project was part of a multimillion dollar fundraising effort, the building on a Commitment Campaign, started in May 1988 by then-president Alan Harre.


15 Dan O’Brien interview, 10 April 2018.

16 “Reformation Bell Tower Dedicated,” in Concordia St Paul Magazine (Spring 2018), 17.


19 Keith Williams, e-mail to author, 4 January 2018.


21 Tom Gundemann, e-mail to author, 21 May 2018.

22 “Homecoming 2007,” in Sword 43:2, 27 September 2007, 6-7. Also “Chapel Cross Honors Memory of Young Alumnus,” in Concordia St Paul magazine (Spring 2008), 4-5. Matt’s close friend Max Noell ’00 was instrumental in the cross project becoming reality.


24 Carl Schoenbeck interview, 1 March 2017. Additional Schoenbeck quotes from this same interview.

25 Toni Squires, then Concordia Registrar, said in a 1996 interview that “colleges across the country are increasingly going to the semester system. This will allow our students to take advantage of some distance learning, exchange programs, etc. with less difficulty than if we stayed with the quarter system.” See Dan Bassett, “Beginning Anew at CSP,” Sword 31:6, 16 February 1996, 8.


27 The Concordia University System, or CUS, was formed in 1992, “for the purposes of tying the [ten] institutions more closely together and to the synod, and to develop new programs and cooperation between them.” See Mark Granquist, Lutherans in America: A New History (Minneapolis: Fortress Press, 2015), 341-2. Concordia St Paul was the last CUS member school to move to a semester system. Noted in Bassett, “Beginning Anew at CSP”


29 Barb Schoenbeck interview, 22 June 2017.