



EST. 1929

*Dr. Peter A. Dillback*

President's Last Report: 2005-2026





*A Legacy over 20 years  
in the making...*

“The key words, the very words of Westminster  
have been, and must continue to be,  
born from the very words of God.”

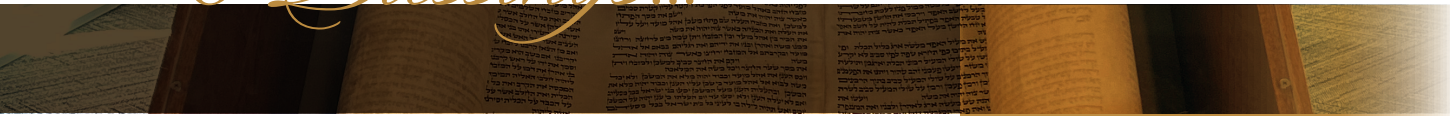
—Dr. Peter A. Lillback  
*“The Very Words of Westminster”*



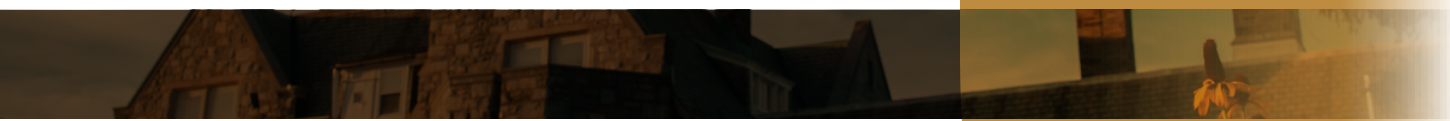
*Scan to listen to the full address*

# 6 Goals, 6 Blessings...

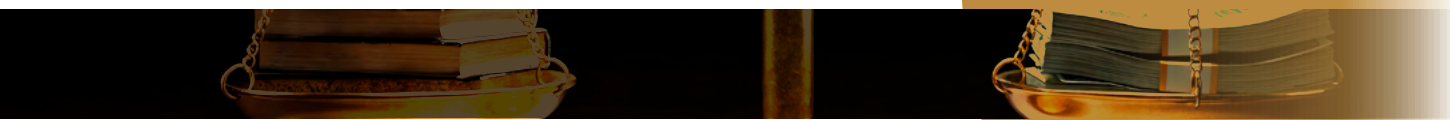
When Peter first became President of Westminster Theological Seminary, he established six goals for the Seminary's future. In the following pages, we reflect on Peter's vision for Westminster and the ways those aspirations are being realized today.



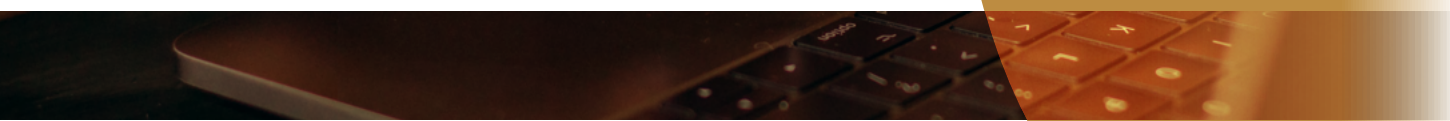
Theological Integrity



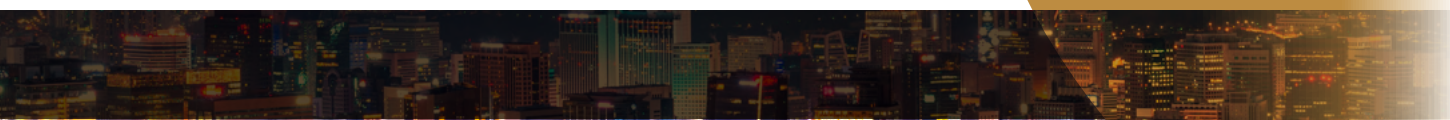
Campus Update



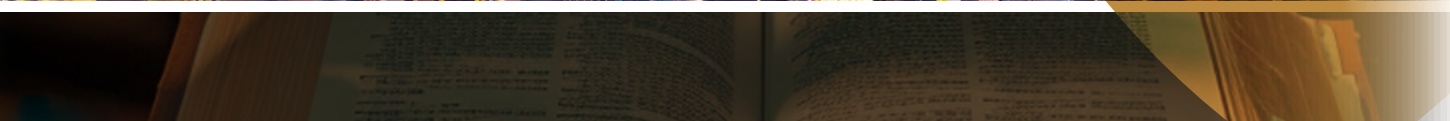
Financial Stability



Tech Advances



Global Relations



Public Theology



# Theological Integrity

## Challenges

- ✦ Leadership transition challenges in early presidential tenure.
- ✦ Public theological controversy resulting in faculty tensions and resignations.
- ✦ Doctrinal debates (including Hermeneutics and the Doctrine of God) contributing to faculty departures.

## Blessings

- ✦ Nearly 3,000 graduates formed over the past two decades. Approximately 35 honorary doctorates recognizing global theological leadership.
- ✦ A successful Supreme Court case defending Westminster's pro-life commitments.
- ✦ Reaffirmation of academic standing through multiple re-accreditations (Middle States and ATS).
- ✦ Faculty renewal with a renewed commitment to Westminster's confessional standards.
- ✦ Implementation of a Community Life Policy to strengthen institutional identity.
- ✦ Expansion of church history and theological scholarship through key faculty leadership.



# Campus Update

## Challenges

- ✦ Significant deferred maintenance issues requiring major remediation.
- ✦ Structural concerns in key buildings, including urgent repairs.
- ✦ Environmental challenges such as asbestos requiring costly resolution.
- ✦ Property risks and insurance concerns related to aging infrastructure.

## Blessings

- ✦ Over \$50 million raised and invested in campus development and renewal.
- ✦ Extensive improvements including academic spaces, student life areas, and infrastructure.
- ✦ Restoration and enhancement of key facilities including library and historic spaces.
- ✦ Development and construction of Westminster Hall and long-term campus planning initiatives.
- ✦ Moving Bookstore entirely online.



# Financial Stability

## Challenges

- ✦ Financial strain including reliance on a line of credit during critical periods.
- ✦ Economic pressures leading to layoffs and salary reductions in earlier years.
- ✦ Ongoing costs associated with accreditation and institutional compliance.
- ✦ A significant financial loss due to fraud, requiring recovery and strengthening safeguards.

## Blessings

- ✦ Operational growth to nearly \$25 million annually.
- ✦ Doubling of the donor base, strengthening long-term support.
- ✦ Major capital development exceeding \$30 million in assets and improvements.
- ✦ Establishment of four additional endowed chairs supporting academic excellence.
- ✦ A disciplined financial model ensuring expenditures align with funds raised.
- ✦ The Far Greater and Fidelity campaign to support long-term institutional sustainability.
- ✦ Growth in major donor partnerships, expanding the Westminster community.



# Tech Advances

## Challenges

- ✦ Limited internal infrastructure for event coordination and execution.
- ✦ Daunting expenses of implementing new technologies.
- ✦ Late engagement with useful tech due to reluctance and complexities of transition and integration.

## Blessings

- ✦ Launch and growth of online education with a vision for global reach.
- ✦ Expansion into multiple global languages to broaden theological access.
- ✦ Development of Westminster's publishing and media platforms.
- ✦ Digitization efforts preserving theological and institutional legacy.
- ✦ Transition of bookstore operations to online platforms, adapting to modern markets.
- ✦ Expansion of conferences integrating theology with broader disciplines.

THE 3rd. WESTMINSTER CONFERENCE IN KOREA

"제5회 열린교회 개혁주의 신학세미나"

Dr.  
**Peter A. Lillback**

Yullin Church

*Global  
Relations*

## Challenges

- ✦ Board-level tensions and transitions affecting governance continuity.
- ✦ Strategic challenges related to maintaining and closing global extension programs.
- ✦ Leadership and staffing gaps in advancement and administration.
- ✦ Relational tensions with partner organizations requiring clarification and renewal.
- ✦ Staff departures due to institutional pressures and transitions.
- ✦ Transition challenges of moving from faculty governance to board governance.

## Blessings

- ✦ Reconstitution and strengthening of the board and leadership structures.
- ✦ Development of a committed serving team for institutional advancement.
- ✦ Strengthened and clarified relationships with ministry partners, including CCEF.
- ✦ Expansion of global partnerships, particularly in Korea and other international regions.
- ✦ Establishment of learning communities extending Westminster's reach.
- ✦ Development of international theological collaboration and publication initiatives.
- ✦ Online, on location and theological literature translation in multiple languages.

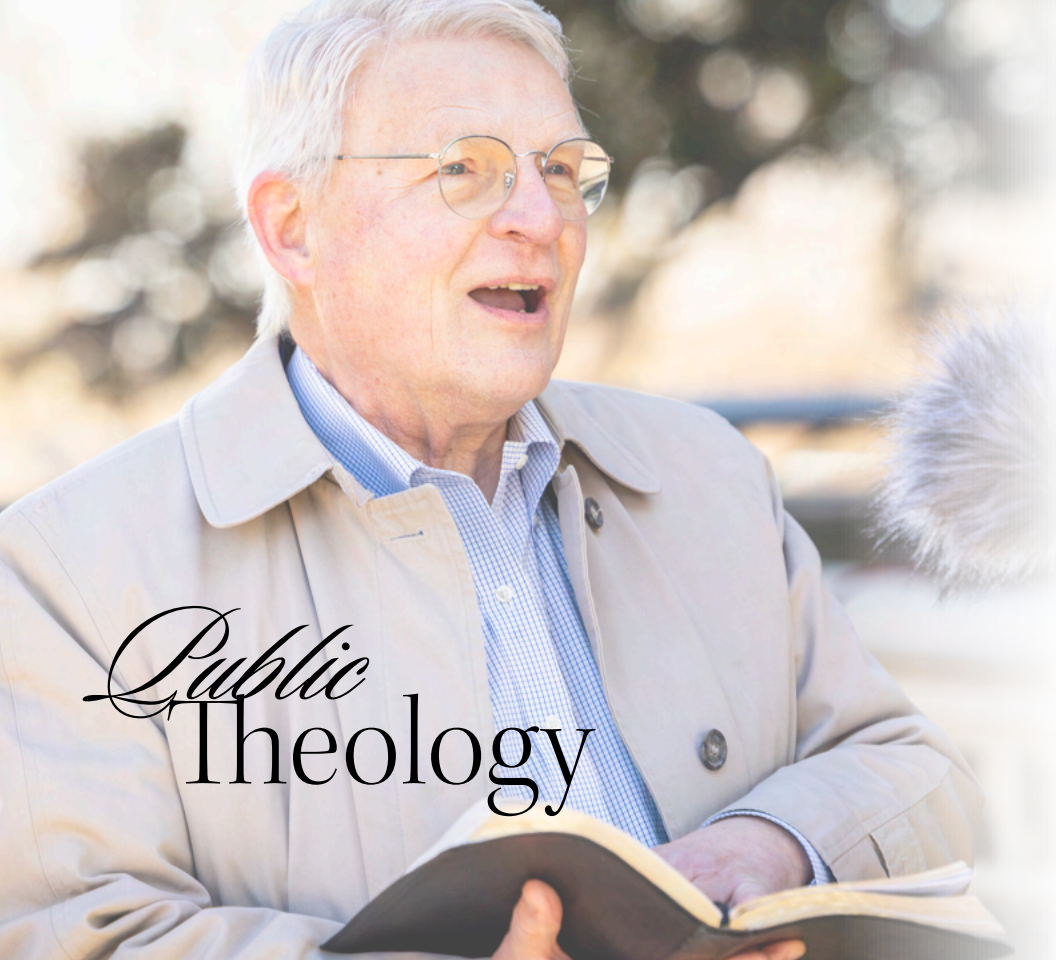
*The next chapter...*



**What Led to the Liberal/Conservative Controversy?**

- Enlightenment
- Higher Criticism
- Theological Liberalism
- Darwinian Evolution
- The Auburn Affirmation
- Machen's *Christianity and Liberalism*
- Machen considered himself Confessionally Reformed, not a Fundamentalist





# Public Theology

## Challenges

- ✦ Sensitivity surrounding engagement with political and cultural issues.
- ✦ External pressures, including governmental mandates impacting institutional convictions.
- ✦ Diversity of perspectives within faculty and board on public engagement.
- ✦ Criticism and misunderstanding of Westminster's public theological initiatives.
- ✦ Tension between differing views of the church's role in public life.

## Blessings

- ✦ Expansion of Westminster's witness in the public square through conferences and publications.
- ✦ Integration of public theology into the curriculum and institutional identity.
- ✦ Development of resources addressing faith and culture, including historical and civic engagement.
- ✦ Leadership in shaping a confessional yet engaged Reformed public theology.
- ✦ Launch of Westminster Magazine.



T.E.A.M. —

Together. Each. Accomplishes. More.

### *A Personal Word to Westminster's Senior Team:*

As I reflect on the work the Lord has given us at Westminster, I find myself returning again and again to one simple conviction: ministry is never a solo endeavor. It is always a shared labor. However visible one role may seem, the work itself is sustained by a team — by brothers and sisters who labor together under Christ for the good of His church. That truth has only grown more precious to me over the years. When I first entered senior leadership, I knew enough to understand how little I knew. Whatever strengths the Lord may grant any one of us, leadership soon teaches us our limits. We are finite, dependent, and in constant need of wisdom beyond ourselves. That reality is not discouraging; it is clarifying. It reminds us that Christ alone is sufficient, and that He is pleased to accomplish His work through imperfect servants joined together in common purpose. For that reason, I have long believed that one of the most important tasks of leadership is team-building. A healthy institution does not simply need vision; it needs people who understand that vision, share it, strengthen it, and carry it together. Mission must be clear, but so must relationships. We do not merely work beside one another; we must learn to work with one another in patience, trust, and love. That has practical implications. It means humility must mark us. Gratitude must mark us. Integrity must mark us. We must communicate carefully, decide wisely, and honor one another in the process. We must be willing both to lead and to listen. And perhaps most importantly, we must remember that the way we do the work matters as much as the work itself. At Westminster, our labor is too important to be carried forward by isolated effort or private ambition.

We serve Christ and His church best when we serve together. Each person has distinct gifts, distinct responsibilities, and distinct burdens; yet the Lord, in His kindness, is pleased to weave these together for the strengthening of His people. I have often summarized this conviction simply: **together each accomplishes more.** That is not merely a useful slogan. It is a practical reminder that no one man can carry the whole burden, and no flourishing work is built by one set of hands alone. The Lord ordinarily blesses shared fidelity. And just as true is the warning that division weakens what love strengthens. A team that loves can endure much. A team that fractures will soon lose momentum. For that reason, charity, mutual respect, and honest fellowship ties. They are essential to the health of the work. So if I were to dedicate a few words to Westminster's senior team, it would be these: thank you for carrying this labor together. Thank you for your steadiness, your sacrifice, your counsel, and your prayers. Thank you for bearing responsibility not as isolated leaders, but as fellow servants under the lordship of Christ. My prayer is that Westminster will always be marked by this spirit — a shared commitment to the truth of God, the service of Christ's church, and the joyful work of standing together. The future of any ministry is strengthened when its leaders remember that they are not called merely to perform, but to build, to serve, and to love. May the Lord continue to make us faithful together. With my dearest thanks to my team, our faculty, our donors and our board,

*The Lord  
ordinarily  
blesses shared  
fidelity.*

*Peter A. Illbrink*



