

National Lutheran School Accreditation

Validation Team Report

Revised September 2020

Emanuel Lutheran School

Hamburg, MN

October 7-9, 2020

Emily Anderson – Captain

Jeff Boehlke

Sean Martens

Cletus Pfeiffer

Rachel Symmank

Deb Volberding

FOREWARD

Becoming accredited is a strenuous process. The school and its administration are highly commended for their efforts in this ongoing accreditation process. The preparation and the arrangements for the Validation Team were well done. It is the hope and prayer of the members of the Validation Team that the enclosed document is accurate and helpful for the continued improvement of **Emanuel Lutheran School**.

The members of the Validation Team express sincere gratitude to the administration, staff and community of **Emanuel Lutheran School** for the opportunity to serve on the Validation Team and for the kindness shown during the visit.

Emanuel Lutheran is a good program. This was reflected not only in the Self-Study Report but also in the comments and observations of the Validation Team. The school effectively represents the Christian faith and values not only to its children and families, but also to the surrounding community.

The Self-Study Report is carefully written and includes specific recommendations to be considered seriously by the school and all constituents of **Emanuel** and its sponsoring congregation, **Emanuel Lutheran Church**. Not every suggestion must be followed, however, each is to be considered and addressed in follow-up reports, specifically the annual ongoing cumulative report submitted to the school's district office.

The report was written collaboratively and edited by the Validation Team with minor editing completed by the Team Captain. The report reflects the talents and expertise of all team members. Wherever possible, specific and practical recommendations were made to help address concerns.

The Team Captain, Team Members and the Consultant pledge their continued support and assistance in the implementation process and look forward to hearing about and/or seeing the progress of the School Action Plan.

May the Lord richly bless the staff and constituents of **Emanuel Lutheran School** so that with the power of the Holy Spirit they might continue to proclaim His Gospel ever more effectively to the children and families they serve.

In His Service,

Emily Anderson
Validation Team Captain

DISCLAIMER

Limitations on the distribution, use and scope of this document.

It is the official intent of the National Lutheran School Accreditation Commission that this report is considered a privileged document, to be submitted by the Team Captain of the Validation Team directly to the administration of the school. The distribution of the report and its availability for public consideration rests solely in the hands of the school administration.

Neither the Team Captain nor the other members of the Validation Team are authorized to release any of the information contained in this report without the approval of the administration of the school.

The primary purpose of the Validation Team was to examine the educational ministry of the school, including curriculum, learning materials, student needs and interests, staffing and facilities. The Validation Team assessed the effectiveness of the total school program in meeting the educational objectives and National Lutheran School Accreditation Standards.

It is not the purpose of the Validation Team to evaluate individual teacher performance. The use of this report as an official assessment of any staff member's professional competency is a violation of the process and is not the intent of the school evaluation. Such use is inherently invalid since at no time during the Validation Team Visit was the team concerned with the evaluation of individual teacher performance.

The Validation Team and the Validation Team Report assist the school in its own process as a guideline for continuous growth. Neither the team nor the report is presumed to be the authority for validating any claims regarding health, safety or personnel issues. Such matters are the sole responsibility of the school.

Validation Team Member Biographic Information

Emily Anderson serves as the administrative assistant and athletic director at Immanuel Lutheran School – Silo in Lewiston, MN. Emily's has a Master's Degree in Education, with an emphasis in administration, from Concordia University – Nebraska. She is proud to have taught in a variety of different single and multi-grade classrooms ranging from first grade through eighth grade including five years as a school principal as well. Her experience with NLSA began in 2013 as a team member. Most recently Emily has been serving as Team Captains for visiting teams and is also helping her current school on its initial accreditation self-study process.

Jeff Boehlke currently serves as principal and 7-8th grade teacher at Christ Community Lutheran School in Watertown, MN. He earned a Bachelor's Degree in Elementary Education from Concordia University Chicago. He completed a Master's degree in Educational Leadership from Concordia University in St. Paul, MN. Jeff has taught many grade combinations from 4-8th grade in schools in Santa Monica, California and Quincy, Illinois prior to coming to Watertown. His specialty is Social Studies. His experience with National Lutheran School Accreditation is as a participant school leader, and serving on teams in Trinity 1st Lutheran in Minneapolis and as Team Captain at Prince of Peace, St. Cloud.

Sean Martens serves as the Assistant to the President, Education and Commissioned Ministers for the Minnesota South District of the Lutheran Church—Missouri Synod. He has been a Lutheran school principal and teacher in Minnesota, Nebraska, and Nevada. He earned his Bachelor's degree in Secondary Education and his Master's Degree in Education from Concordia University, Seward, Nebraska. Sean has served as a Consultant, Team Captain and team member on accreditation teams and serves on the Minnesota South District Accreditation Commission.

Cletus Pfeiffer is a retired LCMS teacher and principal. He resides in Rochester, MN. With continued work as an interim principal and serving schools through NLSA, Cletus has dedicated 55 years to Lutheran education. He is the NLSA Commissioner for Minnesota South District and has served as a consultant for 17 schools preparing for accreditation and has been a captain or visiting team member on 51 visiting teams.

Rachel Symmank currently serves as the kindergarten teacher at Trinity Lone Oak Lutheran School in Eagan, MN. She earned a Bachelor's Degree in Elementary Education from Concordia, Seward, Nebraska. Her professional experience includes classroom teaching in Nebraska, Kansas, and Minnesota. She also worked as a Parent Educator for nine years with the National Parents as Teachers program. This is her first experience serving with the National Lutheran Schools Accreditation Program.

Deb Volberding currently serves as the 1st grade teacher at St. John's Lutheran School in Corcoran, MN. She earned a Bachelor's Degree in Elementary Education from Concordia, Seward, Nebraska. She completed a Master's Degree in Education with an emphasis in Reading from Concordia University in St. Paul, MN. She is also a licensed Reading Specialist. Her professional experience includes teaching kindergarten in Delray Beach, Florida, 5/6 and 1st in Milwaukee, WI, 3rd grade in Bloomington, MN and 29 years as a 1st grade teacher in Corcoran, MN. Her experience with National Lutheran School Accreditation includes serving as a Consultant, and team member on accreditation teams.

REPORT SUMMARY

Overall School Performance Level

Standard	Rating Total	Possible Score
Standard 1	11	16
Standard 2	31	40
Standard 3	26	40
Standard 4	9	16
Standard 5	18	24
Standard 6	11	16
Standard 7	9	12
Total	115	164
Average (total ÷ 41, rounded to hundredths decimal)	2.80	4.00

The Validation Team’s Overall Impression of the School

Emanuel Lutheran School is Christ centered. Observations and interviews confirm that there is a unified mission to the ministry. Staff members are dedicated to serving the students in their classrooms and are committed to supporting one another. The principal provides professional as well as spiritual leadership to the staff and students. Emanuel Lutheran School has a welcoming and cheerful environment for learning.

Outstanding Strengths

- The school principal is energetic and passionate about the mission and ministry of Emanuel Lutheran Church & School.
- Emanuel Lutheran Church strongly supports the school through finances and active presence in the ministry.
- The teachers demonstrate a commitment to supporting one another and the overall ministry of Emanuel Lutheran Church & School.
- Emanuel Lutheran School has a robust PTL group that has significantly impacted the greater good of the school community through its fundraising efforts, community outreach, and parent education.
- Facilities and grounds are well maintained and cared for.

Major Deficiencies

NONE

Accreditation Recommendation

We the members of the Validation Team recommend

Accreditation in Good Standing	X	Provisional Accreditation		Denying Accreditation	
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for Emanuel Lutheran School of Hamburg, MN

Emily J Anderson

TEAM FINDINGS

The Team Findings section presents the Validation Team's evaluation of the NLSA Standards and Indicators. It also identifies Strengths, Concerns and related Recommendations that were identified by the Validation Team through a review of the school's prepared documentation along with observations and interviews that were conducted during the visit.

Accreditation Standards and Indicators

Standards define what's important for schools to be successful. In an accreditation self-study process they provide the educational community with the opportunity to evaluate school's effectiveness, identify strengths and concerns and plan for intentional and continuous improvement. They establish benchmarks that schools must achieve through intentional planning and assessment. The NLSA standards are a compilation of expectations related to what is most important for Lutheran schools. They have been refined and adjusted and align closely with the research based standards that have been prepared by secular partner accrediting agencies. They allow Lutheran schools to use the very best that the educational community has prepared while staying true to the mission of sharing Christ with children and families.

This section contains an evaluation of each NLSA Accreditation Standard and Indicators, conclusions related to strengths and concerns that were identified by the visiting team and evidence and practices that led to the team's conclusions. Indicators are evaluated and rated individually by the visiting team using a four-level performance rubric. The Standard Performance Level is the average of the indicator scores for the standard.

Highly Functional (4) — This is an area of outstanding strength of the school. It not only meets ALL the benchmarks related to the General Indicator of Success, but is supported by extensive documentation and/or observable practices that exceed expectations related to the indicator. This indicator establishes practices for other Lutheran schools to consider. The Validation Team verifies that these practices and/or documentation exceed the Operational (3) level.

Operational (3) — This is the expected rating for a strong Lutheran school. ALL benchmarks must be met completely for this indicator to be considered Operational. The condition is supported with documentation and/or observable practices that support the rating.

Emerging (2) — Improvement is required in this area. If one or more benchmarks are not fully met, the rating must be Emerging. This indicator is recognized as important by the school, but is inconsistently applied. Any benchmark not fully met must be addressed in the School Action Plan.

Not Evident (1) — There is observable conflict or deficiency with this indicator at the school. A majority of the expected benchmarks are not met or addressed with sufficient practices, evidence or documentation. This rating may result in the assignment of Provisional Status. This must be addressed in the School Action Plan.

Standard 1: Purpose

The purpose/philosophy/mission statement serves as the basis for forming school goals, learner outcomes and actions plans, as well as determining a direction for all activities of the school. Throughout the Self-Study process, every area of the school program is evaluated to determine if each aligns with the stated purpose.

Does the school comply with the Required Indicators for Standard 1?

1:01* The school's written purpose embraces a Lutheran identity that is rooted in Holy Scripture and is committed to faith formation, academic excellence and Christian service.

YES

NO

1:02* School leadership and staff members understand and accept the purpose of the school.

YES

NO

Are required evidentiary pieces for Standard 1 prepared and in good order?

Standard 1 Required Evidence*: Written purpose/philosophy/mission statement

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>1:03 School leadership (administration and governing board) uses the mission statement as the foundation and reference for all planning.</p>	<ul style="list-style-type: none"> • The school’s purpose was developed in accordance with governance policy. • The school’s purpose is engaged, aligned and enacted with its vision, values, school goals, learner outcomes and student activities. • The school’s mission statement supports and aligns with the congregational mission statement. 	<ul style="list-style-type: none"> • Narrative • Mission statement • Personnel policy manual • Observations • Board agenda & minutes • Website • Interview 	3	3
<p>1:04 School leadership (administration and board) regularly assembles school constituencies (including but not limited to faculty, staff, parents, students and congregational stakeholders) to review, clarify and renew the school’s stated purpose.</p>	<ul style="list-style-type: none"> • The school’s purpose is communicated effectively to staff, students and stakeholders. • The school regularly evaluates and reviews the alignment of purpose, vision, values, school goals, learner outcomes and student activities. 	<ul style="list-style-type: none"> • Narrative • Interview • Church newsletter • Board agenda & minutes 	3	3
<p>1:05 The school’s purpose is displayed and reflected in school activities and in the teaching/learning environment in classrooms.</p>	<ul style="list-style-type: none"> • The school’s purpose is displayed in each classroom and in the hallways. • The school’s purpose is readily seen on the school’s website. • The school’s purpose is included in written communications distributed to 	<ul style="list-style-type: none"> • School newsletter • Observations • Website • Parent/Student handbook • Interviews 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>families, such as the PTL handbook and promotional materials that are supplied to prospective families.</p> <ul style="list-style-type: none"> School events, curriculum and discipline are aligned with the school's mission statement and purpose and promote a positive teaching/learning environment. 			
<p>1:06 New employees are informed about the school's purpose and its appropriate engagement.</p>	<ul style="list-style-type: none"> New employees are given an orientation packet and have an orientation meeting with the school administrator. New employees utilize mentors to assist them in learning about the school's purpose and how to carry it out. The school's purpose is outlined in the job description for each employee. 	<ul style="list-style-type: none"> Teacher job descriptions Faculty handbook Narrative Teacher covenant Interviews 	2	2
Total			11	11
Standard One Overall Rating (Total ÷ 4, Rounded to the Nearest Tenth)			2.8	2.8

What is the overall Validation Team rating for Standard 1? 2.8

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

N/A

What strengths have been validated by the team in this area?

- High visibility of mission statement throughout the school and materials
- Strong unity between the church and the school mission at Emanuel
- Memorable tag line that enhances the school mission statement

What concerns have been validated by the team in this area?

- There is no formal mentor program for new staff members which would help communicate the mission & vision to staff.

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Add the tag line (*Rooted in Christ, Growing in Knowledge, Prepared for the Future*) to places where the mission statement is printed.
- Be sure that the school's mission & purpose is a part of a formal mentor program.

Standard 2: Relationships

The Lutheran school has a special relationship with its operating congregation(s). The school concerns itself with the ministry of the whole church to fulfill its purpose as a Lutheran school. To do this, the school seeks opportunities to enhance relationships with the local congregation(s), its district and the national church body.

Note: Section 2 is divided into three categories: school and congregation, school and community and school climate. Section 2A, School and Congregation, does not apply when a Lutheran school is operating outside of a highly developed relationship with a single congregation or group of congregations.

Does the school comply with the Required Indicators for Standard 2?

2A:01* The school is operated by one or more of the congregations of The Lutheran Church—Missouri Synod (LCMS) or maintains an active Registered Service Organization (RSO) status with the Synod.

YES

NO

2B:01* A statement of nondiscrimination is evident in school-printed materials and assures that students are admitted without regard to race, color or national origin.

YES

NO

2C:01* The climate of the school flows from and supports the school's purpose.

YES

NO

Are required evidentiary pieces for Standard 2 prepared and in good order?

Standard 2 Required Evidence*: Written nondiscrimination statement

YES

NO

Standard 2 Required Evidence*: School discipline code

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>2A:02 The school is an extension of the ministry of its sponsoring congregation(s). Church and school work together effectively to accomplish goals related to a well-defined purpose.</p>	<ul style="list-style-type: none"> • The pastor is acknowledged as the spiritual leader of the whole congregation, including the school. • The pastor demonstrates that he is the spiritual leader of the school and congregation. • The congregation provides spiritual support for the school and its students. • Pastor(s) and school staff regularly demonstrate support for each other's ministry. 	<ul style="list-style-type: none"> • Chapel Schedule • Church Constitution • Narrative • Observation • Classroom Schedule • Faculty Meeting Schedule • Interviews 	3	3
<p>2A:03 The school concerns itself with the ministry of the whole church and seeks opportunities to support and enhance relationships with its congregation, its district and the national church body.</p>	<ul style="list-style-type: none"> • Students participate regularly in congregational life through planned activities available and coordinated with the congregation. • School staff members are actively involved in worship and congregational life in their parish. 	<ul style="list-style-type: none"> • Evangelism Plan • Narrative • School Newsletter • Chapel Offering List • Interview • Teacher Profiles • Participation in NLSA 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> • The school and congregation plan and work together on behalf of families who do not have an identified church home or who do not attend church regularly. • The school supports LCMS missions. • Called teachers participate in required district conferences and events. 			
<p>2B:02 The school’s student population reflects the ethnic, racial and economic diversity of the community in which it is located.</p>	<ul style="list-style-type: none"> • The school studies the community demographics and compares the information to the demographics of the student body. • The school embraces and celebrates the demographic diversity of the students it serves and the surrounding community. • The school has developed ways to enroll students from the community who do not have the economic resources to support tuition-driven enrollment. 	<ul style="list-style-type: none"> • Tuition / Fee Schedule • Narrative • Use of TADS • Interview • Observation • LCMS Statistical Report Study • Nondiscrimination Statement 	3	3
<p>2B:03 The school promotes and encourages the involvement of its teachers and students in community activities.</p>	<ul style="list-style-type: none"> • The school seeks ways to involve its students and teachers in service to the community. 	<ul style="list-style-type: none"> • Narrative • Service Projects • Observation • Interview 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> • Staff members are encouraged and provided with opportunities, planned by the school and its congregation, to participate in community activities and service organizations. • Staff members are engaged in community service. 			
<p>2B:04 The school has an active Parent-Teacher Organization and/or other parent support groups.</p>	<ul style="list-style-type: none"> • The school sponsors educational opportunities for parents and provides a wide variety of parenting resources. • Support groups (i.e., Parent Teacher League, Booster Club, prayer support groups) contribute to the overall good of the school and congregation to support and maintain the school's mission and goals. 	<ul style="list-style-type: none"> • Narrative • Educational Opportunities for Parents • School Communication • Interview 	3	4
<p>2B:05 The school is known, respected and maintains a positive perception in its community.</p>	<ul style="list-style-type: none"> • The school is known and respected in its community. • The school regularly and frequently shares information with its constituents. 	<ul style="list-style-type: none"> • Observation • Narrative • Rental Policy • School Newsletter • Interviews • Use of School Facebook Page 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> • Good relationships exist with the local public schools. • School facilities are available, when practical, for use by appropriate community groups and activities. 			
<p>2C:02 The school’s Christ-centered ethos is visible and evident to visitors.</p>	<ul style="list-style-type: none"> • Students demonstrate love for others in response to Christ’s love for them. • Teachers’ care for student needs is prominently enacted throughout the school. • Students worship together daily, either in each classroom or in a school-wide appropriate worship experience with other students. • Classroom environment, hallway decorations and posted classroom projects demonstrate respect for teachers and peers. • Student behavior is appropriate to encourage growth and to maintain the school’s chosen teaching/learning environment. 	<ul style="list-style-type: none"> • Observation • Interview • Class Schedules • Classroom Responsibilities • School Website • End of the Year Chapel • Chapel Schedule 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>2C:03 Teachers and staff members recognize, value and respect the needs of students.</p>	<ul style="list-style-type: none"> • Teachers demonstrate love for all students in Christ. • Teachers attend to the individual needs of students. • Teachers integrate faith principles throughout the day and pray with their students. • Students are challenged to do their best. • Students’ spiritual needs are given appropriate support by church and school. • Law and Gospel are properly divided when discipline is administered. • Staff demonstrates positive school spirit. • Through the school’s discipline code, students are assisted to grow in self-control out of love for Christ. • When desirable and practical, students are given the opportunity to participate in making school decisions. 	<ul style="list-style-type: none"> • Interview • Observation • Discipline Policy • Survey Results • Photos of NLSW Activities • LSEM Program & Teacher • Counselor Contracted through Mayer Lutheran HS • Intentional Support of Social-Emotional Development 	3	3
<p>2C:04 School personnel model Christ’s love in their relationships with parents and guardians.</p>	<ul style="list-style-type: none"> • School personnel are approachable and receptive to parental questions or concerns. • Parents are viewed by teachers as school partners in 	<ul style="list-style-type: none"> • Survey Results • Interviews • Parent Covenant • Parent Handbook • Tell the Teacher More & Home Visits • Faculty Handbook 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>the education process.</p> <ul style="list-style-type: none"> • Staff members understand and relate appropriately with school families. • Parents and guardians are made to feel welcome at the school. • The school provides opportunities for parents to be involved at the school. • The legal rights of parents and legal guardians are protected. • Parents are encouraged to be positive and supportive of the school. 			
<p>2C:05 Faculty and administration respect and support one another as individual, fellow members of the body of Christ.</p>	<ul style="list-style-type: none"> • Faculty and administration gather for devotions regularly. • Faculty and administration speak positively about their co-workers at the school. • Faculty and administration demonstrate support of one another in tangible ways. 	<ul style="list-style-type: none"> • Interview • Faculty Covenant • Meeting Schedule • Observation 	3	3
Total			30	31
Standard Two Overall Rating (Total ÷ 10, Rounded to the Nearest Tenth)			3.0	3.1

What is the overall Validation Team rating for Standard 2? 3.1

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

- The Visiting Team changed the rating from a 3 to a 4 because Emanuel has a PTL group that exceeds expectations in providing parent education, community outreach, and fundraising.

What strengths have been validated by the team in this area?

- Many examples of service to the community
- Supportive and active PTL involved in both fundraising, education opportunities, and community outreach
- Strong student and faculty involvement in congregational life and a reciprocal support of the congregation to the school
- The school is known and respected within the community

What concerns have been validated by the team in this area?

None

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

None

Standard 3: Leadership

Leadership of the school is a major factor in the successful development, implementation and evaluation of the school. Leadership is provided by a variety of groups and people. Two primary leadership components are the board or governing authority and the appointed administrator(s), although some schools may function effectively without a school board. In that case, Section 3A: Governance, would not apply.

Does the school comply with the Required Indicators for Standard 3?

3A:01* The operating organization designates the governing authority and has written policies clearly defining lines of authority, responsibilities and/or limitations of the governing authority.

YES

NO

3A:02* The operating organization has written policies clearly defining governing authority membership.

YES

NO

3A:03* The governing authority establishes written policies or administrative limitation that empower the administration in operating the school.

YES

NO

3B:01* The administrator demonstrates a personal Christian faith, a commitment to Lutheran education and a dedication to the teaching ministry of the governing authority.

YES

NO

Are required evidentiary pieces for Standard 3 prepared and in good order?

Standard 3 Required Evidence*: Board or governing authority handbook or policy manual including policies relating to roles of board, administrator and pastor

YES

NO

Standard 3 Required Evidence*: Administrator’s job description

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>3A:04 The governing authority is organized around written policy and understands and operates within its role and function.</p>	<ul style="list-style-type: none"> • The governing authority provides for grievance and due process resolution procedures. • The governing authority meets regularly and has clearly defined policies regarding open attendance at meetings and executive sessions. • The governing authority has established process policies that set forth the style and rules by which the governing authority will complete its tasks and processes. • Governance policies are determined at official meetings and recorded in the minutes, including appropriate updates and changes to policy. 	<ul style="list-style-type: none"> • Constitution • Board Minutes • Voter’s Minutes • Parent/Student Handbook • Staff Handbook • Interviews • Narrative 	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> • Minutes are recorded for each meeting and circulated to all members. • Governing authority policies are collected into a policy manual, separate from the minutes. • The governing authority makes appropriate reports to the operating organization(s). • Neither the governing authority nor its individual members involve themselves in the day-to-day operations of the school. 			
<p>3A:05 Governing authority policy supports effective personnel.</p>	<ul style="list-style-type: none"> • Written policy delineates roles and responsibilities of the board or governing authority. • Comprehensive job responsibilities and/or limitations are in place for the administrator. • The governing authority evaluates the head administrator annually based on the job description. • The governing authority receives reports from the administrator at each meeting. • The governing authority has written policies or position descriptions clearly delineating 	<ul style="list-style-type: none"> • Church Constitution • Job Descriptions • Board Agenda & Minutes • Parent / Student Handbook • Interview 	2	2

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	relationships between the head administrator and pastor(s).			
<p>3A:06 Governing authority members meet prescribed qualifications and are trained regarding roles and responsibilities.</p>	<ul style="list-style-type: none"> • Written policies define qualifications for board or governing authority members. • Governing authority members are required to participate in professional development regarding roles and responsibilities of the governing body and its individual members. 	<ul style="list-style-type: none"> • Church Constitution • School Board Training Power Point • School Board Job Description • Governing Board Resources for Lutheran Schools • Interview 	3	3
<p>3A:07 The governing authority establishes and employs systematic planning for school improvement.</p>	<ul style="list-style-type: none"> • The governing authority has a process in place for evaluating the effectiveness of the school that includes a needs-assessment process integral to school-wide systematic planning. • Long-range goals or desired outcomes are developed from the planning process. 	<ul style="list-style-type: none"> • Survey Responses • MAP Test Results & Analysis • Curriculum Review Schedule • PTL Allotment • Interviews 	2	2
<p>3A:08 The governing authority provides strong financial leadership for the school.</p>	<ul style="list-style-type: none"> • The board or governing authority establishes policies that provide for sound budget planning and fiscal operations. • The board or governing authority approves the budget (including annual tuition and fees) for the school or has developed policies 	<ul style="list-style-type: none"> • Budget • Board Minutes • PTL Allotments • Salary Spreadsheet • Tuition Sheet • Appeal Letter to Parents • Interviews 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>to empower individuals with that responsibility.</p> <ul style="list-style-type: none"> The board or governing authority accepts, reviews and devises strategies to react to concerns expressed in the annual financial audit. 			
<p>3B:02 The administrator meets qualifications required for the position.</p>	<ul style="list-style-type: none"> The principal is a member of The Lutheran Church – Missouri Synod, Rostered or eligible for Roster status. The administrator holds active membership in the congregation supporting the school and is regular in Church attendance and Bible study. The administrator holds current, appropriate state certification or is actively working toward obtaining required certification. The administrator has a master’s degree in education, with no fewer than 12 semester hours in administration or supervision or is actively working toward such a degree. (The administrator of an early childhood center has a bachelor’s degree, with no fewer than 	<ul style="list-style-type: none"> SLED Certificate Diploma Principal Job Description Teacher License Interviews Personnel File 	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	18 semester hours in early childhood education, or is actively working toward accomplishing this requirement.)			
3B:03 The administrator is provided adequate support to complete required tasks.	<ul style="list-style-type: none"> • Release time is provided for administrative duties for the school’s primary administrator. • The school administrator is released from teaching duties for at least one-fourth of each day for every 50 students enrolled. (If administrative duties are shared, then release time may be shared.) • Secretarial assistance is available for school purposes for at least one-fourth of each school day for every 50 students enrolled. • In a school with more than 200 students, an individual is designated as assistant administrator with associated administrative duties. 	<ul style="list-style-type: none"> • Teaching Schedule • Narrative • Interviews 	3	3
3B:04 The administrator is an effective communicator.	<ul style="list-style-type: none"> • The administrator communicates frequently and regularly with pastor(s) and 	<ul style="list-style-type: none"> • Interviews • Survey Results • Faculty Meeting Schedules • School Newsletter 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>teachers individually and collectively.</p> <ul style="list-style-type: none"> • The administrator communicates effectively and frequently with families and students of all ages. • A wide variety of venues both personal (one-to-one) and public are regularly used to facilitate effective communication. • The administrator regularly spends a significant percentage of time listening, observing and speaking with parents, students and teachers. • The administrator effectively communicates and works together with local public school officials. • The administrator compiles such policies, procedures or practices as appropriate for effective communication to the various school communities into student and/or parent handbooks/manuals. 	<ul style="list-style-type: none"> • Faculty Meeting Agendas • Narrative • Observation 		
<p>3B:05 The administrator is engaged in the process of developing and managing the budget.</p>	<ul style="list-style-type: none"> • The administrator is involved in developing and managing the budget, including expenditures. • The administrator has overall 	<ul style="list-style-type: none"> • PTL Allotments • PTL Annual Report • Budget • School Annual Report • Narrative • Interviews 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>responsibility to assure that the budget is managed responsibly, using generally accepted bookkeeping procedures and safeguards.</p> <ul style="list-style-type: none"> • The administrator provides leadership in securing funds and resources, which may include individual, private, corporate, and/or governmental sources. • Funds provided by auxiliary organizations are allocated per governing board policy, in consultation with the school administrator and regularly audited. 			
<p>3B:06 The administrator is committed to personal development and the development of staff members.</p>	<ul style="list-style-type: none"> • The administrator provides spiritual leadership for the school community and in the congregation(s) through word and example. • The administrator is a member of professional organizations. • The administrator provides leadership in curriculum development, staff development, congregational service, public relations, student evaluation and other 	<ul style="list-style-type: none"> • Observation • Interview • Narrative • Membership Certificates • Principal Job Description • Professional Development Plan • Chapel Schedule • Teacher Observation Form 	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>school-related activities.</p> <ul style="list-style-type: none"> • Levels of responsibility and accountability are clearly defined. The administrator provides leadership for implementation of current educational technology, including necessary staff development and training. • The administrator engages in an ongoing program of professional staff supervision. 			
Total			26	26
Standard Three Overall Rating (Total ÷ 10, Rounded to the Nearest Tenth)			2.6	2.6

What is the overall Validation Team rating for Standard 3? 2.6

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

N/A

What strengths have been validated by the team in this area?

- Strong financial support from the congregation and constituents
- Comprehensive training for board members through the use of annual training and a book study
- The school principal is a strong communicator
- Dedicated administrator who serves in many roles

What concerns have been validated by the team in this area?

- Board policies are not gathered into one policy manual
- The working relationship between pastor and principal is not defined
- Absence of formal long range planning
- Limited evidence of formal teacher supervision through classroom evaluations

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Formalize and document a plan for teacher supervision
- Collect board policies into a policy manual
- Review and evaluate the expectations that are assigned to the school principal and consider simplifying the requirements or delegate them to other personnel

Standard 4: Professional Personnel

Maintaining a qualified and competent staff is an essential quality related to an accredited Lutheran school. The performance of the instructional, administrative and auxiliary personnel, functioning as a unit, should reflect the stated philosophy and objectives of the school.

Does the school comply with the Required Indicators for Standard 4?

4:01* All school personnel express and demonstrate agreement with the stated school purpose.

YES

NO

Are required evidentiary pieces for Standard 4 prepared and in good order?

Standard 4 Required Evidence*: School's staff development plan

YES

NO

Standard 4 Required Evidence*: Non-discriminatory salary and benefit scale or policy

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
4:02 Christ-centered teachers have qualities and qualifications necessary for success in their defined areas of service.	<ul style="list-style-type: none"> All teachers demonstrate a personal relationship with Jesus Christ and a dedication to teaching in the Lutheran school. Full-time faculty members are on the Roster of the LCMS, eligible to be on the Roster of the LCMS or are actively enrolled in the colloquy program. 	<ul style="list-style-type: none"> Observation Personnel Files Interviews Parent Survey Background Study CMIF Data 	3	3

	<ul style="list-style-type: none"> Teachers have been prepared and vetted following prescribed federal and state mandates for background checks and training. Full-time professional staff members have appropriate teaching certificate(s) from the state and meet requirements for their specific assignments. 			
<p>4:03 Teachers are informed of, and subsequently evaluated and supported in the continuing pursuit of professional growth and development.</p>	<ul style="list-style-type: none"> Programs for teacher supervision/evaluation/growth have been adopted and are implemented by the administrator. Teachers engage in professional development, including spiritual development and are accountable for implementation that supports student learning. Teachers attend workshops, conferences, seminars and training appropriate to their position and discipline. LCMS Rostered teachers are provided opportunities to attend LCMS events. Teachers hold membership in professional organizations. The school provides opportunity, training and support so that teachers may effectively and appropriately engage technology in classroom instruction. 	<ul style="list-style-type: none"> Teacher Profiles Professional Development Plan Narrative Observation Conference Registrations Faculty Meeting Agenda MISF Membership 	2	2
<p>4:04 Teachers and support staff are empowered and equipped to effectively accomplish their assigned task.</p>	<ul style="list-style-type: none"> New teachers receive thorough orientation and are supported with experienced, assigned teaching mentors. Teachers demonstrate and continuously improve knowledge and skills necessary for effective instruction and modeling of Christ-centered values. Policies related to teachers and support staff are established and practiced. The average student-professional personnel ratio is 	<ul style="list-style-type: none"> Faculty Handbook Personnel Policy Manual Interview Faculty Meeting Agenda Statistical Report Salary Spreadsheet 	2	2

	<p>appropriate for the age and level of the students and ensures optimal student growth.</p> <ul style="list-style-type: none"> • The number of staff members is adequate to provide effective instruction and supervision for students at all school activities. • The nondiscriminatory salary and benefit scale is adopted and implemented for all personnel. 			
<p>4:05 Employees and volunteers serving in support roles have the qualifications and training necessary for success in their defined area of service.</p>	<ul style="list-style-type: none"> • Support staff (e.g., teacher assistants, student teachers, nurse) meets state requirements for their specific assignments. • Appropriate policies related to support staff are established and practiced. • Adequate training for support staff is provided. • Appropriate policies and training for volunteers are in place. • Staff members understand and relate appropriately with students and their families. 	<ul style="list-style-type: none"> • CPR / First Aid Training • Background Checks • Narrative • Cook Job Description • Interview 	3	2
Total			10	9
Standard Four Overall Rating (Total ÷ 4, Rounded to the Nearest Tenth)			2.5	2.3

What is the overall Validation Team rating for Standard 4? 2.3

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

- The Visiting Team changed a rating from 3 to a 2 because we were not provided with visible evidence of the cook's certification. Interviews do indicate that the certification is complete.

What strengths have been validated by the team in this area?

- Strong spiritual leadership from the school principal and school board
- Teaching staff that is committed to serving well beyond the classroom
- Qualified teachers that seek opportunities for ongoing professional development
- All full time staff are rostered teachers

What concerns have been validated by the team in this area?

- There is no formal mentor program for new faculty members
- Not all teachers are actively involved in professional organizations
- Formal teacher observations and evaluations are not current
- The cook's certificate is not physically present in the building

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Consider comparing current teaching salaries to market salaries by using Compensation Tool provided by the MN South District
- Obtain a copy of the cook's certificate (*Certified Food Protection Manager*) and post it in the kitchen
- Develop or adopt a formal mentor program for new faculty members

Standard 5: Teaching and Learning

Student learning requires the integration of a well-developed curriculum and instructional design supported by intentional and ongoing assessment. When teaching, learning and assessment are correctly aligned and students are engaged, learning results. In this way, Lutheran schools accomplish one of their primary objectives.

Does the school comply with the Required Indicators for Standard 5?

5:01* The teaching of the Christian faith is recognized as the major purpose of the school, is allotted appropriate time in the daily schedule and is integrated intentionally throughout the curriculum and instruction.

YES

NO

5:02* The written curriculum is developed and is implemented for religion, mathematics, science, reading, language arts, social studies, art, music, physical education and any other subject taught by the school. (Early childhood centers need not segment learning outcomes into specific subject areas.)

YES

NO

Are required evidentiary pieces for Standard 5 prepared and in good order?

Standard 5 Required Evidence*: Written curriculum is developed for every grade level for religion, mathematics, science, reading, language arts, social studies, art, music, physical education and any other subject taught. (Early childhood centers need not segment learner outcomes into specific subject areas.)

YES

NO

Standard 5 Required Evidence*: A current schedule is prepared for each classroom, indicating clearly when subjects (activities) are taught and during what periods.

YES

NO

Standard 5 Required Evidence*: A chart is prepared illustrating the percentage of each school week allocated to each subject (activity), at each level, including a comparison with state guidelines.

YES

NO

Standard 5 Required Evidence*: Analysis of the results of standardized tests administered for each grade level for the past three years, including a description of how this information is used to evaluate and improve student learning, is provided.

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
5:03 The school community builds and maintains a vision, direction and focus for student learning.	<ul style="list-style-type: none">• The school prepares students for the next level of education and life.• The school aligns its goals, curriculum and measures to those of the next level so that students transition successfully.• The school quantifies, tracks and publicly celebrates student success.• School leaders monitor and support the improvement of instructional practices used by teachers to ensure student success.	<ul style="list-style-type: none">• Interview• Narrative• MAP Testing Analysis• Classroom Schedules• Instructional Chart	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>5:04 The school’s Christ-centered, written curriculum provides challenging learning experiences and ensures that students have sufficient opportunities to develop life skills, critical thinking skills and applied learning.</p>	<ul style="list-style-type: none"> • The curriculum is aligned with delineated standards. • The curriculum is documented, assessed, monitored and challenges all students. • The curriculum reflects research, best practices and high standards in education and it is designed to ensure that every student receives Christ-centered, rigorous and sequential academic preparation. • The curriculum is aligned with LCMS teachings. • The curriculum ensures that students can pursue their God-given talents and passions. • The curriculum is used as an opportunity to proclaim the Gospel. 	<ul style="list-style-type: none"> • Written Curriculum • Use Curriculum Trak • Observation • School Brochure • Interview • Parent Surveys 	3	3
<p>5:05 Teachers use a wide variety of instructional strategies that engage students and ensure mastery of learning expectations.</p>	<ul style="list-style-type: none"> • Teachers implement classroom instructional strategies that provide students with the knowledge, creativity, skills and understanding to become problem solvers, decision makers and socially 	<ul style="list-style-type: none"> • Observations • Narrative • Photos • Choice Boards for Differentiated Instruction • LSEM Teacher on Staff • Service Learning Projects • Interviews • Use of Student Groups to Provide Instruction 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>responsible global citizens.</p> <ul style="list-style-type: none"> • Classroom instruction involves a variety of strategies and settings that address diverse student needs and accommodate individual learning styles as fully as possible. • Evidence of active student engagement exists in every classroom. • Service learning is a component of the school's required program. 			
<p>5:06 Teachers intentionally communicate and collaborate to improve instruction and student learning.</p>	<ul style="list-style-type: none"> • Teachers regularly participate in staff development activities designed to provide professional growth, improve instruction and enhance student learning. • Teachers pursue opportunities to interact with colleagues seeking ways to improve. • Teachers work together to share responsibility for student learning. • Teachers regularly share content, resources, instructional techniques and management skills. • School leaders empower teachers with time and 	<ul style="list-style-type: none"> • Interviews • Faculty Meeting Agenda • Book Study Schedule • Professional Development Plan 	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	resources that facilitate opportunities for communication and collaboration.			
<p>5:07 Technology enhances and enriches the students' learning environment.</p>	<ul style="list-style-type: none"> • Faculty members are users, instructors and participants in the process of engaging technology with the learning process in schools. • Faculty members acquire the necessary technology skills to use personally and integrate and guide student learning. • Clear and intentional planning and protocols for technology are in place. • Technology is integral to curriculum, instruction, assessment and a tool for teachers to personalize, enhance and improve instruction. • Student technology skills are sharpened and advanced through the integration of technology into the learning process. 	<ul style="list-style-type: none"> • Observation of SMART boards during instruction • Interview • Use of Google Classroom and SeeSaw • Technology Plan • Online Student Assessments • Use of Digital Textbooks • Student Use of Devices such as Chromebooks and iPads 	3	3
<p>5:08 Curriculum, instruction and assessment are regularly monitored and adjusted systematically in response to multiple assessments of</p>	<ul style="list-style-type: none"> • The school monitors, reviews, evaluates and modifies its curriculum based 	<ul style="list-style-type: none"> • MAP Testing Reports • DIBELS Reports • Testing Analysis • Narrative 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
student learning and examination of professional practice.	<p>on the use of school-wide student data that is generated by multiple tools and surveys.</p> <ul style="list-style-type: none"> • Multiple forms of student assessment drive instructional strategies. • Student learning is monitored, tracked, recorded and reported regularly and continuously during the time the student is enrolled at the school. • A comprehensive program that examines student achievement with frequent progress monitoring is used to individualize instruction for student success. 			
Total			18	18
Standard Five Overall Rating (Total ÷ 6, Rounded to the Nearest Tenth)			3.0	3.0

What is the overall Validation Team rating for Standard 5? 3.0

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

N/A

What strengths have been validated by the team in this area?

- Unique instructional environment in the primary room with team teachers
- Evident technology integration by both staff and students
- Commitment to curriculum mapping and aligning it to standards
- Teachers use a variety of instructional methods

What concerns have been validated by the team in this area?

- The curriculum mapping and aligning with standards is incomplete within the tool of Curriculum Trak

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Continue to complete the process of mapping curriculum and create a cohesive written curriculum document

Standard 6: Student Services

Lutheran schools provide student services that support and enrich the educational experience of each student. Some of these services in this section are required by state or federal mandate. The school may choose to provide others to promote the training of the whole child. It is important that these programs are run efficiently and enhance the overall image of the school in its community.

Does the school comply with the Required Indicators for Standard 6?

6:01* Services offered by the school meet or exceed federal, state and local requirements.

YES

NO

Are required evidentiary pieces for Standard 6 prepared and in good order?

Standard 6 Required Evidence*: Enrollment / admission policy

YES

NO

Standard 6 Required Evidence*: Crisis emergency plan

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>6:02 Admission policies, guidance services, behavior-management programs and ancillary services provide a protective framework of necessary support for students to successfully complete the school program.</p>	<ul style="list-style-type: none"> • Student applicants are admitted per established written admission criteria. • Permanent cumulative records for each student are maintained, stored and shared in compliance with state and federal law. • The school administers and practices written procedures for addressing students' emotional, social and psychological needs. • Procedures are established for evaluating students for promotion and/or graduation. 	<ul style="list-style-type: none"> • Parent Handbook • Faculty Trainings • Application Form & Policy • Observation • Narrative • LSEM Teacher • Interview 	3	3
<p>6:03 Extracurricular activities provide opportunities for students to further enhance God-given talents and abilities.</p>	<ul style="list-style-type: none"> • The school provides a variety of extracurricular activities that meet the needs and interests of the students and reflect the purpose of the school. • Extracurricular activities are carefully supervised by trained personnel. • Those who supervise extracurricular activities accept the purpose of the school. • Background checks are completed and 	<ul style="list-style-type: none"> • Narrative • Parent Survey • Background Studies • Interviews • Observation 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	on file for those who supervise extracurricular activities.			
<p>6:04 The school enacts a wide variety of policies and procedures that ensure the safety of each student and allow the school to comply with national, state and local mandates.</p>	<ul style="list-style-type: none"> • Immunization documentation, health tests and screenings conducted at the school conform with local and state laws. • First-aid supplies are available and readily accessible to authorized personnel. • Requirements for safety are conducted and recorded (i.e., fire, tornado, intruder and other drills). • Plans are developed and implemented for blood-borne pathogen, asbestos, CPR, first-aid training and the distribution of medication. • Background checks are conducted for all who have contact with students on a regular basis. • Training for the recognition of child abuse and the protection of children is required for all who have contact with students on a regular basis. 	<ul style="list-style-type: none"> • Handbooks • Observation • First Aid Supply Cabinet • Emergency Drill Report • Background Checks • Asbestos Reports • Child Abuse Training • CPR / First Aid Training • Go Guardian • Covid Preparedness Plan • Narrative 	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> The school ensures the safety and security of its students when online. 			
6:05 School food services meet or exceed national and state guidelines.	<ul style="list-style-type: none"> Care is taken to ensure cleanliness where meals or snacks are consumed. Where food service is provided, adequate and qualified personnel are available to plan and serve a variety of well-balanced, wholesome meals in full accordance with federal guidelines. 	<ul style="list-style-type: none"> Observation Kitchen License 	3	2
Total			12	11
Standard Six Overall Rating (Total ÷ 4, Rounded to the Nearest Tenth)			3.0	2.8

What is the overall Validation Team rating for Standard 6? 2.8

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

- The Visiting Team changed the rating on 6.05 from a 3 to a 2 because there is no physical evidence of the cook's food manager certificate. Interviews do indicate that the certification is complete.

What strengths have been validated by the team in this area?

- Utilization of LSEM to meet individual student needs.
- Support of PTL to fund education programs
- Many extracurricular and co-curricular activities are available
- Partnership with counselor from Mayer Lutheran to provide counseling for 7th-8th students

What concerns have been validated by the team in this area?

- There is no physical evidence of the cook's food manager certificate posted

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Explore the desire for additional co-curricular opportunities
- Obtain a copy of the food manager certificate and post it

Standard 7: Facilities

The Lutheran school's physical facilities include the buildings, land, equipment, maintenance of the property and provisions for health, safety and sanitation. The school is both a place and instrument for learning. As a place for learning, the facilities help children grow spiritually, physically, mentally, socially and emotionally. As an instrument used in the learning process, the facilities demonstrate principles of beauty, harmony, order and utility. Its furnishings and décor are reflective of the Christian mission and purpose of the school.

Does the school comply with the Required Indicators for Standard 7?

7:01* Facilities are well-maintained and free from hazards, providing a safe and productive learning environment.

YES

NO

7:02* Facilities fully conform to all applicable laws, including health, safety and building codes.

YES

NO

Are required evidentiary pieces for Standard 7 prepared and in good order?

Standard 7 Required Evidence*: School floor plan

YES

NO

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>7:03 Buildings, grounds and equipment are well maintained, clean and appropriate for the age and number of students.</p>	<ul style="list-style-type: none"> • The size and design of the buildings and teaching/ learning areas are appropriate for the school’s programs and achievement of learner outcomes (objectives), meet state and local code requirements and provide for special needs. • All teaching/ learning areas are properly ventilated, lighted and have adequate space for the number and size of the students. • The buildings are cleaned daily and the restrooms are sanitary. • School furniture is sufficient in quantity and age appropriate. • The school administrator(s) participates in the supervision of those who maintain the physical facilities. • Adequate provisions exist for offices, area for students needing care, recreation, library/media center and space for small-group instruction. • The school facility supports and provides for the 	<ul style="list-style-type: none"> • Observations • Narrative • Interview • Custodian job description 	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	integration of technology and learning.			
<p>7:04 Physical facilities provide specific (crosses, signs, etc.) and non-specific (attractive, adequate, etc.) Christian witness to the community.</p>	<ul style="list-style-type: none"> • The Christian flag flies alongside the American flag at the same entrance. • Christian banners, pictures and posters are displayed in the hallway, entryway, gymnasium and classrooms. • A cross is hung in a prominent place. • An outdoor sign is a witness to the community. 	<ul style="list-style-type: none"> • Observation • Narrative • Photos 	3	3
<p>7:05 The building and grounds provide a safe school environment.</p>	<ul style="list-style-type: none"> • Policies and procedures are in place to maintain a safe school environment. • The playground and athletic field have fences or other restraints to prevent students from entering streets or adjoining property and to prevent vehicular traffic during school hours. • The school limits access to the facility, has locked entrances and is secure during normal school hours. • Crossing guards, lanes and school speed zones are provided where needed. • A safe, carefully supervised 	<ul style="list-style-type: none"> • Observation • Parent handbook • Emergency Plan • Interviews 	2	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	procedure for loading and unloading students in cars, buses and other vehicles is in effect.			
Total			8	9
Standard Seven Overall Rating (Total ÷ 3, Rounded to the Nearest Tenth)			2.7	3.0

What is the overall Validation Team rating for Standard 7? 3.0

Did the Validation Team change any ratings that were assigned by the school?

YES

NO

If YES, what was the justification for changing the rating?

- The Visiting Team changed the rating on 7.05 from a 2 to a 3 because observation and interviews indicate a safe procedure and supervision of outdoor areas. The presence of the space and natural barriers are sufficient boundaries.

What strengths have been validated by the team in this area?

- Commitment to ongoing improvement of the facilities
- Efficient use of the space given
- Clean & well maintained facilities

What concerns have been validated by the team in this area?

- Emergency / lock down procedures are not easily accessible in the classrooms

What recommendations does the team make for concerns that were not addressed by the school in its Self-Study process?

- Engage in ongoing training and improve implementation of the emergency plan procedures
- Post emergency escape plans at each classroom exit

Review of the School Action Plan

As a school conducts its Self-Study process, it identifies areas needing improvement. These items are usually rated as **2 (Emerging)** showing that the condition is recognized as important by the school but is inconsistently or irregularly applied. It is not supported with sufficient practices, evidence or documentation and there is room for improvement in this area. A rating of **1 (Not Evident)** means there is observable conflict or deficiency with the condition at the school or that the school does not enact this condition.

Items that have been identified as **2 (Emerging)** or **1 (Not Evident)** require planned improvement actions. Over the course of the school's accreditation cycle, the items must be targeted (with a completion date), assigned, evaluated and completed. The School Action Plan is the organization's roadmap, guiding the improvement process during the school's accreditation cycle.

Certain items will be rated as **3 (Operational)**, and while the condition is in place and functionally supported and practiced, it may not always be fully enacted or easily evidenced in every aspect of the school program. The school functions acceptably in this area and the school is not required to develop ways to improve in this area.

The Validation Team has set forth ten different items to review and address. A couple of these action items are addressed in multiple standards. Several action items can be accomplished with just a few steps. Items identified by the school in the Self-Study Report are included in the School Action Plan with a few additions from the Validation Team.

Potential Powerful Practices

Validation Team visits assure that a school provides quality, Christian education and is committed to ongoing improvement. Occasionally a team observes a school that exceeds quality expectations and exhibits unique, replicable best practices. If such a practice is observed, a Validation Team may nominate a school for a potential **Powerful Practice**.

Practices associated with General Indicators of Success that are rated as “highly functional” (4) by the school have the potential for identification as a **Powerful Practice** when the practice is transformational and replicable.

NLSA seeks to identify and share unique practices that set a school apart and make it a highly respected educational institution in its community. Powerful Practices are carefully researched, collaboratively established and dynamically affect student learning and/or ministry opportunities in a Lutheran school. These are the practices that have the potential for replication in other Lutheran schools.

A school’s Powerful Practice is much more than an expectation that quantifies Standard compliance. It innovates and exceeds accreditation expectations. It is a calculated risk that results in significant reward for students. Therefore, it is a desirable condition that has ramifications for schools throughout the LCMS.

The following potential Powerful Practices were identified by the Validation Team:

Emanuel Lutheran School has a robust PTL group that has significantly impacted the greater good of the school community through its fundraising efforts, community outreach, and parent education. Interviews and observations indicate a high percentage of parental involvement that drive the leadership of the organization. Events and activities sponsored by the PTL help assimilate new school families and engage the participation of the community at large.