



DRAFT EDUCATION PERFORMANCE AUDIT REPORT

FOR

MARTINSBURG NORTH MIDDLE SCHOOL

BERKELEY COUNTY SCHOOL SYSTEM

JULY 2008

WEST VIRGINIA BOARD OF EDUCATION

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INTRODUCTION

An announced Education Performance Audit of Martinsburg North Middle School in Berkeley County was conducted on May 20, 2008. The review was conducted at the specific direction of the West Virginia Board of Education. The purpose of the review was to investigate the reasons for performance and progress that are persistently below standard and to make recommendations to the school and school system, as appropriate, and to the West Virginia Board of Education on such measures as it considers necessary to improve performance and progress to meet the standard.

The Education Performance Audit Team reviewed the Five-Year Strategic Improvement Plan, interviewed school personnel and school system administrators, observed classrooms, and examined school records. The review was limited in scope and concentrated on the subgroups that failed to achieve adequate yearly progress (AYP).

EDUCATION PERFORMANCE AUDIT TEAM

Office of Education Performance Audits Team Chair – Allen D. Brock, Coordinator

TEAM MEMBERS

Name	Title	School/County
Orvis E. Brock, Jr.	Middle School Principal	Warm Springs Middle School Morgan County
Michelle L. Fleming	High School Principal	Paw Paw High School Morgan County
Amy B. Funk	Middle School Assistant Principal	Capon Bridge Middle School Hampshire County
Tara R. Mahoney	Coordinator Elementary Schools Grades 3-5	Jefferson County
Suzanne Offutt	Elementary School Principal	Shepherdstown Elementary School Jefferson County
Jeff A. Pancione	Elementary School Principal	Augusta Elementary School Hampshire County

SCHOOL PERFORMANCE

This section presents the Annual Performance Measures for Accountability and the Education Performance Audit Team's findings.

04 BERKELEY COUNTY

Manuel P. Arvon, II, Superintendent

302 MARTINSBURG NORTH MIDDLE SCHOOL – Needs Improvement

David Rudy, Principal

Grades 06 - 08

Enrollment 549 (2005-06 2nd month enrollment report)

WESTEST 2005-2006

Group	Number Enrolled for FAY	Number Enrolled on Test Week	Number Tested	Participation Rate	Percent Proficient	Met Part. Rate Standard	Met Assessment Standard	Met Subgroup Standard
Mathematics								
All	479	556	548	98.56	59.91	Yes	Confidence Interval	✓
White	333	377	370	98.14	62.91	Yes	Averaging	✓
Black	119	145	144	99.31	50.84	Yes	No	✗
Hispanic	22	29	29	100.00	59.09	NA	NA	NA
Indian	*	*	*	*	*	*	*	*
Asian	**	**	**	**	**	NA	NA	NA
Low SES	276	324	317	97.83	51.29	Yes	No	✗
Spec. Ed.	112	131	127	96.94	20.90	Yes	No	✗
LEP	14	19	19	100.00	42.85	NA	NA	NA
Reading/Language Arts								
All	479	556	549	98.74	75.94	Yes	Yes	✓
White	333	377	371	98.40	78.72	Yes	Yes	✓
Black	119	145	144	99.31	69.49	Yes	Confidence Interval	✓
Hispanic	22	29	29	100.00	68.18	NA	NA	NA
Indian	*	*	*	*	*	*	*	*
Asian	**	**	**	**	**	NA	NA	NA
Low SES	276	324	318	98.14	71.95	Yes	Confidence Interval	✓
Spec. Ed.	112	131	127	96.94	36.36	Yes	No	✗
LEP	14	19	19	100.00	71.42	NA	NA	NA

FAY -- Full Academic Year

* -- 0 students in subgroup

** -- Less than 10 students in subgroup

**Passed
Attendance Rate = 96.5%**

04 BERKELEY COUNTY

Manuel P. Arvon, II, Superintendent

302 MARTINSBURG NORTH MIDDLE SCHOOL – Needs Improvement

Elizabeth Ward, Principal

Grades 06 - 08

Enrollment 544 (2006-07 2nd month enrollment report)

WESTEST 2006-2007

Group	Number Enrolled for FAY	Number Enrolled on Test Week	Number Tested	Participation Rate	Percent Proficient	Met Part. Rate Standard	Met Assessment Standard	Met Subgroup Standard
Mathematics								
All	449	514	504	98.05	64.86	Yes	Confidence Interval	✓
White	293	331	324	97.88	67.93	Yes	Confidence Interval	✓
Black	124	144	141	97.91	56.55	Yes	Safe Harbors	✓
Hispanic	23	29	29	100.00	65.21	NA	NA	NA
Indian	**	**	**	**	**	NA	NA	NA
Asian	**	**	**	**	**	NA	NA	NA
Low SES	246	294	287	97.61	59.33	Yes	Safe Harbors	✓
Spec. Ed.	103	120	115	95.83	31.00	Yes	Safe Harbors	✓
LEP	15	21	21	100.00	60.00	NA	NA	NA
Reading/Language Arts								
All	449	514	507	98.63	78.20	Yes	Confidence Interval	✓
White	293	331	327	98.79	81.78	Yes	Yes	✓
Black	124	144	141	97.91	72.95	Yes	Confidence Interval	✓
Hispanic	23	29	29	100.00	65.21	NA	NA	NA
Indian	**	**	**	**	**	NA	NA	NA
Asian	**	**	**	**	**	NA	NA	NA
Low SES	246	294	290	98.63	73.55	Yes	Confidence Interval	✓
Spec. Ed.	103	120	117	97.50	38.61	Yes	No	✗
LEP	15	21	21	100.00	40.00	NA	NA	NA

FAY -- Full Academic Year

* -- 0 students in subgroup

** -- Less than 10 students in subgroup

**Passed
Attendance Rate = 96.5%**

Adequate Yearly Progress (AYP) Information by Class

Mathematics											
Class	Tested Enr.	FAY Enr.	Tested	FAY Tested	Part. Rate	Novice	Below Mastery	Mastery	Above Mastery	Distinguished	Proficient
06	175	155	170	152	97.14	6.58	22.37	50.00	18.42	2.63	71.05
07	171	145	169	145	98.83	5.52	31.72	50.34	10.34	2.07	62.76
08	168	149	165	147	98.21	8.16	31.29	42.86	15.65	2.04	60.54

Reading											
Class	Tested Enr.	FAY Enr.	Tested	FAY Tested	Part. Rate	Novice	Below Mastery	Mastery	Above Mastery	Distinguished	Proficient
06	175	155	170	152	97.14	3.95	20.39	51.97	18.42	5.26	75.66
07	171	145	170	145	99.42	2.07	16.55	55.17	18.62	7.59	81.38
08	168	149	167	148	99.40	4.73	17.57	43.24	27.70	6.76	77.70

Enr. - Enrollment
FAY - Full Academic Year
Part. - Participation

Other Relevant Performance Data

2006-2007 Writing Assessment Distribution of Performance Across All Performance Levels

GRADE 7	Total # Tested	% At Distinguished	% At Above Mastery	% At Mastery	% At Partial Mastery	% At Novice	% With No Score	% of Students at or Above Mastery	% of Students Below Mastery
STATE – WV	20311	3	18	54	21	2	1	76	24
BERKELEY COUNTY	1218	2	19	58	19	1	0	79	21
MARTINSBURG NORTH MIDDLE	170	2	17	61	19	1	0	80	20

ANNUAL PERFORMANCE MEASURES FOR ACCOUNTABILITY

Met standard.

5.1.1. Achievement.

Martinsburg North Middle School failed to achieve adequate yearly progress (AYP) in the special education (SE) subgroup in reading/language arts. Furthermore, the school achieved AYP in the all students (AS), the racial/ethnicity white (W), the racial/ethnicity black (B), the economically disadvantaged (SES), and the SE subgroups in mathematics; and the AS, B, and SES subgroups in reading/language arts only by application of the confidence interval and/or safe harbors. It is further noted that the racial/ethnicity Hispanic (H) and the limited English proficiency (LEP) subgroups, with the number (N) less than 50, scored below the State's percent proficient level in mathematics and reading/language arts. The county curriculum staff and school staff are urged to address these subgroups in the county and school Five-Year Strategic Plans and apply interventions to improve achievement of all students.

Adequate Yearly Progress (AYP) Information by Class indicated scores below mastery in mathematics: Grade 6 – 28.95 percent; Grade 7 – 37.24 percent; Grade 8 – 39.45 percent. These scores have implication for the Five-Year Strategic Plan and school improvement.

The following professional development and/or training opportunities were provided as reported by the principal.

1. WESTEST Data Analysis.
2. Five-Year Strategic Plan.
3. Sexual Harassment.
4. Inclusion I, II, and III.
5. Marzano Strategies.
6. Reading Technology.
7. Co-teaching.
8. Classroom Management.
9. New Alternative Education.
10. Special Education Reading, Language, and Thinklink.
11. Teach 21.

West Virginia Board of Education Policy 2320, *A Process for Improving Education-Performance Based Accreditation System* in Section §126-13-6 provides:

- 6.1. A system of points on an index will be used to assess and weigh annual performance measures for state accreditation of schools and approval of school systems that gives credit or points on an index to prevent any one measure alone from

causing a school to achieve less than full accreditation status or a school system from achieving less than full approval status: Provided, That a school or school system that achieves AYP is eligible for no less than full accreditation or full approval status, as applicable, and the system established pursuant to this subsection shall only apply to schools and school systems that do not achieve AYP.

The index showed that Martinsburg North Middle School performed within the point range (841-724) for full accreditation status.

EDUCATION PERFORMANCE AUDIT

INITIATIVES FOR ACHIEVING ADEQUATE YEARLY PROGRESS

The Education Performance Audit Team reported that Martinsburg North Middle School had undertaken initiatives for achieving Adequate Yearly Progress (AYP). The prominent initiative and activity included the following.

- 7.7.1. School rules, procedures, and expectations.** Student behavior at the school was excellent throughout the day of the Education Performance Audit. The school operated smoothly and the Team believed this was attributable to the principal. The principal began at the school as assistant principal on 10/31/06 and took over as principal on 10/16/07. The principal was extremely aware of the school's educational needs and had extensive knowledge of the direction for school improvement. She was the curricular leader and set the tone for staff and students which was evident in student interviews and classroom/hallway behavior. The current principal is the third principal at the school in the past three and one-half years.

HIGH QUALITY STANDARDS

Necessary to Improve Performance and Progress.

7.1. Curriculum

- 7.1.2. High expectations. Through curricular offerings, instructional practices, and administrative practices, staff demonstrates high expectations for the learning and achieving of all students and all students have equal education opportunities including reteaching, enrichment, and acceleration. (Policy 2510)**

One science teacher did not exhibit high expectations for all students. The teacher wore blue jeans during the day of the Education Performance Audit, allowed three to four of the thirteen students to remain off task for an extended period of time, did not have lesson plans completed in advance, used sarcasm toward students (stated that a "pest" was a student that asked a question without raising their hand, stated that students did not know how to use an encyclopedia in a derogatory tone), was not achieving 50 percent hands-on instruction, kept all instruction on the informational level of Bloom's taxonomy, and did not challenge students.

One Grade 6 language arts teacher did not interact with students throughout the entire 30 minute observation period. The special education collaboration teacher conducted the class. The teacher then took part of the class to the computer laboratory where she checked her personal email, then walked around the class with no student interaction.

7.1.3. Learning environment. School staff provides a safe and nurturing environment that is conducive to learning. (Policy 2510)

Grade 7 teachers stated that they did not feel safe at the school due to their classrooms located in outside trailers that could not be locked in an emergency. Teachers also stated that one exterior door that was to remain locked was constantly left open by other teachers and compromised the building's safety. Teachers also stated a concern that many local adults walked through the school campus on their way to work.

7.1.5. Instructional strategies. Staff demonstrates the use of the various instructional strategies and techniques contained in Policies 2510 and 2520. (Policy 2510; Policy 2520)

All teachers were not varying their instructional strategies on a regular basis. Based on a 25-30 minute observation period, 13 teachers used one instructional strategy the entire observation period.

7.2. Student and School Performance

7.2.1. County and School electronic strategic improvement plans. An electronic county strategic improvement plan and an electronic school strategic improvement plan are established, implemented, and reviewed annually. Each respective plan shall be a five-year plan that includes the mission and goals of the school or school system to improve student or school system performance or progress. The plan shall be revised annually in each area in which the school or system is below the standard on the annual performance measures.

Approximately one-half of the teachers could not discuss the educational components of the school's Five Year Strategic Plan.

7.2.3. Lesson plans and principal feedback. Lesson plans that are based on approved content standards and objectives are prepared in advance and the principal reviews, comments on them a minimum of once each quarter, and provides written feedback to the teacher as necessary to improve instruction. (Policy 2510; Policy 5310)

Four teachers had no lesson plans for the week of the Education Performance Audit. Eighteen teachers had insufficient lesson plans that did not have the steps to complete the lesson for the day and any materials above and beyond the textbook. The principal had written appropriate feedback on lesson plans as to what the teachers had to do to improve lesson plans.

7.4. Regulatory Agency Reviews

- 7.4.1. Regulatory agency reviews. Determine during on-site reviews and include in reports whether required reviews and inspections have been conducted by the appropriate agencies, including, but not limited to, the State Fire Marshal, the Health Department, the School Building Authority of West Virginia, and the responsible divisions within the West Virginia Department of Education, and whether noted deficiencies have been or are in the process of being corrected. The Office of Education Performance Audits may not conduct a duplicate review or inspection nor mandate more stringent compliance measures. (W.Va. Code §§18-9B-9, 10, 11, 18-4-10, and 18-5A-5; Policy 1224.1; Policy 8100; W.Va. Code §18-5-9; Policy 6200; Section 504, Rehabilitation Act of 1973 §104.22 and §104.23; Policy 4334; Policy 4336)**

One item from the most recent Fire Marshal Report (05/23/08) had not been corrected. Approved emergency lights were not provided throughout the building.

Two items from the 04/08/08 West Virginia Department of Agriculture audit had not been corrected.

1. The walk-in cooler was in poor repair – overhead rust and peeling paint and oxidation on walls and ceiling.
2. Ceiling not enclosed in store room. Grid work expelling dust/rust.

These had previously been cited on the 05/10/06 West Virginia Department of Agriculture audit.

7.6. Personnel

- 7.6.3. Evaluation. The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)**

Three teacher observations had not been conducted on or before November 1, 2007. Two teacher observations were not signed within the five day limit.

- 7.6.4. Teacher and principal internship. The county board develops and implements a beginning teacher internship program and a beginning principal internship program that conform with W.Va. Code and West Virginia Board of Education policies. (W.Va. Code §18A-3-2b and 2d; Policy 5899; Policy 5900)**

The principal and the county assigned mentor had not met “. . . no less than three regular meetings per semester during the school year” (W.Va. Code §18A-3-2d. Beginning principal internships.). The principal and mentor had met one time during the 2007-2008 school year.

State Code Inconsistency. W.Va. Code §18A-3-2d. Beginning principal internships.

7.8. Leadership

7.8.1. Leadership. Leadership at the school district, school, and classroom levels is demonstrated by vision, school culture and instruction, management and environment, community, and professionalism. (Policy 5500.03)

Due to the number of deficiencies found at Martinsburg North Middle School, the Team determined that assistance from the central office administration, the West Virginia Department of Education, and RESA VIII be sought to assist the building administrator in the school's operation.

The Team believed that the principal, who has been in the position since 10/16/07, has the ability and knowledge to correct the deficiencies and to implement research-based programs and practices to increase student achievement. The principal has demonstrated the leadership for school improvement; however, the previous administrative turnover and lack of stability has resulted in a school culture that will take some time to stabilize.

RECOMMENDATIONS

- 7.1.7. Library/educational technology access and technology application.** Teachers reported that individual classroom computers were not operating properly and needed to be updated and repaired. The Team recommended that the school and county investigate means to upgrade and repair computers.
- 7.2.2. Counseling services.** The Team believed that the Student Assistance Team (SAT) process was not effective. It was reported that the SAT process was only for identifying Learning Disability (LD) students and not for other behavior/educational processes.

Indicators of Efficiency

Indicators of efficiency for student and school system performance and processes were reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; facilities; administrative practices; personnel; utilization of regional education service agency, or other regional services that may be established by their assigned regional education service agency. This section contains indicators of efficiency that the Education Performance Audit Team assessed as requiring more efficient and effective application.

The indicators of efficiency listed are intended to guide Martinsburg North Middle School in providing a thorough and efficient system of education. Berkeley County is obligated to follow the Indicators of Efficiency noted by the Team. Indicators of Efficiency shall not be used to affect the approval status of Berkeley County or the accreditation status of the schools.

8.1.1. Curriculum. The school district and school conduct an annual curriculum audit regarding student curricular requests and overall school curriculum needs, including distance learning in combination with accessible and available resources.

High quality instruction, proper lesson plans, and high expectations for students must be a high priority for all teachers and the principal must continue to monitor these areas. All students must be kept on task for the entire class period and the educational components must be actively guiding the curriculum in individual classes. Given the fact that out of sixty teachers, only six teachers have been in the building longer than four years, it is imperative that the principal ensure continuing staff development to keep all staff up to date on all school initiatives to improve achievement.

Building Capacity to Correct Deficiencies

West Virginia Code §18-2E-5 establishes that the needed resources are available to assist the school or school system in achieving the standards and alleviating the deficiencies identified in the assessment and accountability process. To assist Martinsburg North Middle School in achieving capacity, the following resources are recommended.

HIGH QUALITY STANDARDS	RECOMMENDED RESOURCES
7.1.2. High expectations.	West Virginia Department of Education Office of Instruction (304) 558-5325
7.1.3. Learning environment.	West Virginia Department of Education Office of Instruction (304) 558-5325
7.1.5. Instructional strategies.	West Virginia Department of Education Office of Instruction (304) 558-5325
7.2.1. County and School electronic strategic improvement plans.	West Virginia Department of Education Office of Title II - School and School System Improvement (304) 558-3199
7.2.3. Lesson plans and principal feedback.	West Virginia Department of Education Office of Planning, Evaluation, Special Programs and Support Services (304) 558-2348
7.4.1. Regulatory agency reviews.	West Virginia Department of Education Office of School Facilities (304) 558-2711
7.6.3. Evaluation.	West Virginia Department of Education Office of Human Resources (304) 558-2702
7.6.4. Teacher and principal internship.	West Virginia Department of Education Office of Professional Preparation (304) 558-7842
7.8.1. Leadership.	West Virginia Department of Education Office of Professional Development (304) 558-0539

- 18.1. Capacity building is a process for targeting resources strategically to improve the teaching and learning process. School and county electronic strategic improvement plan development is intended, in part, to provide mechanisms to target resources strategically to the teaching and learning process to improve student, school, and school system performance.**

The Team believed that Martinsburg North Middle School and Berkeley County have the capacity to correct the identified deficiencies. The principal must remain steadfast in monitoring all classes and ensure that all teachers are delivering high quality, research-based instruction.

Identification of Resource Needs

A thorough and efficient system of schools requires the provision of an adequate level of appropriately managed resources. The West Virginia Board of Education adopted resource evaluation as a part of the accreditation and evaluation process. This process is intended to meaningfully evaluate the needs for facilities, personnel, curriculum, equipment and materials in each of the county's schools and how those impact program and student performance.

19.1. Facilities, equipment, and materials. Facilities and equipment specified in Policy 6200, Chapters 1 through 14, are available in all schools, classrooms, and other required areas. A determination will be made by using the Process for Improving Education (W.Va. Code §18-2E-5) whether any identified deficiencies adversely impact and impair the delivery of a high quality educational program if it is below the West Virginia Board of Education standards due to inadequacies or inappropriate management in the areas of facilities, equipment, and materials. The Education Performance Audit Teams shall utilize an assessment instrument for the evaluation of school facilities which generally follows the requirements of Policy 6200. Note: Corrective measures to be taken in response to any identified resource deficiency will of necessity be subject to the feasibility of modifying existing facilities, consideration of alternative methods of instructional delivery, availability of funding, and prioritization of educational needs through Comprehensive Educational Facilities Plans and the West Virginia School Building Authority. This policy does not change the authority, judgment, or priorities of the School Building Authority of West Virginia who is statutorily responsible for prioritizing "Need" for the purpose of funding school improvements or school construction in the State of West Virginia or the prerogative of the Legislature in providing resources. (Policy 6200 and *Tomblin v. Gainer*)

According to the items checked in the School Facilities Evaluation Checklist, the school was below standard in the following areas. The principal checked and the Team confirmed the following school facility resource needs.

- 19.1.1. School location.** The topography of the site was not varied enough to provide a desirable appearance without steep inclines and did not have a stable, well-drained soil free of erosion. Sidewalks were not adequate with designated crosswalks, curbcuts, and correct slope. The playgrounds/recreational areas were not well equipped and appropriate for the age level.
- 19.1.3. Teachers' workroom.** A teachers' work area of adequate size was not provided and communication technology was not available.
- 19.1.4. Counselor's office.** The counselors' offices did not have adequate space, did not provide privacy, and did not have easy access to student records.

- 19.1.10. Specialized instructional areas.** The art facility was not of adequate size. The music facility was not of adequate size and storage was not adequate. The physical education facilities were not of adequate size and did not have forced ventilation, a drinking fountain, display case, and a bulletin board.
- 19.1.11. Grades 6-12 science facilities.** All science facilities were not of adequate size and were not located with easy access to outdoor activities and isolated to keep odors from the remainder of the building. Equipment and materials in all science classrooms were inadequate. The following materials were insufficient: Sink, hot and cold water, gas, AC and DC current, air vacuum, chalkboards, bulletin boards, open and closed shelving, ventilation fume hood, demo table, sufficient laboratory workspace, fire extinguisher, blanket, emergency showers, balance cases, chairs/tables, darkening provisions, main gas shut-off, and adequate storage.
- 19.1.12. Grades 7-12 auditorium/stage.** Acoustical panels, film screens, and controlled illumination were not provided.
- 19.1.14. Food service.** The food service area could not accommodate 3/8ths of the middle school student body. A teachers' dining area of adequate size was not provided.
- 19.1.15. Health service units.** A health service unit of adequate size was not provided. Curtained or small rooms with cots, bulletin board, toilet, lavatory, scales, refrigerator with locked storage, work counter, and locked medication box were not available.

Early Detection and Intervention

One of the most important elements in the Education Performance Audit process is monitoring student progress through early detection and intervention programs.

Given the achievement levels of students in all subgroups at the school, Martinsburg North Middle School and Berkeley County must implement high yield instructional practices and instruction that will improve achievement. Berkeley County must actively pursue assistance from RESA VIII, the West Virginia Department of Education, and the West Virginia Center for Professional Development to assist with school improvement. Curriculum must be data-driven and instruction must be relevant to the curriculum and provide all students the opportunity to learn.

School Accreditation Status

School	Accreditation Status	Education Performance Audit High Quality Standards	Annual Performance Measures Needing Improvement	Date Certain
04-302 Martinsburg North Middle	Full Accreditation	7.1.2; 7.1.3; 7.1.5; 7.2.1; 7.2.3; 7.4.1; 7.6.3; 7.6.4; 7.8.1		

Education Performance Audit Summary

The Team identified nine high quality standards – necessary to improve performance and progress. The Team presented two recommendations, noted an indicator of efficiency, offered capacity building resources, and noted an early detection and intervention concern.

Martinsburg North Middle School’s Education Performance Audit was limited in scope to the performance and progress standards related to student and school performance. The Team also conducted a resource evaluation to assess the resource needs of the school. The Team submits this draft report to guide Martinsburg North Middle School in improvement efforts. The school and county have until the next accreditation cycle to correct deficiencies noted in the report pursuant to W.Va. Code §18-2E-5.