NATIONAL LUTHERAN SCHOOL ACCREDITATION

**STANDARDS BASED CUMULATIVE ANNUAL REPORT/School Improvement Plan**

**(Please use this form and complete on computer.)**

**Part I: Basic Information**

School: Immanuel LutheranAddress: P.O. Box 750 City, State, ZIP: Lakefield, MN 56150

LCMS District: MN- South School E-mail address: [Principal@Immanuellakefield.com](mailto:Principal@Immanuellakefield.com) School Administrator: David Dorenkamp

Co-accredited by (if applicable):

Report is for year (Circle one) 1X 2 3 4 5 6 (Time to re-apply) Date of most recent NLSA site visit: April 2009

**Administrator’s Signature David Dorenkamp, Interim Principal Date May 22, 2012**

**School Board Chair’s Signature Darrin Rossow Date May 22, 2012**

**(By this coming from the e-mail address above I state that each recommendation in the Visiting Team Report either has or will receive serious consideration for action.)**

**This report is due in your district office no later than May 15. The district accreditation committee will review by June 15.**

**The annual fee is due in the NLSA office no later than October 15.**

**Part II: List any significant School Improvements or Changes this year: (Fill in as needed.)**

**During the 2011/12 school year David Dorenkamp assumed full time responsibility for administrative leadership and 7/8th grade classroom instructor. The school board focused on a Call Process to bring a new leader to Immanuel for the 2012/13 school year. A Call Committee was appointed made up of board members, parents and staff. After several interviews, Mr. Scott Johnson accepted the call to Immanuel for the 2012/13 school year. Immanuel feels blessed to have Mr. Johnson move to Lakefield. Mr. Dorenkamp will retire at the end of the current school year.**

**Part III: Recommendation Report: (List any Major Deficiencies first.) (To move to the next column, click “Tab.”)**

**(Parenthetical comments are samples of how the form is to be completed.)**

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| **Section**  **&**  **Standard Number** | **Visiting Team** Concern **and Recommendation** | **Target**  **Year** | **Year**  **Addressed** | **Action Taken** |
| (Standard 1:02) | (Concern) Where the mission and vision statements are in print, often other, more lengthy statements of philosophy and purpose are evident. Some of these are quite lengthy and outdated. (1,2,3,4) **(Recommendation) At a faculty retreat or workshop, review all the materials that reflect the mission of the school – review, edit, consolidate, and rewrite**. | **2009-2010** | **2009-2010** | **As handbooks, meeting minutes, etc. are updated the new mission statement is included.** |
| (Standard 1:05) | (Concern) The indicator of success, “The school’s mission has been formally approved by the appropriate governing boards or committees”, does not have a “Comment” in the self-study. (1, 4)  **(Recommendation) A statement needs to be added to the self study reflecting whether or not this indicator has been met. If not, this needs to be completed.** | 2009-2010 | 2009-2010 | A comment has been added to support the statement. |
| (Standard 1.01,1.02,1.04.1.07) | (Concern) The mission statement presents a strong message of mission and outreach; however, it says nothing about being an educational establishment.(1,2,4)  **(Recommendation) The faculty should review the School/Church mission statement and add statements that reflect the education that is occurring at Immanuel.** | 2009-2010 | 2009-2010 | The faculty met and agreed on a change in the mission statement. The proposed change was approved by the voter’s assembly. |
| Standard 2 | (Concern) Enrollment is declining. (1,2,3,4) **(Recommendation)** **A detailed comprehensive plan should be developed to provide for continued enrollment from Immanuel congregation and other area churches.** | **2009-2010**  **2010-11**  **2011-12** | **Ongoing**  **Ongoing**  **Ongoing** | **Initial efforts have been made by increasing school publicity in area churches.**      **In the Spring of 2011 several publicity events were conducted to inform the area about Immanuel.**   * **Appearance in area churches by staff and students during NLSW** * **½ page ads in local newspapers about the school and its benefits** * **3 minute radio spots on a local radio station to promote student early registration at the school** * **A continuation of the efforts outlined in 2010-11. It appears that enrollment will increase from 61 to about 65 next year.** |
| (Standard 2B:09) | (Concern) A written plan has not been implemented for effective evangelization of non-churched school families. (1) **(Recommendation) Develop and implement a written plan of evangelism.** | **2009-2010**  **2010-11** | **2009-2010** | **A meeting was called with appropriate boards and leaders to discuss procedures for sharing of school registration information of non-churched families.**  **Families are provided a discount incentive of 50% off their tuition if they refer a family to Immanuel School and that family enrolls.** |
| Standard 2C | (Concern) Few aides and parent volunteers were noticed in the classrooms which may be of great help to some or all teachers. (3)  **(Recommendation) Attempt to enlist more volunteers and aides to serve in classrooms.** | **2009-2010**  **2010-11** | **On-going** | **Parents are enlisted as aides when needed.**   * **The 3/4th grade teacher has a retired teacher assist her once a week for 2 hours in the morning** * **Several parents were used to conduct a reading assessment during two morning sessions in the second semester** |
| Standard 2C | The Teacher School Climate Survey did not include any comments, although the “agree” or “strongly agree” options were chosen. (1,3,)  **(Recommendation) Ask the faculty to complete the survey by adding comments to explain the numerical response they indicated.** |  |  |  |
| Standard 2C | The Parent School Climate Survey has a larger diversity of answers. This may indicate a need for further development of relationships with some parents. (1,4) **(Recommendation) Continue to develop and use the Points for Parents program with the hope that as more parents associate with teachers in various settings communication might be facilitated.** | 2010 |  | The Board of Education has directed the faculty to review the “Points for Parents” program for reassessment of opportunities and point value. |
| (Standard 3:36) | (Concern) The school does not have a separate budget. (1,2,4)  **(Recommendation) The School Board should explore a process whereby the administrator has the ability to plan for school needs and make the subsequent expenditures following an approved budget.** | 2009  2011-12 | On-going | The School and the Church continue to have a unified budget, however the school has various line items to address its needs. |
| (Standard 3:03, 3.08) | (Concern) The Board of Education has a policy manual that addresses administering the school. Policies need regular review and it is evident that some of the policies need to be changed and/or updated. (1,2,4)  **(Recommendation) The school board should develop a plan to review school policies on a regular basis.** | Initiated 2009  2011-12 | On-going | The Board of Education has begun the review of policies.  With a permanent principal hired for the 2012-13 school year, perhaps the review of policies can resume. |
| (Standard 3.03) | (Concern) Some portion of each School Board meeting agenda includes “the day-to-  day” operation of the school. (2,4) **(Recommendation) The school board should move towards allowing the** **administrator to carry out the day-to-day operation of the school and devote**  **Board time and energy to developing policies and vision for the school.** | **2010-11**  **2011-12** |  | The school board recognizes the need to minimize “micro-managing” the day-to-day operation of Immanuel Lutheran School. Because of a transition in leadership within the church and the school, however, it may continue to be necessary to conduct such business for a while longer.  The school board did not micro-manage during this school year. Board minutes will reflect this fact. |
| (Standard 3.03) | (Concern) The school Board has six members who demonstrate dedication to Immanuel Lutheran School. However, they have little experience with governing a Lutheran Elementary School. (2,4)  **(Recommendation) The principal should provide a training workshop immediately to assist them in understanding their role as School Board members. The principal is encouraged to contact the District Office for resources and possible leadership in accomplishing this task.** | 2009-2010 | 2009-2010 | A school board training session has been scheduled for May 2010. It will be conducted by the District Office. |
| (Standards 3:28 and 3:34) | (Concern) Standards 3:28 and 3:34 are marked as “Mostly Met.” The self-study comments shows he uses his leadership skills, attends council meetings, voters meetings, Bible Class, and church regularly as well as teaching and general principal duties. (1,2,3)  **(Recommendation) Review standards 3:28 and 3:34 to see if they are “Fully Met” because the administrator was observed to be fully engaged in the mission and ministry of Immanuel Church and School.** | **2010-11** |  | The previous principal (for whom the comment was written) is no longer employed at Immanuel Lutheran School.  This comment is no longer relevant while the school has interim leadership. |
| (Standard 3:39) | (Concern) Some may not realize that the principal deals with many confidential issues that cannot be disclosed or discussed, but yet still demand a high amount of energy and time. (1,2,3)  **(Recommendation) Review the workload of the administrator.** | **2010-11**  **2011-12** |  | The school has interim, part-time leadership. The interim principal does not teach and consequently is able to handle the workload.  Mr. Dorenkamp was able to handle the “work load” of full time teacher plus principal. However, the new principal/ teacher and the board should examine the work load during the 2012-13 school year as he assumes his new duties. |
| (Standard 4:17) | (Concern) The current Immanuel Lutheran School Salary Scale multiplier is not being followed for all teachers. (1,2,3,4) **(Recommendation)** **Follow the salary scale for all teachers.** | **2010**  **2011-12** |  | The Voter’s of Immanuel Lutheran have approved a salary increase for the 2010-2011 school year that exceeds the district recommended increase.  The Voters approved a 2% salary increase for the staff. |
| (Standard 4:17) | (Concern) We were unable to ascertain whether all “called” staff members are receiving equal compensation according to salary guidelines. i.e. pastor, principal, teachers. (1,2,3,4)  **(Recommendation) All “called” workers should be at the same percentage of district guidelines.** |  |  |  |
| (Standard 4:26) | (Concern) The amount of funds available for staff development is low. (1,3,4) **(Recommendation) Increase the amount of funds available for staff development.** | **2010-11**  **2011-12** |  | The school is investigating whether it can participate in staff development with the local public school for the 2011-12 school year.  During the 2010-11 school year two teachers attended the national Lutheran Schools conference in Cincinnati.  The Board discussed whether to increase the staff development allocation for the next year, but tabled it for further study. |
| (Standard 4:05) | (Concern) Some teachers have little or no preparation time during the school day. (2,3,4) **(Recommendation)** **Provide all teachers with a consistent time that is set aside each day for preparation.** | 2009-2010 | 2009-2010 | All teachers currently have a prep period during the day. |
|  | (Concern) In terms of public relations, the Christian education aspect of the school is  strongly emphasized. However, greater emphasis should be made regarding the  excellent academic credentials of this fine school. (1,4)  (**Recommendation) The academic results of the school should be widely shared**  **in a variety of ways.** | **2010** | **On-going** | Public relations responsibilities and opportunities are being reviewed by the administrator. A faculty member has expressed a willingness to take on the coordinating of PR efforts. |
|  | (Concern) Teachers need to be aware of how their specific portions of subject matter fit within the curriculum of the entire school. (2,3)  **(Recommendation) Time should be scheduled for teachers to evaluate their**  **contribution to the entire educational goal for each subject area. Each area of**  **curriculum should be reviewed annually by the staff to allow for latitude and to avoid needless repetition. This would allow under-taught areas to be reinforced at other grade levels.** |  |  |  |
|  | (Concern) Some classroom schedules do not indicate any instruction in music or art.(2,3)  **(Recommendation) Time should be included for these subjects on a regular**  **basis.** | **2010-11** |  | Each student in grades K – 8 received weekly instruction in music and art, as the schedules were adjusted to permit this. |
|  | (Concern) Some of the teachers have no preparation time included in their daily  schedules.  **(Recommendation) Ideally, each teacher should have at least 30 minutes daily for preparation time.** | **2010 - 11** |  | Teacher schedules have been adjusted to provide four 30 minute preparation times in a five day school week. |
| (Standard 5:03; 6:01; 6:03) | (Concern) While the curriculum is strong, teachers always need to bring their own creativity and life experiences into the study where it is applicable. (1,3)  (**Recommendations) The faculty will continue to teach in a thorough manner and in creative ways as they apply their own Biblical and life knowledge.** | **2010 - 11** |  | Observation and formal feedback from the principal to the staff encouraged more creative methods of delivering instruction, including more projects and use of technology. |
|  | (Concern) Not all of the important lessons or sections are completed each year.  (1.3)  **(Recommendation) The faculty should conduct an in-service to evaluate the**  **mathematics curriculum to insure that all key lessons are completed each year.** | **2010 – 11**  **2011-12** |  | A change in the delivery of mathematics curriculum was made, with one teacher providing math instruction to 5th, 6th, 7th and 8th graders. This should strengthen the scope and sequence of the math curriculum in the upper grades.  The staff will study and then purchase new reading and religion materials for the 2012-13 school year. |
|  | (Concern) More attention to grammar needs to be spent in the lower grades 1-2.  (1,2,3)  **(Recommendation) Review the curriculum for 1st and 2nd grade to see if**  **supplemental grammar material is needed.** | **2009-2010** | **2009-2010** | A new English curriculum was adopted for the 2009-2010 school year that increases the amount of activities for grammar. |
|  | (Concern) Teachers are encouraged to develop and take field trips; however, few are actually scheduled. (1,2, 4)  **(Recommendation) Teachers should be encouraged and/or required to provide at least one educational field trip each year to supplement the science curriculum.** |  |  |  |
|  | (Concern) The science curriculum requires hands-on learning. We did not observe any laboratory experiments being completed or students involved in discovery learning. (1,3,4)  **(Recommendation) Each teacher could prepare at least one hands-on activity per chapter or unit studied. Funds should be made available to purchase needed materials** |  |  |  |
|  | (Concern) Classroom time and materials are not sufficient to complete all the concepts that are to be taught during the school year. (1,2,3,4)  **(Recommendation) Teachers should be encouraged to move throughout the science textbook and not be held accountable to the sequence of the text.** |  |  |  |
|  | (Concern) Specific topics and/or units in the science curriculum are not taught during any given year. (1,2,4)  **(Recommendation)Teachers should meet together to determine what areas of the curriculum are not being taught during any specific school year to determine which concepts are being missed. Teachers will need to evaluate the significance of this and what needs this creates.** |  |  |  |
|  | (Concern) Creation/evolution and age of the earth beliefs are not always compatible in the CSI science texts with LCMS doctrine. (4)  **(Recommendation) Concepts in the science text that do not conform to LCMS doctrine or beliefs need to be identified and addressed.** |  |  |  |
|  | (Concern) Music needs to be taught on a regular basis rather than sporadically. Some classroom schedules do not include music at all. (2,3) **(Recommendation) Continue searching for a music teacher. Alternative suggestions are included. (a.) consider having children sing in church more frequently. (b.) consider more instruction in Lutheran liturgy and hymnody to enrich the worship life of the children and the parish. (c.) consider having a curriculum committee select a basic music curriculum that classroom teachers could use. (d.) consider teaching some music appreciation as a part of music instruction.** | **2009-2010** | **On-going** | Regular choir participation was scheduled this year. Limited personnel resources limit the amount of instructional time and activities. |
|  | (Concern) There is not a written art budget for each classroom. (Standard 5:10)  **(Recommendation) Create an annual art allowance for each teacher and their**  **classroom.** | **2010 - 11** |  | A fundraiser is held (student-made quilts are sold) during National Lutheran Schools Week. The proceeds go to the purchase of art supplies. |
|  | (Concern) The policies regarding 5-8 grade dress and showering are different from what is in practice.  **(Recommendation) The athletic director should review the policies regarding physical education “dress” etc. and make recommendations to the principal.** |  |  |  |
|  | (Concern) The athletic field used by the students is 5 minutes from the school. The physical education period is 30 minutes, resulting in a very short physical education class period. (2,4)  **(Recommendation) The class period in the spring and the fall should be lengthened to accommodate the utilization of the athletic field.** |  |  |  |
| (Standard 5:12) | (Concern) In the classrooms there is a low student to computer ratio. (12:1)  (1,3,4)  **(Recommendation) Investigate a mobile computer lab that can be used by**  **teachers in the classroom.** |  |  | The technology coordinator has investigated computer mobile labs. Current budget restrictions prohibit the purchase of a mobile computer lab. |
| (Standard 5:12) | (Concern) There is only one computer for student use in each classroom.  (1,3,4)  **(Recommendation)** **Obtain more computers for classrooms.** |  |  | Budget restraints don’t permit obtaining of additional classroom computers. |
| (Standard 6.08) | (Concern) There is no central school library. (1, 3)  (**Recommendation) Since it has been stated that there is not space for a central library, an alternate recommendation is suggested. Each teacher could inventory library books available in his/her classroom. All teachers could have the inventories of other classrooms. Students would be allowed to access books from other classrooms. All library books would be accessible to the entire student body at the teacher’s discretion.** | **2010 - 11** |  | All Accelerated Reader books have been inventoried and updated by the AR coordinator. The lists have been shared with all faculty.  Accelerated Reader Online was purchased in late winter. This program will provide students with more access and flexibility in their efforts to improve their reading skills. |
|  | (Concern) Students begin arriving as much as one hour prior to the start of the school day and many students remain after school for long periods of time. It appears that students are not always being supervised adequately. (1,3) **(Recommendation) A plan should be developed to insure proper supervision of students before and after school.** | **2010 - 11** |  | Teachers have developed a supervision schedule which includes bus time and activity time before and after school. Students are not left unsupervised. |
| (Standard 8.02) | (Concern) Currently the school building is not secured during the school day. More than one exit door is unlocked and some door closures are broken and/or are not working properly. (3)  **(Recommendation) The administrator should direct the trustees to repair doors that are not operating correctly. The school should determine a procedure to secure the building during the day.** |  |  |  |
| (Standard 8.02) | (Concern) Aspects of the Emergency Crisis Plan need review and updating. (2,3,4)  **(Recommendation) The administrator should consult the Minnesota 2008**  **Comprehensive School Safety Guide and make changes to Immanuel’s Emergency Crisis Plan.** |  |  |  |
| (Standard 8.02) | (Concern) There are no health records or emergency files available for all staff members. (2,3)  **(Recommendation) Health records and emergency files for all staff should be prepared and made readily available in case of an emergency.** | **2009** | **2009** | Emergency files for all staff members have been developed and place in the administrator’s office. Information includes health data, allergy information, and emergency contact information. |
| (Standard 8.02) | (Concern) The custodial storage area is not marked or labeled with a hazardous alert symbol. (2,3)  **(Recommendation) The trustees should be directed to provide proper storage and labeling of hazardous materials. MSDS sheets and a floor plan locating the custodial storage area should be on file in the office and made available to the local fire department.** |  |  |  |
| (Standard 9:03) | (Concern) The long-term care and maintenance of the building are evident.  **(Recommendation) Maintenance repair work needs to be addressed and a long-**  **term plan should be devised, i.e. roof and interior water damage. (2,3)** |  |  |  |
| (Standard 9:03 and 9:02) | (Concern) There are areas of the building that need immediate attention and are not attractive or healthy. **(Recommendation)** **Remove the mold in the tunnel and check for the need to remove mold in other areas of the building. (2,3)** | **2010 – 11**  **2011-12** |  | The tunnel has been repaired. The ceiling was torn out (along with the mold) and new sheetrock, texture and paint applied. Leaks to the tunnel were repaired.  The outdoor courtyard area has been reseeded and improved. |
| (Standard 10:02) | (Concern) It is difficult for the administrator to know how much money he has to work with for classroom needs. (1, 2)  **(Recommendation) A line-item budget should be drawn up yearly to project the expenses for the year.** |  |  |  |
| (Standard 10:7) | Current faculty salary level does not meet current district guidelines. (1, 2, 4)  **(Recommendation) When evaluating salary increases in the future, apply the District guidelines equally for pastor, principal, and teachers.** |  |  |  |
| (Standard 11.07) | (Concern) There is no written plan in place to improve the physical facilities. (1,2,4)  **(Recommendation) The Board of Trustees should develop a strategic plan to repair and improve the facilities.** | **2011-12** |  | The Activity Center (Gym) roof was repaired in the summer of 2009. The school roof was repaired in May 2010. Plans are in place for repairs to the tunnel.  The school was able to obtain new furniture from a nearby high school which had closed. (teacher desks, computer tables, storage cabinets and shelves, etc.) This will be an improvement. |
|  | (Concern) A simple analysis of the ITBS results for the past 3 years would indicate some instructional weaknesses. (3,4) **(Recommendation) A plan should be in place for ITBS scores to be evaluated**  **and used in measuring the success of the curriculum.** | **2010 – 11** |  | An Item Analysis of the ITBS test results purchased so teachers could examine the strengths and weaknesses of their students. |
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**TO ADD LINES TO THE TABLE FOR MORE CONCERNS AND RECOMMENDATIONS, PUT THE CURSOR IN THE LAST (BOTTOM RIGHT) BOX AND CLICK “TAB.”**