

National Lutheran School Accreditation

Validation Team Report

Revised September 2022

Zion Lutheran School

Cologne, Minnesota

April 12-14, 2023

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Dan Maser, Team Consultant

Sean Martens, Team Member

Katie Borlaug, Team Member

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 **Zion Lutheran School**.

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

Zion Lutheran School 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 **Zion Lutheran School** and its sponsoring congregation, **Zion 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 **Zion 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,

Muriel Stark
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

Muriel Stark (Captain) currently serves as the Minnesota North and North Dakota NLSA Commissioner. She holds a Bachelor's Degree in Elementary Education from Concordia, St. Paul, MN with a major in Elementary Education and a double minor in Math and history. She has served in Lutheran schools for 50 years in Texas, Nebraska, and Minnesota. Her professional experience includes teaching in early childhood through Grade 8 classrooms. She has served as a Consultant, Team Captain, and team member on twenty-one different validation teams.

Dan Maser (Consultant): currently serves as the School Administrator at Trinity Waconia. His educational leadership experiences include over 29 years of serving as a coach, teacher, and administrator at the elementary, high school, and collegiate levels in both public and Lutheran schools. He graduated from Concordia University – St. Paul with a Bachelor of Arts Degree in Physical Education and Coaching. Later, he attended the University of St. Thomas where he received his Community Education Certification, a Master of Arts Degree in Athletic Administration, and an Education Specialist Degree in Educational Administration. He is also a NIAAA Certified Athletic Administrator and recently completed the Principal 360 program. He has served as a consultant, team captain or team member on 7 accreditation teams and serves on the Minnesota South District School and Commissioned Ministers Committee.

Katie Borlaug (Team Member): currently serves as the 2nd grade teacher at St. Paul's Lutheran School in Prior Lake, MN. She holds a Bachelor's Degree in Early Childhood Education from UW-Stout. She has also finished her Colloquy program through CueNET. She has served in Lutheran schools for the past 3 years, and prior to that worked in classrooms, PreK-8 for 8 years in Minnesota, Wisconsin, and Missouri. She is currently helping her own school go through National Lutheran School Accreditation, and this is her first time serving on a validation team.

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, instructor, and coach in Minnesota, Nebraska, and Nevada at the elementary, high school and college levels. He earned Bachelor's degrees in Chemistry, Biology, and Secondary Education and Education Masters Degrees (2) in Curriculum and Instruction and Administration from Concordia University, Seward, Nebraska. Martens is a certified AoR Reconciler, a 2003 graduate of the School Leadership Development (SLED) program, and has been a SLED program mentor. Martens has served as a Consultant, Team Captain or team member on more than 25 accreditation teams and serves on the Minnesota South District Accreditation Commission. Martens also serves on COGNIA (AdvancED) accreditation teams and is ELEOT certified.

REPORT SUMMARY

Overall School Performance Level

Standard	Rating Total	Possible Score
Standard 1	2.8 (11)	16
Standard 2	2.9 (29)	40
Standard 3	2.5 (25)	40
Standard 4	2.5 (10)	16
Standard 5	3.0 (18)	24
Standard 6	2.8 (11)	16
Standard 7	2.7 (8)	12
Total	112	164
Average (total ÷ 41, rounded to hundredths decimal)	2.73	4.00

The Validation Team’s Overall Impression of the School

Zion Lutheran School is a school that is family oriented which loves to share the message of Jesus to its students, families, and community. It is loved by the congregation — families have been sending their children, grandchildren, and great grandchildren to this school.

Outstanding Strengths

- Their administrator shows his love for this school each and every day in all that he does and says
- The teachers show their love and understanding for the children in their classrooms
- The congregation is very supportive of their school - both financially and by helping with various needs
- The students love being here

Major Deficiencies

- NA

Accreditation Recommendation

We the members of the Validation Team recommend

Accreditation in Good Standing	X
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Provisional Accreditation	
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Denying Accreditation	
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for **Zion Lutheran School of Cologne, Minnesota**

Muriel Stark, Team Captain

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. 	<p>School Board Handbook</p> <p>Zion’s Constitution & Bylaws</p>	<p>3</p>	<p>3</p>
<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. 	<p>Student Handbook</p> <p>Zion’s Constitution & Bylaws</p>	<p>3</p>	<p>3</p>
<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 	<p>Mission Statement</p> <p>Website</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>classroom and in the hallways.</p> <ul style="list-style-type: none"> ● The school’s purpose is readily seen on the school’s website. ● The school’s purpose is included in written communications distributed to families, such as the PTL handbook and promotional materials that are supplied to prospective families. ● School events, curriculum and discipline are aligned with the school’s mission statement and purpose and promote a positive teaching/learning environment. 	<p>Screen Shots</p> <p>School Brochure</p>		
<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 	<p>Faculty Handbook</p> <p>Teacher Job Description</p> <p>Congregation Constitution — Teacher Job Description</p> <p>New Teacher Orientation Packet</p> <p>Interviews</p>	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	learning about the school's purpose and how to carry it out. <ul style="list-style-type: none"> ● The school's purpose is outlined in the job description for each employee. 			
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?

NA

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

Zion Cologne has a very strong mission statement. It is prominently displayed throughout the entire building. The staff and faculty are committed to carrying out that mission statement. People in the building feel as if they are a family.

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

NA

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

NA

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 	<p>Zion Evangelical Lutheran Congregation – Constitution & By-Laws 10.B.4</p> <p>Pastor’s Attendance at School Board Meetings</p> <p>Pastor’s Attendance at Church Council & Voter’s Meetings</p> <p>Pastor’s Report in the Annual Report</p> <p>Annual teacher dedication/Rededication – from September bulletin</p> <p>Voter’s Meeting Minutes Line Item: Devotions</p> <p>Observation</p> <p>Interview</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	regularly demonstrate support for each other's ministry.			
<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. ● 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>School Calendar</p> <p>Church Calendar</p> <p>Choir Schedule</p> <p>7th & 8th Grade Students Run the screens during Worship services</p> <p>Interview</p>	3	3
<p>2B:02 The school's student population reflects the ethnic,</p>	<ul style="list-style-type: none"> ● The school studies the community 	Demographic Study	2	2

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
<p>racial and economic diversity of the community in which it is located.</p>	<p>demographics and compares the information to the demographics of the student body.</p> <ul style="list-style-type: none"> ● 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. 	<p>Observation</p>		
<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. ● Staff members are encouraged and provided with opportunities, planned by the school and its congregation, to participate in community activities and 	<p>Parent Volunteer Information</p> <p>Feed My Starving Children Field Trip Pictures</p> <p>Toy Drive for NYA West Carver Lions</p> <p>Earth Day Pictures</p> <p>Birthday Cake Boxes for Local Food Shelf</p> <p>Food Shelf Donations & Children’s Winter Gear Drive</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	service organizations. <ul style="list-style-type: none"> Staff members are engaged in community service. 	Interviews		
2B:04 The school has an active Parent-Teacher Organization and/or other parent support groups.	<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. 	ZEL Handbook Example of Parent Involvement Free Parent Resources Educational Parents’ Seminar – “Beyond Birds and Bees” Interviews	3	3
2B:05 The school is known, respected and maintains a positive perception in its community.	<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. 	Tiger Times (School Weekly Newsletter) Parent Survey Results Student Survey Results Facility Rental Agreement Interviews	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 	<p>Feed My Starving Children</p> <p>Pictures of hallway & Classroom projects</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>teachers and peers.</p> <ul style="list-style-type: none"> Student behavior is appropriate to encourage growth and to maintain the school's chosen teaching/learning environment. 			
<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. 	<p>School Discipline Policy</p> <p>Harassment & Violent Statements Policy</p> <p>School Yearbook</p> <p>Teacher School Spirit</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> ● 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. 			
<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 the education process. ● Staff members understand and relate appropriately with school families. ● Parents and guardians are made to feel welcome at the school. ● The school provides 	<p>School Discipline Policy</p> <p>Harassment & Violent Statements Policy</p> <p>School Mission Statement</p> <p>Faculty Handbook</p> <p>Parent Handbook</p> <p>Parent Survey</p> <p>Tiger Times</p> <p>Parents-Volunteers</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>opportunities for parents to be involved at the school.</p> <ul style="list-style-type: none"> ● 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. 	<p>Picture of Devotions</p> <p>Minutes of July 2022 Voters' Meeting</p> <p>School Calendar</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</p>
Total			29	29
Standard Two Overall Rating (Total ÷ 10, Rounded to the Nearest Tenth)			2.9	2.9

What is the overall Validation Team rating for Standard 2? 2.9

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?

NA

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

There is a strong feeling of a Christian family throughout the school.
Staff members support and collaborate with each other.

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

2A:03 There is not an effective evangelism program for the families of unchurched students.

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

2A:03 With all of the new growth in the school, we recommend expanding the evangelism program.

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 	<p>Board of Education Handbook</p> <p>Board of Education Minutes</p> <p>Interviews</p>	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>clearly defined policies regarding open attendance at meetings and executive sessions.</p> <ul style="list-style-type: none"> ● 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. ● 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 			

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>nor its individual members involve themselves in the day-to-day operations of the school.</p>			
<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 relationships between the head administrator and pastor(s). 	<p>Board of Education Handbook</p> <p>Administrator Evaluation</p> <p>Administrator Responsibilities</p> <p>Board Responsibilities</p> <p>Board of Education Minutes</p> <p>Principal's Report</p> <p>Interviews</p>	<p>3</p>	<p>2</p>
<p>3A:06 Governing authority members meet prescribed qualifications and are trained</p>	<ul style="list-style-type: none"> ● Written policies define qualifications for board or 	<p>Board of Education Handbook</p>	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
regarding roles and responsibilities.	<p>governing authority members.</p> <ul style="list-style-type: none"> Governing authority members are required to participate in professional development regarding roles and responsibilities of the governing body and its individual members. 	<p>Board Member Responsibilities</p> <p>Interviews</p>		
3A:07 The governing authority establishes and employs systematic planning for school improvement.	<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. 	<p>Board of Education Minutes</p> <p>Interviews</p>	3	2
3A:08 The governing authority provides strong financial leadership for the school.	<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 	<p>Board of Education Minutes</p> <p>2022 Annual Report</p> <p>Treasurer’s Responsibilities</p> <p>Interviews</p>	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>tuition and fees) for the school or has developed policies 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 	<p>License</p> <p>Membership Info</p> <p>LCMS Membership</p>	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>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 18 semester hours in early childhood education, or is actively working toward accomplishing this requirement.)</p>			
<p>3B:03 The administrator is provided adequate support to complete required tasks.</p>	<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 	<p>Principal's Schedule</p> <p>Secretary's Hours</p> <p>Interviews</p> <p>Observation</p>	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>purposes for at least one-fourth of each school day for every 50 students enrolled.</p> <ul style="list-style-type: none"> In a school with more than 200 students, an individual is designated as assistant administrator with associated administrative duties. 			
<p>3B:04 The administrator is an effective communicator.</p>	<ul style="list-style-type: none"> The administrator communicates frequently and regularly with pastor(s) and teachers individually and collectively. 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 	<p>Observation Tool</p> <p>Teacher Responsibilities</p> <p>Newsletter example</p> <p>Voter's Agenda</p> <p>Weekly School Newsletter</p> <p>Public School Communication</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>listening, observing and speaking with parents, students and teachers.</p> <ul style="list-style-type: none"> ● 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. 			
<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 responsibility to assure that the budget is managed responsibly, using generally accepted bookkeeping procedures and safeguards. 	<p>Treasurer’s Report</p> <p>2022 Annual Report</p> <p>Interviews</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<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 	<p>Observation Tool</p> <p>March 2023 Newsletter</p> <p>Teacher Back to School In-service</p> <p>Teacher End-of-Year In-service</p> <p>LEA Membership</p> <p>Interviews</p> <p>Observation</p>	<p>3</p>	<p>3</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			27	25
Standard Three Overall Rating (Total ÷ 10, Rounded to the Nearest Tenth)			2.7	2.5

What is the overall Validation Team rating for Standard 3? 2.5

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?

3A:05 The administrator is not evaluated by the school board on a yearly basis.

3A:06 The school board is not going through yearly training.

3A:07 Long range planning is not done.

3B:02 The administrator does not have a principal license.

3B:03 The principal does not have enough release time for the number of students in the school.

3B:03 The school does not have enough secretarial help for the number of students in the school.

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

The current administrator has a total commitment to Lutheran education. His outgoing personality connects well with students, family, faculty, and community.

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

Principal Evaluation

School board training

Long Range Planning

Release time for the principal

Secretarial help

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

3A:05 The administrator will be evaluated yearly by the school board.

3A:06 The school board will do an-ongoing training and professional development.

3A:07 Long range planning goals will be developed.

3B:02 The administrator will either have or work toward obtaining a principal license.

3B:03 The administrator's release time will be increased based on the number of students enrolled

- (Between 50-75 students - ¼ time; Between 75-100 students - ½ time; Between 100-125 students - ¾ time)

3B:03 Secretarial help will be increased based on the number of students enrolled.

- (Between 50-75 students - ¼ time; Between 75-100 students - ½ time; Between 100-125 students - ¾ time)

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
<p>4:02 Christ-centered teachers have qualities and qualifications necessary for success in their defined areas of service.</p>	<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. ● 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>Teacher Rededication & Installation 2022</p> <p>Personnel Files</p> <p>Federal Background Checks</p> <p>Interview</p>	<p>2</p>	<p>2</p>
<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. 	<p>School Calendar with Continuing Education Dates</p> <p>Teacher In-Service Agenda</p> <p>Samples of Continuing Education Forms</p> <p>Copies of Teacher Licenses</p> <p>Teacher Evaluation Forms</p> <p>CPR Certification</p>	<p>3</p>	<p>3</p>

	<ul style="list-style-type: none"> ● 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. 			
<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 appropriate for the age and level of the students and ensures optimal student growth. ● 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>Faculty Handbook</p> <p>Clock Hours Form</p> <p>Pay Scale</p> <p>Interview</p>	<p>3</p>	<p>2</p>

<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. 	<p>Faculty Handbook</p> <p>Policy & Procedures On Preparing Volunteers</p> <p>Nurse Certification</p> <p>Cook Certification & Inspection Report</p> <p>Pay Scale</p> <p>Parent Survey</p> <p>Student Survey</p> <p>Teacher Survey</p>	<p>3</p>	<p>3</p>
Total			11	10
Standard Four Overall Rating (Total ÷ 4, Rounded to the Nearest Tenth)			2.8	2.5

What is the overall Validation Team rating for Standard 4? 2.5

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?

4:04 New teachers are not given proper orientation training

4:04 Continue the work on adjusting the salary schedule.

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

Teachers are very dedicated to Christian education.

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

Required evidence - Although Zion has a staff development plan in place, it should continue to be expanded to have more depth to it.

4:04 New teachers are not being properly orientated to their job.

4:04 Teachers are not paid at the same percentage of base.

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

Required evidence - Update the Staff Development Plan

4:04 New teachers will have more orientation training and be assigned a mentor to help familiarize them with routine and be there for support.

4:04 Salary schedule needs to be continued to be adjusted towards equity.

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
<p>5:03 The school community builds and maintains a vision, direction and focus for student learning.</p>	<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 	<p>Honor Roll</p> <p>High Honor Roll</p> <p>Principal's List</p> <p>Newsletter (Honor Rolls)</p> <p>Teacher Evaluation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>that students transition successfully.</p> <ul style="list-style-type: none"> ● 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. 			
<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. 	<p>Written Curriculum</p> <p>Special Schedules</p> <p>Extra Curricular Activities</p> <p>Spring Play 5-8</p> <p>Spring Play 1-4</p> <p>Curriculum Map</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<ul style="list-style-type: none"> ● 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. 			
<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 responsible global citizens. ● Classroom instruction involves a variety of strategies and settings that address diverse student needs and accommodate individual learning 	<p>Washington DC Trip Grades 6-8</p> <p>Visit from Cologne Fire Department</p> <p>3rd Grade Presentation to Other Classrooms</p> <p>Feed My Starving Children</p> <p>Book Drive for Liberia</p> <p>Observed and validated during classroom visits.</p>	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>styles as fully as possible.</p> <ul style="list-style-type: none"> ● 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 	<p>Specials Schedule</p> <p>Clock Hours</p> <p>Observed and then confirmed during interviews with teachers.</p>	<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 	<p>Interactive Reading Lesson For Smartboard</p> <p>Example of technology Used in upper grades</p> <p>Technology integration observed and validated during classroom visits</p>	3	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	sharpened and advanced through the integration of technology into the learning process.			
<p>5:08 Curriculum, instruction and assessment are regularly monitored and adjusted systematically in response to multiple assessments of student learning and examination of professional practice.</p>	<ul style="list-style-type: none"> ● The school monitors, reviews, evaluates and modifies its curriculum based on the use of school-wide student data that is generated by multiple tools and surveys. ● 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. 	<p>Acadience</p> <p>ITBS</p> <p>ITBS Analysis Description</p> <p>Access Letters for Learn Boost</p> <p>Reading Progress Monitoring</p> <p>Curriculum Trak</p> <p>Interviews</p> <p>Observation</p>	2	3

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
Total			17	18
Standard Five Overall Rating (Total ÷ 6, Rounded to the Nearest Tenth)			2.8	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?

Lutheran Special Education Ministries (LSEM) Teacher does a very thorough job of testing students. This information is used by the teachers to improve their students' education.

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

Testing and the results of the tests being used by the teachers

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

Curriculum Trak has not been fully implemented.

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

5:08 Continue to move forward with full implementation of Curriculum Trak.

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. 	<p>Zion Lutheran School Enrollment/Application Forms</p> <p>Copy of Cumulative Record Form and file system</p> <p>Parent/Student Handbook</p> <p>Listing of Minnesota South District recommended counselors</p> <p>Observation</p> <p>Interview</p>	<p>3</p>	<p>3</p>
<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 	<p>Parent/Student Handbook</p> <p>Sports Schedule</p> <p>Background Check Information</p> <p>Pictures from Drama Productions</p> <p>Observation</p> <p>Interview</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>supervised by trained personnel.</p> <ul style="list-style-type: none"> ● Those who supervise extracurricular activities accept the purpose of the school. ● Background checks are completed and 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 pathogens, asbestos, CPR, 	<p>Immunization Form</p> <p>Hearing Screening Form</p> <p>Vision Screening Form</p> <p>Health Policies from Parent/Student Handbook</p> <p>First Aid Supply List</p> <p>Safety Drill Schedule</p> <p>Medication Administration Form</p> <p>Background Check</p> <p>School Nurse's License</p> <p>Water Sample Test</p> <p>Asbestos Report</p> <p>Crisis Management Policy</p> <p>Internet Filter (Web Titan)</p>	<p>2</p>	<p>2</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>first-aid training and the distribution of medication.</p> <ul style="list-style-type: none"> ● 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. ● The school ensures the safety and security of its students when online. 			
<p>6:05 School food services meet or exceed national and state guidelines.</p>	<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 	<p>Lunch Menus</p> <p>Kitchen Inspection Certificate</p> <p>Food Manager Certificate</p> <p>Inspection Report</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	with federal guidelines.			
Total			11	11
Standard Six Overall Rating (Total ÷ 4, Rounded to the Nearest Tenth)			2.8	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?

NA

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

The School Lunch Program offers plentiful food, a variety of choices and is well liked.

As the school continues to grow in numbers, athletics and extracurricular activities are being put back in place.

Lutheran Special Education Ministry (LSEM) is provided at the school three times per week and supplies testing data on all students.

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

6:04 Zion is growing rapidly and nearing their stated maximum classroom capacity of 24 students. However, due to MN Statute 245A.03-26i, Zion is limited to only 20 students at any one time in the gateway class of the school because it includes preschool students.

During interviews, nearly every pre-school parent expressed a desire for services beyond the 4 hour maximum time limit per day allowed under Minnesota Statute 245A.03-26i.

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

6:04 Preschool will follow exempt state guidelines for number of children (20) allowed per class with a 4 hour maximum time limit per day (MN 245A.03-26i) and/or consider any of the following:

- A. Split Preschool and Kindergarten into two classrooms and 2 teachers
- B. Obtain a certified license from the state of Minnesota.
- C. Partner with an outside licensed agency to provide extended care services.
- D. Drop Preschool to expand K focus.

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 	<p>School Floor Plan</p> <p>Custodial List of Annual Cleaning Tasks For the end of the year</p> <p>Observation</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>offices, area for students needing care, recreation, library/media center and space for small-group instruction.</p> <ul style="list-style-type: none"> The school facility supports and provides for the 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. 	<p>Signs Entry Cross US Flag Christian Flag Observation</p>	<p>2</p>	<p>2</p>
<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 	<p>Crisis Management Plan School Lockdown Plan Supervision Procedures Bus & Noon Duty Schedule Parent Handbook</p>	<p>3</p>	<p>3</p>

General Indicator of Success	Operational Benchmarks	Sources of Evidence	Self-Study Rating	Team Rating
	<p>prevent students from entering streets or adjoining property and to prevent vehicular traffic during school hours.</p> <ul style="list-style-type: none"> ● 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 procedure for loading and unloading students in cars, buses and other vehicles is in effect. 	Observation		
Total			8	8
Standard Seven Overall Rating (Total ÷ 3, Rounded to the Nearest Tenth)			2.7	2.7

What is the overall Validation Team rating for Standard 7? 2.7

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?

NA

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

Zion Cologne is well maintained and kept nicely.

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

7:04 Highway 212 will soon expand to 4 lanes with a new interchange, which produces a need for new signage

7:05 On the playground, adults that are supervising cannot see all areas that children are present

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

7:04 With the expansion of 212 to four lanes and a new interchange, explore new signage along 212.

7:05 Children must be within visible adult supervision at all times

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.

In a narrative, please address the following aspects of the school action plan:

- What is the Validation Team's evaluation of the realistic attainability of the plan as a whole?
- Were any items not addressed in the School Action Plan that were identified by the school in its Self-Study Report?
- Does the team wish to target additional action items not identified by the school in its Self-Study Report?

We believe that the goals that Zion - Cologne, Minnesota has set for themselves are attainable. In addition to those goals we would like Zion to address the following action items:

2A:03 With all of the new growth in the school, we recommend expanding the evangelism program.

3A:05 The administrator will be evaluated yearly by the school board.

3A:07 Long range planning goals will be developed.

3B:03 The administrator's release time will be increased based on the number of students enrolled

- (Between 50-75 students - ¼ time; Between 75-100 students - ½ time; Between 100-125 students - ¾ time)

3B:03 Secretarial help will be increased based on the number of students enrolled.

- (Between 50-75 students - ¼ time; Between 75-100 students - ½ time; Between 100-125 students - ¾ time)

4:01 Required evidence - Update the Staff Development Plan (**This is done; we would like them to expand it)

4:04 New teachers will have more orientation training and be assigned a mentor to help familiarize them with routine and be there for support.

4:04 Salary schedule needs to be continued to be adjusted towards equity.

6:04 Preschool will follow exempt state guidelines for number of children (20) allowed per class with a 4 hour maximum time limit per day (MN 245A.03-26i) and/or consider any of the following:

- A. Split Preschool and Kindergarten into two classrooms and 2 teachers
- B. Obtain a certified license from the state of Minnesota.
- C. Partner with an outside licensed agency to provide extended care services.
- D. Drop Preschool to expand K focus.

7:04 With the expansion of 212 to four lanes and a new interchange, explore new signage along 212.

7:05 Children must be within visible adult supervision during recess at all times