



**Office of Education  
Performance Audits**

**FINAL EDUCATION PERFORMANCE AUDIT REPORT**

**FOR**

**DODDRIDGE COUNTY SCHOOL SYSTEM**

**JULY 2009**

**WEST VIRGINIA BOARD OF EDUCATION**

## INTRODUCTION

An announced (five days in advance) Education Performance Audit of the Doddridge County School District was conducted on February 4-8, 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 the county had not achieved adequate yearly progress (AYP) during the past five years. The Team also reviewed district level high-quality standards in accordance with appropriate procedures to make recommendations to the West Virginia Board of Education on such measures as it considers necessary to improve performance and progress to meet the high-quality standards as required by W.Va. Code and West Virginia Board of Education policies.

The Education Performance Audit Team interviewed the Doddridge County Board of Education President, school district personnel including the superintendent, the Director of Instruction, the personnel staff, the finance official, Director of Special Education and Title I, and other county office personnel. The Team examined documents including the Doddridge County Five-Year Strategic Plan; Doddridge County Board of Education agendas and minutes of meetings; personnel documents; personnel evaluations; the school system policy manual; regulatory agency reviews, i.e., financial audit, the Comprehensive Educational Facilities Plan (CEFP), etc.; and letters, faxes, and materials of interest to the Education Performance Audit.

A Follow-up Education Performance Audit of the Doddridge County School District was conducted April 15, 2009. The purpose of the follow-up was to verify correction of the findings identified during the original Education Performance Audit. The review was in accordance with West Virginia Code §18-2E-5 and West Virginia Board of Education Policy 2320 which specify that a fully approved school system in which other deficiencies are discovered shall remain on full approval status for the remainder of the approval period and shall have an opportunity to correct those deficiencies.

## EDUCATION PERFORMANCE AUDIT

### COUNTY PERFORMANCE

#### ANNUAL PERFORMANCE MEASURES FOR ACCOUNTABILITY

This section presents the Annual Performance Measures for Accountability and related student performance data. It also presents the Education Performance Audit Team’s findings.

#### 5.1.1. ACCOUNTABILITY

##### 5.1.1. Achievement

##### **Adequate Yearly Progress**

The No Child Left Behind (NCLB) data for the 2006-2007 school year identified that Doddridge County did not make adequate yearly progress (AYP). Furthermore, Doddridge County failed to achieve AYP for the last five consecutive years. The subject and grade span for the spring 2007 assessment and subgroups that did not make AYP are shown in Chart 1A. It also shows the percent proficient for each subject/grade span and subgroup. It should be noted that Doddridge County High School made AYP for the all students (AS) and racial/ethnicity white (W) subgroups in reading/language arts only through application of the confidence interval.

Chart 1A

| <b>WESTEST STATEWIDE ASSESSMENT (2006-2007)</b> |                                  |                           |
|-------------------------------------------------|----------------------------------|---------------------------|
| <b>SUBJECT/GRADE SPAN</b>                       | <b>SUBGROUP</b>                  | <b>PERCENT PROFICIENT</b> |
| Mathematics – Middle                            | Special Education (SE)           | 29.9%                     |
| Mathematics – Elementary                        | Economically Disadvantaged (SES) | 60.0%                     |
| Reading – Elementary                            | Economically Disadvantaged (SES) | 64.2%                     |
| Reading – Middle                                | Special Education (SE)           | 35.8%                     |
| Reading – Middle                                | Economically Disadvantaged (SES) | 68.7%                     |

The Team noted that when the performance of the subgroups listed in Chart 1A was compared with the previous year (2005-2006) No Child Left Behind (NCLB) data, the percentage of special education students scoring at or above the proficiency level decreased in mathematics at the middle school level and reading at the elementary school level during the 2006-2007 assessment. However, 2006-2007 WESTEST assessment results indicated an increase in the percent of the all students (AS)

subgroup scoring at or above the proficiency level in mathematics and reading/language arts at all programmatic levels.

Chart 1B

| <b>PARTICIPATION RATE (2006-2007 WESTEST)</b> |                                  |                |
|-----------------------------------------------|----------------------------------|----------------|
| <b>SUBJECT/GRADE SPAN</b>                     | <b>SUBGROUP</b>                  | <b>PERCENT</b> |
| Reading – Secondary                           | Economically Disadvantaged (SES) | 92.5%          |

Chart 1B shows the subject and grade span for Doddridge County’s participation rate that did not make AYP and the percent of student participation on the WESTEST. The secondary level economically disadvantaged (SES) subgroup participation rate in reading/language arts at 92.5 percent was below the 95 percent standard.

Chart 2 shows the number of Doddridge County’s schools identified for not achieving AYP during the last five years.

Chart 2

| <b>NUMBER OF SCHOOLS NOT ACHIEVING AYP</b> |                   |                           |                        |
|--------------------------------------------|-------------------|---------------------------|------------------------|
| <b>Year</b>                                | <b>Assessment</b> | <b>Participation Rate</b> | <b>Other Indicator</b> |
| 2002-2003                                  | 3                 | 0                         | 0                      |
| 2003-2004                                  | 1                 | 0                         | 0                      |
| 2004-2005                                  | 0                 | 0                         | 0                      |
| 2005-2006                                  | 1                 | 0                         | 0                      |
| 2006-2007                                  | 2                 | 1                         | 0                      |

An examination of the achievement gap between subgroups for the 2006-2007 assessment school year revealed an achievement gap between the economically disadvantaged (SES) and special education (SE) subgroups when compared to the academic performance of the all students (AS) subgroup (Charts 3-8). The middle school level SE subgroup did not make AYP in mathematics or reading. The elementary level SES subgroup did not make AYP in mathematics or reading. The high school level SES subgroup did not make AYP in reading.

An 8.5 percent discrepancy existed between the AS and the SES subgroups achieving at or above proficiency at the elementary level in both mathematics and reading/language arts. A 9.6 percent discrepancy existed at the middle school level between AS and SES subgroups achieving at or above proficiency in mathematics and a 7.6 percent difference existed in reading/language arts. A 9.4 percent discrepancy existed between the AS and SES subgroups achieving at or above proficiency at the high school level in mathematics and a 4.0 percent discrepancy existed in reading/language arts. A significant discrepancy existed between the percentage of middle level AS and the SE subgroups performing at or above proficiency in both mathematics (39.5 percent discrepancy) and reading/language arts (40.5 percent discrepancy).

Charts 3 through 5 indicated that the 2006-2007 Doddridge County School District student performance in mathematics was below the State percent proficient with the greatest identified need for improvement at the elementary and middle school levels. The Doddridge County School District high school level mathematics percent proficient was measurably higher in the applicable subgroups than West Virginia's percent proficient.

Student assessment performance in reading/language arts (Charts 6, 7, and 8) showed that Doddridge County School District performed measurably lower than the 2006-2007 State percent proficient with the largest discrepancy being at the elementary level.

Chart 3

| <b>ELEMENTARY MATHEMATICS<br/>2006-2007</b> |                                    |                                 |
|---------------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                             | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                           | 68.5%                              | 79.7%                           |
| Racial/Ethnicity White (W)                  | 68.2%                              | 80.2%                           |
| Economically Disadvantaged (SES)            | 60.0%                              | 72.7%                           |

Chart 4

| <b>MIDDLE MATHEMATICS<br/>2006-2007</b> |                                    |                                 |
|-----------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                         | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                       | 69.4%                              | 75.4%                           |
| Racial/Ethnicity White (W)              | 69.3%                              | 75.9%                           |
| Special Education (SE)                  | 29.9%                              | 37.0%                           |
| Economically Disadvantaged (SES)        | 59.8%                              | 66.7%                           |

Chart 5

| <b>HIGH SCHOOL MATHEMATICS<br/>2006-2007</b> |                                    |                                 |
|----------------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                              | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                            | 76.1%                              | 68.5%                           |
| Racial/Ethnicity                             | 76.1%                              | 69.2%                           |

|                                  |       |       |
|----------------------------------|-------|-------|
| White (W)                        |       |       |
| Economically Disadvantaged (SES) | 66.7% | 58.6% |

Chart 6

| <b>ELEMENTARY READING/LANGUAGE ARTS<br/>2006-2007</b> |                                    |                                 |
|-------------------------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                                       | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                                     | 72.7%                              | 81.3%                           |
| Racial/Ethnicity White (W)                            | 72.5%                              | 81.7%                           |
| Economically Disadvantaged (SES)                      | 64.2%                              | 74.4%                           |

Chart 7

| <b>MIDDLE READING/LANGUAGE ARTS<br/>2006-2007</b> |                                    |                                 |
|---------------------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                                   | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                                 | 76.3%                              | 81.4%                           |
| Racial/Ethnicity White (W)                        | 76.5%                              | 81.7%                           |
| Special Education (SE)                            | 35.8%                              | 39.9%                           |
| Economically Disadvantaged (SES)                  | 68.7%                              | 73.9%                           |

Chart 8

| <b>HIGH SCHOOL READING/LANGUAGE ARTS<br/>2006-2007</b> |                                    |                                 |
|--------------------------------------------------------|------------------------------------|---------------------------------|
| <b>Subgroup</b>                                        | <b>District Percent Proficient</b> | <b>State Percent Proficient</b> |
| All Students (AS)                                      | 67.8%                              | 75.1%                           |
| Racial/Ethnicity White (W)                             | 67.8%                              | 75.7%                           |
| Economically Disadvantaged (SES)                       | 63.8%                              | 66.0%                           |

## Writing Assessment

Doddridge County School District's Statewide Writing Assessment performance depicted in Chart 9 was below the State percent of students scoring at or above mastery at all tested grade levels. During the 2007 assessment, Grade 4 writing assessment percentage of students scoring at or above proficiency at Grade 4 declined by 41 percent.

Chart 9

| <b>STATEWIDE WRITING ASSESSMENT RESULTS</b> |             |             |             |
|---------------------------------------------|-------------|-------------|-------------|
|                                             | <b>2005</b> | <b>2006</b> | <b>2007</b> |
| WV Grade 4                                  | 74%         | 75%         | 70%         |
| Doddridge Grade 4                           | 56%         | 73%         | 32%         |
| WV Grade 7                                  | 73%         | 75%         | 76%         |
| Doddridge Grade 7                           | 85%         | 72%         | 73%         |
| WV Grade 10                                 | 86%         | 79%         | 87%         |
| Doddridge Grade 10                          | 92%         | 81%         | 84%         |

## SAT/ACT Assessment Results

Chart 10 shows the Doddridge School District's Scholastic Aptitude Test (SAT) and American College Testing (ACT) results. The SAT math mean score showed no significant difference from 2004-2005 to 2005-2006. The SAT verbal mean score increased from 503 to 550 during the same time frame. The percent of test takers decreased from 5.8 percent in 2002-2003 to 2.2 percent in 2005-2006.

ACT trend data showed an up and down trend during the past four reporting years. However, the percentage of students taking the ACT decreased by over 11 percent from 2002-2003 (65.2 percent) to 2005-2006 (54.1 percent).

Chart 10

| <b>SCHOLASTIC APTITUDE TEST (SAT)</b> |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| <b>County</b>                         | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> |
| SAT Takers (%)                        | 5.8              | 2.8              | 5.0              | 2.2              |
| SAT Math Mean Score                   | NA               | NA               | 483              | 485              |
| SAT Verbal Mean Score                 | NA               | NA               | 503              | 550              |
| <b>AMERICAN COLLEGE TESTING (ACT)</b> |                  |                  |                  |                  |
| ACT Takers (%)                        | 65.2             | 52.8             | 53.8             | 54.1             |
| ACT Composite                         | 20.9             | 19.4             | 19.9             | 20.2             |

NA – Not Available

Source: State, County and School Data 2005-2006, West Virginia Report Cards, West Virginia Department of Education.

Chart 11 showed that Doddridge County School District's ACT assessment results declined in all subjects and the composite score from 2002 to 2006.

Chart 11

| <b>ACT ASSESSMENT RESULTS (FIVE-YEAR TREND)</b> |             |             |             |             |             |
|-------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                                 | <b>2002</b> | <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> |
| English WV                                      | 20.3        | 20.3        | 20.6        | 20.5        | 20.8        |
| <b>English Doddridge</b>                        | <b>21.4</b> | <b>20.4</b> | <b>19.2</b> | <b>20.1</b> | <b>20.4</b> |
| Mathematics WV                                  | 19.1        | 19.2        | 19.4        | 19.3        | 19.6        |
| <b>Mathematics Doddridge</b>                    | <b>19.4</b> | <b>19.3</b> | <b>18.4</b> | <b>18.8</b> | <b>18.8</b> |
| Reading WV                                      | 21.0        | 20.9        | 21.1        | 20.9        | 21.2        |
| <b>Reading Doddridge</b>                        | <b>21.5</b> | <b>22.2</b> | <b>20.6</b> | <b>20.7</b> | <b>20.6</b> |
| Science WV                                      | 20.4        | 20.3        | 20.3        | 20.4        | 20.5        |
| <b>Science Doddridge</b>                        | <b>20.7</b> | <b>21.3</b> | <b>18.8</b> | <b>19.4</b> | <b>20.4</b> |
| Composite WV                                    | 20.3        | 20.3        | 20.5        | 20.4        | 20.6        |
| <b>Composite Doddridge</b>                      | <b>20.9</b> | <b>20.9</b> | <b>19.4</b> | <b>19.9</b> | <b>20.2</b> |

**ACT EXPLORE Assessment Results**

According to the 2006-2007 Grade 8 ACT EXPLORE results in Chart 12, Doddridge County students showed no significant difference in the composite score as compared to the 2004-2005 results.

Chart 12

|                              | <b>2003-2004</b>     | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|------------------------------|----------------------|------------------|------------------|------------------|
| English WV                   | 14                   | 14.2             | 14.3             | 14.2             |
| <b>English Doddridge</b>     | <b>Not Available</b> | <b>14.0</b>      | <b>15.3</b>      | <b>14.1</b>      |
| Mathematics WV               | 14.2                 | 14.2             | 14.5             | 14.5             |
| <b>Mathematics Doddridge</b> | <b>Not Available</b> | <b>14.2</b>      | <b>14.7</b>      | <b>14.3</b>      |
| Reading WV                   | 13.8                 | 13.8             | 13.9             | 13.9             |
| <b>Reading Doddridge</b>     | <b>Not Available</b> | <b>14.3</b>      | <b>15.1</b>      | <b>13.8</b>      |
| Science WV                   | 15.7                 | 15.8             | 15.9             | 15.9             |
| <b>Science Doddridge</b>     | <b>Not Available</b> | <b>16.3</b>      | <b>17.0</b>      | <b>16.3</b>      |
| Composite WV                 | 14.5                 | 14.6             | 14.8             | 14.8             |
| <b>Composite Doddridge</b>   | <b>Not Available</b> | <b>14.8</b>      | <b>15.7</b>      | <b>14.7</b>      |



**ACT PLAN Assessment Results**

Based on the 2006-2007 Grade 10 ACT PLAN results in Chart 13, Doddridge County test takers showed no significant difference (16.9 to 16.7) in the composite score from 2003-2004. Four years of trend data showed modest differences in ACT PLAN results for all subjects.

Chart 13

|                       | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|-----------------------|-----------|-----------|-----------|-----------|
| English WV            | 16.7      | 16.7      | 16.8      | 16.7      |
| English Doddridge     | 16.1      | 16.9      | 17.3      | 15.8      |
| Mathematics WV        | 16.5      | 16.4      | 16.5      | 16.6      |
| Mathematics Doddridge | 16.5      | 17.0      | 16.5      | 16.4      |
| Reading WV            | 16.5      | 16.5      | 16.6      | 16.5      |
| Reading Doddridge     | 16.8      | 18.0      | 17.4      | 16.3      |
| Science WV            | 17.5      | 17.7      | 17.8      | 17.7      |
| Science Doddridge     | 18.1      | 18.2      | 17.8      | 17.6      |
| Composite WV          | 16.9      | 17        | 17.1      | 17        |
| Composite Doddridge   | 16.9      | 17.6      | 17.4      | 16.7      |

**FOLLOW-UP REVIEW**

**PROGRESSING.** Three subgroups in Doddridge County Schools did not achieve adequate yearly progress (AYP) on the WESTEST during the 2007-2008 school year:

1. The elementary school economically disadvantaged (SES) subgroup did not achieve AYP in mathematics.
2. The special education (SE) and the economically disadvantaged (SES) subgroups at the middle school did not achieve AYP in reading. This was an improvement over the 2006-2007 school year when five subgroups did not achieve AYP. The elementary school SE subgroup and the middle school SES subgroup improved sufficiently on the 2008 WESTEST to achieve AYP.

The West Virginia Statewide Writing Assessment was field tested during the 2007-2008 school year and no individual student or school scores on the writing test were distributed.

The Doddridge County student composite scores on the American College Testing (ACT) program increased in both the 2006-2007 (Composite Score 20.5) and 2007-08 (Composite Score 20.7) school years. The ACT Assessment Results for Doddridge County Schools in the 2006-2007 school year by subject were (The 2005-2006 scores are shown in parenthesis ( ) for comparison): English – 21.1 (20.4), Mathematics – 19.4

**(18.8), Reading – 21.1 (20.6), and Science – 20.7 (20.4). There was significant improvement in the ACT scores in all four subjects.**

**Student scores on the ACT Plan Assessment given to Grade 10 students during the 2007-2008 school year also improved over the student scores for the 2006-2007 school year as follow: English - 15.8 in 2007 and 17.1 in 2008; Mathematics – 16.4 in 2007 and 16.6 in 2008; Reading – 16.3 in 2007 and 17.9 in 2008; and Science – 17.6 in 2007 and 17.9 in 2008.**

**Activities provided by Doddridge County Schools to improve student achievement included:**

- 1. Professional staff development in Differentiated Instruction, Assessment for Learning, and Benchmarking.**
- 2. Implementation of the action steps in the county Five-Year Strategic Plan.**
- 3. Contracts with a mathematics consultant and a reading consultant to work directly with teachers in classrooms.**
- 4. A part-time contract with a consultant to coordinate the curriculum and instruction for all the county.**
- 5. Implementation of 30 minute skills improvement classes for students at Doddridge County High School.**
- 6. Analysis of WESTEST data and training teachers to use this data to improve instruction and student achievement.**

**5.1.2. Participation rate. A minimum of 95 percent in the current or a two or three year average of all students enrolled in a public school/county school district/state at the time of testing, including students in each subgroup as required by *NCLB* must participate in the statewide assessment WESTEST or the West Virginia Alternate Performance Task Assessment (APTA) in reading/language arts or mathematics. Students with a significant medical emergency may be exempt by appeal from the calculation of participation rate for AYP provided that the county superintendent has proper documentation. (Policy 2340; Policy 2419; Policy 2510)**

Doddridge County School District failed to achieve adequate yearly progress (AYP) for student participation rate in the statewide assessment WESTEST. The economically disadvantaged (SES) subgroup participation rate at the secondary level at 92.5 percent (Chart 1B) in reading/language arts was below the minimum 95 percent requirement.

**FOLLOW-UP REVIEW**

**MET STANDARD.** The WESTEST participation rate for the Doddridge County High School economically disadvantaged (SES) subgroup increased from 92.5 percent to 100 percent for the 2007-2008 year. All other groups met or exceeded the 95 percent requirement for participation in the test.

**5.1.3. Attendance rate (Elementary/Middle).** The student attendance rate for the elementary and middle schools is at or above 90 percent or the percentage of students meeting the attendance rate show improvement from the preceding year. The student attendance rate will be adjusted for students excluded as a result of the Productive and Safe Schools Act (W.Va. Code §18A-5-1a) and school bus transportation interruptions (W.Va. 126CSR81), West Virginia Board of Education Policy 4110, *Attendance Policy*, (hereinafter Policy 4110). Additional exclusions include excused student absences, students not in attendance due to disciplinary measures, and absent students for whom the attendance director has pursued judicial remedies to compel attendance to the extent of his or her authority. For the AYP determination, the attendance rate calculation will be used for accountability at the public school/LEA/SEA levels, but will not be calculated for each subgroup. However, for schools/LEAs that use the safe harbor provision to meet AYP for the achievement indicators, the attendance rate standard must be met by the subgroup/s not meeting AYP.

Chart 14 indicated the Doddridge County School District attendance rate for both elementary and middle schools has remained higher than the State 90 percent requirement for the last four reporting years.

Chart 14

| <b>ATTENDANCE RATE</b> |                                      |
|------------------------|--------------------------------------|
| <b>Year</b>            | <b>Attendance Rate</b>               |
| 2003-2004              | Elementary (94%)<br>Middle (94.6%)   |
| 2004-2005              | Elementary (93.1%)<br>Middle (94.4%) |
| 2005-2006              | Elementary (93.4%)<br>Middle (94.9%) |
| 2006-2007              | Elementary (93.5%)<br>Middle (95.3)% |

**FOLLOW-UP REVIEW**

**MET STANDARD.** The 2007-2008 student attendance rate for Doddridge County Elementary School was 97.55 percent and the student attendance rate for Doddridge County Middle School was 97.53 percent, both schools exceeded the 90 percent attendance rate requirement.

**5.1.4. Graduation rate.** The student graduation rate is 80 percent or the percentage of students meeting the student graduation rate shows improvement. The graduation rate is calculated according to the high school completer formula recommended by the NCES with the additional condition that graduates include only those students who receive a regular diploma in the standard number of years and does not include students receiving the GED. For the AYP determination, the graduation rate calculation will be used for accountability at the public school/LEA/SEA levels, but will not be calculated for each subgroup. However, for schools/LEAs that use the safe harbor provision to meet AYP for the achievement indicators, the graduation rate standard must be met by the subgroup/s not meeting AYP.

Chart 15 showed that the Doddridge County School District graduation rate met the State 80 percent requirement for the last four reporting years.

Chart 15

| <b>GRADUATION RATE</b> |                        |
|------------------------|------------------------|
| <b>Year</b>            | <b>Graduation Rate</b> |
| 2003-2004              | 80.9%                  |
| 2004-2005              | 87.1%                  |
| 2005-2006              | 91.8%                  |
| 2006-2007              | 93.3%                  |

**FOLLOW-UP REVIEW**

**MET STANDARD.** The 2008 graduation rate for Doddridge County High School was 90.10 percent which exceeded the 80 percent graduation rate requirement.

## SECTION II

### HIGH QUALITY STANDARDS

#### 7.1. CURRICULUM

**7.1.9. Programs of study.** Programs of study are provided in grades K-12 as listed in Policy 2510 for elementary, middle, and high school levels, including career clusters and majors and an opportunity to examine a system of career clusters in grades 5-8 and to select a career cluster to explore in grades 9 and 10. (Policy 2510; Policy 2520)

Physical education was limited at Doddridge County Elementary School because of a lack of facilities.

#### **FOLLOW-UP REVIEW**

**NONCOMPLIANCE.** To date there had been no change in the facilities for physical education at Doddridge County Elementary School. The board of education had submitted a plan to the West Virginia School Building Authority for funds to complete a building addition which would provide additional facilities for physical education and was awaiting the decision from the West Virginia School Building Authority.

**7.1.14. Alignment with job market opportunities.** The technical and adult programs in the school are aligned with first local, and then state, then national job market opportunities. (Policy 2510)

The Doddridge County High School administration indicated they did not have any information related to students taking courses at the technical center in Clarksburg, Harrison County. They did not have current or historical data on student placement, percentage of completers, scores on end of course exams, or other statistical data.

#### **FOLLOW-UP REVIEW**

Doddridge County had not received historical data on student placement, percentage of completers, scores on end of course exams, or other statistical data from the United Technical Center. A request from Superintendent Michels dated April 22, 2009, to the United Technical Center for this information received the following reply from the Secretary/Data Coordinator: "Dear Mrs. Michels: United Technical Center does not send information to the high schools in regard to completers, placement or end of course test scores. The reports that we do in the WVEIS system are grouped by program and not by individual feeder schools. This year end of course testing was not done. We will try to supply completer information for last years (2007-2008) Doddridge County students as soon as possible. This information can be obtained fairly easily. The other information does not list home school anywhere on the report. It is only listed by program

and percentages are compiled using the whole class information, not by individual schools.” Later on April 22, 2009, Superintendent Michels received the following information from the technical center: “Attached are the completers for the 2008 school year from Doddridge County High School. This was pretty easy to get. The rest of the information is not formatted by school where I can readily tell you which students go to which school. I hope this helps a little.”

**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)

Doddridge County School District adopted a lesson plan policy May 17, 2001. The policy, failed to reflect current State Code and West Virginia Board of Education policy. The Doddridge County School District policy requires that lesson plans be checked only once per semester. In addition, the Doddridge County policy requires teachers to refer to West Virginia Instructional Goals and Objectives (IGOs) in their lesson plans. The IGOS have been replaced with the West Virginia Content Standards and Objectives (CSOs) which are specific to the 21<sup>st</sup> Century Skills for West Virginia’s schools.

### **FOLLOW-UP REVIEW**

**COMPLIANCE.** The Doddridge County Board of Education adopted a new lesson plan policy which complies with the West Virginia Board of Education policies and West Virginia laws regarding teachers’ lesson plans. The county policy now requires school administrator quarterly review of lesson plans and refers to the 21st Century Content Standards and Objectives (CSOs) which must be addressed in teacher lesson planning.

**7.3.1. Alternative education.** Alternative education programs meet the requirements of 2418. (W.Va. Code 18-2-6 and 18-5-19; Policy 2418)

The alternative education program in Doddridge County Schools operated primarily as an in-school suspension program. The current instructor was certified in social studies and received a temporary authorization to hold the position as required in Policy 2418. This program did not meet the requirements of Policy 2418 and West Virginia Code §§18-2-6 and 18-5-19).

The Doddridge County Schools’ alternative education policy did not require parent contact or assure due process. However, Doddridge County High School administration could document daily parent contact for student entry, exit, and extension of days. The educational component of the program was also missing.

**FOLLOW-UP REVIEW**

**COMPLIANCE.** The alternative education program had been revised and now meets the requirements of Policy 2418 and West Virginia Code §§18-2-6 and 18-5-19. The policy requires parents to serve on the Student Assistance Teams (SAT) that assess the students prior to them being placed in the alternative education program. There was continuing contact between the parent and school after the students were placed in the alternative education program. Required educational components of the alternative education program have been added.

Chart 16

| <b>NUMBER OF ADVANCED PLACEMENT (AP), HONORS, AND COLLEGE COURSES OFFERED<br/>2007-2008</b> |            |                |                        |
|---------------------------------------------------------------------------------------------|------------|----------------|------------------------|
| High School                                                                                 | AP Courses | Honors Courses | College Credit Courses |
| Doddridge County High                                                                       | 3          | 6              | 6                      |

Chart 16 depicted the number of Advanced Placement (AP), honors, and college credit courses offered by Doddridge County High School.

Chart 17

| Doddridge County                                                      | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 |
|-----------------------------------------------------------------------|-----------|-----------|-----------|-----------|
| 10 <sup>th</sup> Grade Test Takers (%)                                | 0.0       | 0.00      | 0.0       | 0.0       |
| 11 <sup>th</sup> Grade Test Takers (%)                                | 3.3       | 4.20      | 1.0       | 0.0       |
| 12 <sup>th</sup> Grade Test Takers (%)                                | 4.3       | 3.60      | 4.8       | 6.3       |
| 10 <sup>th</sup> Grade Test Takers (%)<br>with a score of 3 or higher | 0.0       | 0.00      | 0.0       | 0.0       |
| 11 <sup>th</sup> Grade Test Takers (%)<br>with a score of 3 or higher | 0.0       | 0.00      | 0.0       | 0.0       |
| 12 <sup>th</sup> Grade Test Takers (%)<br>with a score of 3 or higher | 33.3      | 33.30     | 0.0       | 66.7      |

Chart 17 showed the percent of AP test takers increased from 2002-2003 to 2005-2006 in grade 12 with 0.0% of students in grades 10 and 11 taking the AP exam in 2005-2006. A significant increase (33.4 percent) of students in grade 12 scoring a 3 or higher on an AP exam was shown from 2002-2003 to 2005-2006. During 2005-2006, a total of 10 students took the AP exam.

Chart 18

| <b>ESTIMATED COLLEGE GOING RATE<br/>FALL 2006</b> |                                            |                            |
|---------------------------------------------------|--------------------------------------------|----------------------------|
|                                                   | Number of High School Graduates<br>2005-06 | Overall College Going Rate |
| State                                             | 17,441                                     | 58.3                       |
| Doddridge                                         | 90                                         | 45.6                       |

Source: West Virginia College Going Rates By County and High School, Fall 2006.  
West Virginia Higher Education Policy Commission

The high school graduate overall college going rate for Doddridge County was 45.6 percent compared to the State's overall college going rate of 58.3 percent as presented in Chart 18.



Chart 19

| <b>HIGH SCHOOL GRADUATES ENROLLED IN DEVELOPMENTAL COURSE<br/>FALL 2005</b> |                                   |                             |                                        |
|-----------------------------------------------------------------------------|-----------------------------------|-----------------------------|----------------------------------------|
|                                                                             | % in Developmental<br>Mathematics | % in Development<br>English | % in Any<br>Developmental<br>Course(s) |
| State                                                                       | 30.3                              | 15.6                        | 34.1                                   |
| Doddridge                                                                   | 25.0                              | 7.1                         | 25.0                                   |

Source: Performance of High School Graduates Enrolled in Public Colleges and Universities, Fall 2005. (December 2006) West Virginia Higher Education Policy Commission.

Doddridge County's percent of students enrolled in developmental courses was below the State's percentage of students taking developmental courses (Chart 19). The percent of Doddridge County's high school graduates enrolled in Developmental English was 7.1 percent compared to 15.6 percent for West Virginia.

**FOLLOW-UP REVIEW**

**COMPLIANCE.** Doddridge County High School offered two Advanced Placement (AP) courses (AP English and AP History) taught by teachers at the high school during the 2008-2009 school year. In addition, five AP courses (psychology, biology, macroeconomics, Introduction to Literature and Composition, and mythology) were offered in virtual classrooms. In the 2006-2007 school year 1 percent of the junior class and 11.8 percent of the senior class were enrolled in AP classes. The juniors who took the test all scored a 3 or higher on the test and 80 percent of the seniors who took the test scored a 3 or higher. Doddridge County High School graduates who were enrolled in college developmental courses in the Fall of 2008 included the following: Twenty-six First Time Freshmen; Five or 19.23 percent were enrolled in developmental English and 10 or 38.46 percent were enrolled in developmental Mathematics.

These percentages have increased since Fall 2005 and are higher than the state's percentage (15.79 percent – Developmental English) and (27.55 percent Development Mathematics).

## **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.**

The county plan did an excellent job of analyzing data and identifying areas of need. Data had been thoroughly analyzed and goals, objectives, and action steps were developed to address each area in which the school system was below standard on the annual performance measures. A county leadership team (that included one teacher from each school) assisted with developing the Doddridge County Five-Year Strategic Plan. As sections of the plan were completed, the sections were presented to the county strategic planning committee for approval. The Doddridge County general director reported that the strategic planning committee met a couple of times last fall to approve the plan and will meet again after spring break of this school year.

Student achievement was the reason the district was identified for improvement. The Doddridge County Strategic Plan identified several areas of need which included:

- SES Subgroup at the elementary level in reading/language arts and mathematics,
- SES Subgroup at the middle level in reading/language arts,
- Special education subgroup at the middle level in mathematics and reading/language arts,
- Writing Assessment scores for the 2006-07 4<sup>th</sup> grade, and
- Participation rate of SES subgroup at the high school level.

### **Findings:**

1. Although Doddridge County Elementary School is a Reading First school, the highest discrepancy between county and State WESTEST scores (for all students) occurred at the elementary level in reading/language arts. Based on the amount of staff development and funding that a Reading First school receives, one would anticipate that Doddridge County Elementary School's assessment scores would be more in line with the State scores than the other programmatic levels. A greater gap in WESTEST scores existed at the elementary level than at the middle and secondary levels.
2. Both the general director and the superintendent were asked how they monitored to ensure that the action steps contained within the Five-Year Strategic Plan were being implemented. Both made reference to regular meetings with principals where one of the agenda topics was the action steps contained within

the Five-Year Plan. Both also stated that they were “in schools a lot.” The Team recommended that Doddridge County central office staff develop a process for monitoring that action steps contained within the Five-Year Plan are being implemented. Also, this process needs to be completed in such a way that county leadership can determine if the actions being implemented are producing positive results.

3. Three Advanced Placement (AP) courses were being taught at Doddridge County High School. Two of these courses, AP Calculus and AP English, were taught via Virtual Schools. AP History was being taught by a Doddridge County High School teacher with 11 students currently enrolled. The Team recommended that additional AP courses be offered to students at the high school. Due to small class sizes, courses could be offered on a rotating year basis. The school counselor reported that a total of 10 students took the AP exam last year. The superintendent indicated that it was often difficult to get teachers to agree to participate in the AP training necessary to teach AP courses. The Team recommended that future positions posted at the high school level include a requirement that teachers participate in AP training as appropriate for the posted subject. The Team further recommended that AP courses be offered based on student needs rather than on who is willing to be trained in teaching AP classes. Doddridge County needs to explore ways to encourage teacher involvement in AP training and teaching AP classes.
4. The responsibility of curriculum and instruction for the county was divided among Doddridge County Board of Education office staff and school staff. For instance, responsibilities for testing were contracted, the high school counselor was the person that had to be contacted to obtain information regarding AP courses, and when asked who was responsible for overseeing the county’s K-12 developmental guidance program, the superintendent stated that it was the counselors’ responsibility. Nobody in the central office could produce WESTEST participation rates for previous years. The division of curriculum and instruction responsibilities among various people throughout the county did not appear to be effective. The general director is responsible for Special Education, Title I, and the elementary and middle schools. The county superintendent is responsible for the high school and shares responsibilities for the middle school. The superintendent is also responsible for personnel. The central office lacks an individual with a high school background. If possible, the responsibilities of curriculum and instruction should be assigned to a single individual. The current curriculum and instruction design has not been effective as all schools failed to achieve adequate yearly progress (AYP).

## **FOLLOW-UP REVIEW**

### **COMPLIANCE.**

1. **The staff had difficulty explaining why the reading scores at Doddridge County Elementary School were lower than they were expected to be. A number of measures had been undertaken to improve the reading**

scores. These measures included staff development on assessments, differentiated instruction, standards-based instruction, writing training with Writing Road Map 2, data analysis, acuity training, lesson plan development, benchmark assessments in mathematics and reading, Power Writing, DIBELS 3D, and technology integration. The school had been provided a technology integration specialist to work with teachers to integrate more technology into their classroom instruction.

2. The principals and teachers had received training the components of the Five-Year Strategic Plan, especially the action steps to improve student achievement. Principals were on a schedule of classroom walkthroughs during which they monitored implementation of the action steps and completed reports to the superintendent on this process which showed the action steps and assessed progress toward completion of the action steps. Lesson plans were monitored to ensure the action steps of the Five-Year Strategic Plan were being addressed.
3. Additional Advanced Placement (AP) courses had been added to the high school curriculum. Five of these courses were offered through on-line classes and two of the courses were taught by the Doddridge County High School staff. Based on a survey of student needs, an additional AP class in biology will be added to the course offerings in the 2009-2010 school year. A statement had been added to postings for high school vacancies that states the applicant must have, or be willing to obtain, training and syllabus submission to teach AP courses. The county pays a \$125 per day stipend to teachers who take the AP training during the summer.
4. The county contracted a consultant with experience and training at the high school level to coordinate the curriculum and instruction for Doddridge County Schools. The consultant worked with the instructional staff this year (2008-09) in organizing the curriculum and preparing curriculum maps, analyzing data, implementing instructional strategies, etc., to improve student achievement. The superintendent, director, and principals also continued to work with curriculum and instruction.

#### **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)**

1. Finance

In the annual financial audit of Doddridge County Schools, the auditors noted the following conditions.

All regulatory reports were on file and included reasonable responses pertaining to corrected action necessary. The Step 7 plan had been approved and funds were being expended in accordance with the plan.

The Unreserved Fund Balance had declined from Fiscal Year 2004 through Fiscal Year 2007.

An \$8.9 million bond was approved by the voters in June 2003. The term of the bond issue is 15 years.

Doddridge County Board of Education did not have a deficient for Fiscal Year 2006, and the annual financial statement was consistent with the audit report. An audit had not been completed for Fiscal Year 2007 to date; however, records indicated a positive balance for Fiscal Year 2007.

The Audit report for Fiscal Year 2006 did not contain findings or items of noncompliance. Individual school audit reports for Fiscal Year 2007 indicated thorough reviews and areas noted for improvement. Doddridge County Board of Education reports were being provided as required, and individual school reports were being submitted.

#### **Recommendations:**

1. In Fiscal Year 2009, the Doddridge County Board of Education is projected to be over formula by 10.59 professional personnel and 15.83 service personnel. The county has a 100 percent excess levy which included funds for personnel costs. Low population density related to transportation and special education staffing were reported to be part of the reason for the

- personnel overages. It appears the Doddridge County Board of Education has reduced the number of service positions over the formula during the last two years, but professional positions have increased slightly. The Team recommended that Doddridge County analyze the assignment of personnel and determine if staff are assigned for maximum effectiveness and efficiency.
2. Decrease in unreserved funds. Doddridge has been experiencing a decrease in their unreserved fund balance for the past four years (FYE: 6-30-04 **\$324,370**; 6-30-05 **\$290,558**; 6-30-06 **\$281,450**; 6-30-07 **\$235,845**). The Team recommended that Doddridge County eliminate the causes for this decrease.

## **FOLLOW-UP REVIEW**

### **COMPLIANCE.**

1. **The Doddridge County Superintendent reviewed staffing each year and evaluated positions that may be eliminated to bring the staffing more closely in line with the number of positions allotted in the State Aid Formula. During the spring of 2009, six positions had been recommended to the board of education for elimination and the board approved the Reduction in Force (RIF) of the six positions. The effects of the RIFs will be monitored and some of the positions may need to be reinstated to meet student needs.**
2. **The decrease in the unreserved funds balance for the past four years was reversed in the 2008 year. The unreserved fund balance for the 2008 year was \$526,845.**

**7.6.1. Hiring. County boards follow hiring practices set forth in W.Va. Code. (W.Va. Code §§18A-4-7a, 18A-4-8, and 18-2E-3a)**

The Team reviewed a random selection of postings.

### **Findings:**

1. For classroom teacher positions and service personnel positions, job descriptions were attached to the posting. It appears that the county did not have written job descriptions for extracurricular positions, such as coaches and beginning teacher mentors. The postings state "Responsibilities" written in a narrative form on the postings. Example for Head Boys' Basketball Coach at Doddridge County Middle School: "Must adhere to the principles and philosophy of the middle school interscholastic athletics and apply all applicable rules and regulations of WVSSAC."

Mentor Teacher. A copy of the State Code on beginning teachers was attached for the mentor teacher,

A more detailed job description should be written for specific extracurricular positions. For example, a job description could be written for coaches (or head

coach and assistant coach) that would be relevant to all sports. This could be attached to or included in the posting.

2. The county uses the qualifications listed in W. Va. Code §18A-4-7a in the selection of classroom teachers. The second criteria are to be used when one or more permanently employed instructional personnel apply for a classroom teacher position and meet the standards of the posting. If the applicants do not meet the requirements of the posting, the county is to use the first set of criteria.

In a Title I posting, the second criteria were used although the applicants did not meet the standards of the posting (not certified in reading). This was an error with this one posting, due to a misunderstanding of the Code. With all other postings reviewed, the selection was made using the correct criteria as outlined in W. Va. Code §18A-4-7a.

3. Posting for Head Cheerleader listed the qualifications as “Current professional employee of Doddridge County Schools.” This wording limits the pool of applicants. The certification required for the position should be listed under Qualifications.
4. An individual was hired on an out-of-field authorization, which needed to be approved by the Doddridge County Board of Education. The language in the board minutes did not state that the person was hired out-of-field, but rather that she was hired pending certification. The language needed to be specific concerning the out-of-field authorization.

### **FOLLOW-UP REVIEW**

#### **COMPLIANCE.**

1. **Job descriptions had been written/revised for the extracurricular positions and were used with the job postings.**
2. **The county now used the first set of criteria to evaluate teacher candidates when no certified currently employed teacher was an applicant.**
3. **The certification requirement of applicants was now listed under “Qualifications” on the job postings.**
4. **A review of board minutes verified that the minutes were specific to the teacher being employed with an “out-of-field authorization” certification.**

**7.6.2. Licensure. Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)**

**Finding:**

One teacher did not meet the definition of highly qualified teacher, as she was teaching on an out-of-field authorization. Two other individuals were listed not being “highly qualified,” however, as per the personnel staff, this is a coding error in the teachers’ assignment and is to be corrected.

**FOLLOW-UP REVIEW**

**COMPLIANCE. The teacher who did not meet the definition of “highly qualified” and was teaching on an out-of-field authorization was now teaching on a permit and still was not “highly qualified”. Coding errors had been corrected for the other teachers.**

**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)**

The Team reviewed new teacher hire logs for 2003-2004, 2004-2005, and 2005-2006 to determine the 0-3 years experience for required observations/evaluations; and compiled an alphabetical listing of personnel and matched the list with current personnel files.

**Findings:**

A random review of professional evaluations showed the following problems.

1. One central office staff member was evaluated on June 6, 2007. All evaluations are to be completed annually by June 1.
2. One teacher in the 0-2 year category had two evaluations dated February 9, 2007 and May 30, 2007. Neither of these evaluations had the required three observations attached. (The Team was told the observations were kept in the school to prevent the evaluation files from being so large.)
3. One teacher’s evaluation files began in the 2000-2001 school year with the required first year evaluations, followed in the 2001-2002 and 2002-2003 school years with the required two evaluations per year, followed by the one evaluation (year 4) in the 2003-2004 year. No further evaluations were in the file.
4. A review of coaches’ evaluations produced the following findings:



- a. The high school girls' basketball coach had the evaluation completed on February 23, 2007, and was signed on June 8, 2007. This did not meet the four weeks following the season time line for the evaluation. The evaluation had no observations attached.
  - b. The middle school football coaches' evaluation on October 24, 2006 had no observations attached.
  - c. The middle school basketball coaches' observations were completed on January 4, 2007 and January 11, 2007. The conferences for these observations were held on February 19, 2007, the same day the evaluation was signed. This did not meet the requirement that the conference be held within five working days of the observations.
  - d. Evaluations for the high school boys' basketball coach were completed on March 2, 2007 and not signed until June 7, 2007. It also had no observations attached.
5. The superintendent's evaluation for the 2006-2007 year did not contain all the necessary parts. There was no form on which various items were to be noted as exceeds standards, meets standards, or unsatisfactory. There was no evaluation of the superintendent's performance on the agreed upon goals. The Team did find a summary page of the evaluation.
6. Service personnel evaluations findings:
- a. No service personnel evaluations reviewed had the required observations attached.
  - b. One bus operator currently in the second year of employment had only one evaluation and no observations during the 2006-2007 year (two evaluations with two observations per evaluation required.) To date there had been no evaluations for the 2007-2008 year.
  - c. One custodian employed September 2, 2005 had only one evaluation with no observations for the 2005-2006 year (two evaluations with two observations per evaluation are required). To date in the 2007-2008 year there had been no evaluations.
  - d. A maintenance worker, who retired in July 2007, did not have an evaluation in the last five years of employment as required. His last evaluation was dated 5/25/01.

### **FOLLOW-UP REVIEW**

**COMPLIANCE.** A random review of employee evaluations verified that employee evaluations were being completed in compliance with the requirements of State Board Policy 5310 and the Doddridge County Board of Education Evaluation policy.

## **7.7. SAFE, DRUG FREE, VIOLENCE FREE, AND DISCIPLINED SCHOOLS.**

**7.7.2. Policy implementation.** The county and schools implement: a policy governing disciplinary procedures; a policy for grading consistent with student confidentiality; policies governing student due process rights and nondiscrimination; the Student Code of Conduct policy; the Racial, Sexual, Religious/Ethnic Harassment, and Violence policy; an approved policy on tobacco use; an approved policy on substance abuse; and an approved policy on AIDS Education. (W.Va. Code §18A-5-1 and §18-8-8; Policy 2421; Policy 2422.4; Policy 2422.5; Policy 4373; Policy 2515)

W.Va. Code §18A-1-12a (17) states, "All official and enforceable personnel policies of a county board must be written and made available to its employees."

The Team reviewed the Doddridge County Policy Manual and the Doddridge County Board of Education policies and the needs of Doddridge County Schools. Many policies were outdated or inappropriate.

### **Findings:**

1. The policy regarding tobacco use was not a separate policy. It was included within the discipline policy, making it difficult to locate and implement.
2. The policy regarding bullying was not a separate policy. It was included within the discipline policy, making it difficult to locate and implement.
3. It was unclear whether any policy contained provisions regarding substance abuse.
4. The policy on Racial, Sexual, Religious/Ethnic Harassment, and Violence contained definitions and procedures, but did not have a clear statement saying the practices are unacceptable.
5. 9.01 – Instructional Goals – adopted 1982. Refers only to computers not technology and site conversion to metric system.
6. 9.02 – Curriculum Philosophy (ECE) – adopted 1983. No mention of technology.
7. 9.03 – Curriculum Philosophy (elementary) – adopted 1983. No mention of technology.
8. 9.04 – Curriculum Philosophy (high school) – adopted 1983. No mention of technology or preparation for college.
9. 9.05 – Curriculum Design – adopted 1983 – Refers to multiple elementary schools, but no middle school.

10. 9.07 – Programs for Handicapped Students – adopted 1983. Starts students at age five, does not include preschool handicapped students, and speaks to keeping special programs separate.
11. 9.12 – Honors and Advanced Education – adopted 1991. Refers to classes not offered and using CTBS scores for entrance.
12. 9.13 – Preschool Program – adopted 1983. Refers only to early childhood education (ECE) as preschool.
13. 9.30 – Elementary Grading Scale – adopted 1984. No middle school policy and lists students through eighth grade as elementary students.
14. Developmental guidance. A developmental guidance policy or plan did not exist.
15. A clear guarantee of due process for students, employees, and citizens was not located anywhere in policy or procedures. In addition, a clear statement of nondiscrimination was not included in many of the publications.

The policy manual was cumbersome and difficult to manage when the Team looked for a specific topic. Many policies appeared not to have a purpose and should be removed from the Doddridge County Policy Manual through the proper procedures and board of education action. The Team strongly encouraged the staff to review the policy manual and update policies according to current State Code, West Virginia Board of Education policies, and the county's specific needs.

### **FOLLOW-UP REVIEW**

**COMPLIANCE.** The Team reviewed copies of revised policies in all the cited areas. The county was reviewing and revising all policies and placing the policies on-line as they were approved by the local board of education.

## **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)**

W.Va. Code §18A-2-12a (1) provides “The effective and efficient operation of the public schools depends upon the development of harmonious and cooperative relationships between county boards and school personnel.”

It appears that an effective working relationship existed between the Doddridge County Board of Education and the superintendent as both were working to improve Doddridge County’s schools.

The superintendent established a county leadership group consisting of teachers, principals, and county office staff to help provide consistency in communications, policy implementation, administrative procedure and practices, etc., within all the schools.

There was general agreement that the priority needs for the county were getting the new high school open and operating; finding a way of providing additional space at the elementary school to house preschool students and to separate the space for physical education from the space for food service; and improve communications, especially between schools.

### **Findings:**

1. The Team discerned that the local board of education members needed to understand their roles and functions. The primary responsibility of the board of education is in setting policy. The Doddridge County Board of Education needs to focus on policy matters rather than administrative matters since so many of the county board’s policies are outdated. There was some indication that one or more board members acted outside of board meetings. Board of education members as individuals do not have the authority, outside the parameters of an official board of education meeting, to intercede or mitigate issues handled by the administration. It was apparent that member(s) encouraged teachers to come directly to them and they sometimes informally asked staff to resolve stated issues. The Team recommended that all members of the Doddridge County Board of Education be provided and participate in training by the West Virginia School Boards Association regarding their statutory responsibilities.
2. The board of education and superintendent are to annually mutually agree upon goals for the superintendent no later than September 1<sup>st</sup>. These goals are part of the superintendent’s annual evaluation. Goals for the superintendent had not yet been established for the 2007-2008 year.
3. Annually the board is to meet with the schools’ Local School Improvement Councils and at this meeting a quorum of the Local School Improvement

Councils is to be in attendance. A review of board minutes showed the Local School Improvement Councils made reports to the board, but the minutes did not contain a way to verify a majority of the Local School Improvement Council members attended the board meetings.

### **FOLLOW-UP REVIEW**

#### **COMPLIANCE.**

- 1. The Team reviewed the agenda and materials used in a school board training session provided by Dr. Howard O’Cull, Director of the West Virginia School Boards Association on October 9, 2008, at which all Doddridge County Board members were present.**
- 2. The Team reviewed the goals for the superintendent that were agreed upon by the board and superintendent for the 2008-2009 school year and included in the superintendent’s evaluation as prescribed by policy.**
- 3. The Team reviewed the board meeting minutes at which the board met with the Local School Improvement Councils (LSICs) and found the attendance of the LSIC members listed in the minutes to verify a quorum of the members were in attendance.**

## **CAPACITY BUILDING**

**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.**

All three Doddridge County schools failed to achieve adequate yearly progress (AYP). The central office staff is extremely impeded in fulfilling all the responsibilities required in operating a county. Curriculum leadership is shared with staff responsible for multiple areas. While the Doddridge County Five-Year Strategic Plan is an excellent document to guide school improvement, the county lacks the curriculum and instructional staff to monitor the plan and guide improvement. Doddridge County will be challenged to achieve AYP at the county level and in the schools with the current structure.

Doddridge County is limited in its capacity to improve student, school, and school system performance.

### **FOLLOW-UP CONCLUSION**

**The Doddridge County Board of Education had attempted to address curriculum leadership by providing assistance to the superintendent and staff by contracting with a retired teacher/school administrator to provide assistance to the staff in organizing and developing the curriculum to address the 21st Century Content Standards and Objectives (CSOs) and implement the Five-Year Strategic Plan. The administration had developed report forms to be completed by the principals as they monitored instruction and the implementation of the Five-Year Strategic Plan. The county had contracted with a retired math teacher and a retired reading teacher to provide assistance to teachers in classrooms in developing effective strategies and activities for instructional improvement and student achievement.**

## **DODDRIDGE COUNTY SUMMARY**

The Education Performance Audit of the county school district practices in Doddridge County revealed that the county central office staff members were functioning professionally and responsibly despite the many obstacles presented by a lack of fiscal and personnel resources. While Doddridge County has numerous needs, the county's education system has produced two National Merit Scholars this school year and one the last school year. It is noteworthy that the percent of students enrolled in developmental college courses was significantly lower than West Virginia's percentage, especially in English.

Doddridge County has the structure (Five-Year Strategic Plan) in place to guide improvement. What the county lacks is the county level curriculum and instruction staff to guide and monitor implementation and effectiveness of the plan. Fiscal resources have been diminishing over the past four years and the central office is minimally staffed which limits instructional guidance to the schools. Additional revenue may be available to Doddridge County for FY 2009 with the 2008 Legislative changes in the STEP 7 School Aid Formula.

It is the recommendation of the Office of Education Performance Audits that the Full Approval status of the Doddridge County School System be continued and the West Virginia Department of Education offices already involved in the technical assistance continue their involvement with the county and the county have until the next accreditation cycle to correct deficiencies noted in the report. Pursuant to W.Va. Code §18-2E-5. (p) School system approval (1).

## **FOLLOW-UP TEAM SUMMARY**

**The Doddridge County Board of Education, superintendent and staff, school principals and teachers had all worked together to find ways to improve student achievement. The board of education had found sufficient funds to contract services in curriculum and instruction and math and reading support for improvement of instructional programs. Interviews with principals and teachers provided comments of praise and support of the additional assistance. Personnel in the schools think there had been substantial improvement in the instructional program and think student achievement will show improvement as a result of those efforts.**

**It is the recommendation of the Office of Education Performance Audits that the Full Approval status of the Doddridge County School System be continued.**

