



Developing the Playbook for Success for Concordia Preparatory School

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The purpose of this Van Lunen Project was initially to develop a Strategic Operating Plan for Concordia Preparatory School (CPS) in Towson, Maryland. As the process developed, the scope widened to redefine some of the school's foundational documents to provide additional missional clarity. While this work is ongoing, the project will result in the following objectives completed by the end of the 2020 calendar year:

- Development of the Concordia Preparatory School Playbook for Success to act as an operational strategic plan.
- Review and revision of the mission and vision statements of Concordia Preparatory School.
- Revision of the Concordia Preparatory School Profile of a Graduate.
- Selection of Biblical verses to support Concordia Preparatory School Core Values.

While this project is ongoing, the results thus far have been encouraging. The Concordia Preparatory School Playbook for Success has been developed and after board approval, will be launched this fall with our community. The Playbook for Success will be a very important guide that will provide clarity to our administrative team and faculty as we work together to maintain our momentum through the pandemic and into a stronger school community in the future. This will also provide an overview of the goals for the CPS Board of Directors that is working to stay out of daily, less important, operational matters.

Developing this Playbook for Success also helped me to rework and build a smaller and significantly more cohesive leadership team as well as build a unified direction and clarity of roles as we work together to make Concordia Preparatory School the best ministry it can be. This process also resulted in a stronger connection between the administrative team and the faculty as faculty members had the opportunity to provide feedback in these crucial areas, which improved morale throughout the year. I anticipate that it will also increase investment in the Playbook for Success as we implement the strategies in the coming school year.

The final lesson our administrative team learned in this process is that what I think people know about the decisions and direction of our school is not necessarily the case. Defining clarity has been important, but working to communicate this direction in coming months will ultimately determine the success of these changes. Our administrative team is currently working on the best way to consistently communicate these strategies and goals to our community.