

OFFICE OF EDUCATION PERFORMANCE AUDITS



SECOND FOLLOW-UP EDUCATION PERFORMANCE AUDIT REPORT

FOR

KANAWHA COUNTY SCHOOLS

October 2004

WEST VIRGINIA BOARD OF EDUCATION

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INTRODUCTION

The West Virginia Office of Education Performance Audits conducted an Education Performance Audit of the Kanawha County School District April 29 - May 17, 2002.

A Follow-up Education Performance Audit Team returned to Kanawha County Schools on May 3 - 7, 2004 to conduct a Follow-up Education Performance Audit. The purpose of the follow-up visit was to verify the correction of the noncompliances identified during the original Education Performance Audit. Additionally, the Team reviewed the recommendations to determine if they had been addressed. A Second Follow-up Education Performance Audit Team returned to Kanawha County September 14 - 15, 2004.

The following report presents the final ratings and comments on the noncompliances and recommendations in Kanawha County Schools that remained after the follow-up visit.

SECTION I

School Performance

The following schools were reviewed by the Second Follow-up Education Performance Audit Team.

Middle/Junior High Schools

39-401 John Adams Middle

39-408 Elkview Middle

High Schools

39-511 South Charleston High

39-513 Capital High

39-401 JOHN ADAMS MIDDLE SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCE

5.1 Curriculum

5.1.3. High expectations. The following high expectations were not being met.

1. Reteach was not evident based upon classroom observations.
2. Lesson plans were not complete and/or made available in some grades for the current week.

FOLLOW-UP REVIEW

NONCOMPLIANCE.

1. Reteach was noted on same lesson plans, but not consistently evident during classroom observations.
2. After class the Team checked some lesson plans and found some plans that were incomplete and one room did not have lesson plans.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

39-408 ELKVIEW MIDDLE SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

5.2 Finance

5.2.2. Resource distribution. Funding sources were identified in the Unified School Improvement Plan (USIP); however, an expenditure amount was not designated. Consequently, it was impossible to ascertain whether financial resources were dedicated to effectively achieve the school's education goals; if a concerted effort was made to coordinate the financial resources from various sources (county board allocations, individual school, state, federal, and local funds) to achieve the school's needs and achieve their education goals; and that financial resources were actually being expended for the purposes identified in the plan.

FOLLOW-UP REVIEW

NONCOMPLIANCE. The Unified School Improvement Plan (USIP) did not indicate nor did it have information that showed where or how budget funding resources were to be funded and the plan was not concise regarding goals and the budget.

SECOND FOLLOW-UP REVIEW

COMPLIANCE. The new principal provided a plan that showed every effort to direct funds based on needs.

5.2.3. Accounting practices. The Team reported the following school accounting noncompliances.

1. Statements were sometimes paid before an invoice was received.
2. Cash collection reports and profit/loss statements were not being used.

FOLLOW-UP REVIEW

PROGRESSING. Significant progress had been made regarding school accounting procedures. However, the school paid one statement before the service was provided. This practice is in conflict with West Virginia Board of Education policy and sound accounting practices. Kanawha County staff assured the Team that the finance staff would monitor the school to ensure that this remains an isolated event.

1. Statements are still currently being paid before invoices received.

Elkview Middle School

2. Reports were not clear if profit or loss and/or what sale was even for what item or project.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

5.10 Student and School Performance

- 5.10.3. **Counseling services.** The counselor was unable to provide evidence substantiating that 75 percent of time was spent assisting students. The Team observed the counselor chairing a Student Assistant Team (SAT) meeting. Evidence did not exist that parents were being invited to the SAT meetings.

FOLLOW-UP REVIEW

NONCOMPLIANCE. A consistent method of tracking students was not available and no time or percent was evident for the amount of time assisting students.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

RECOMMENDATIONS

- 5.1.4. Learning environment. Teachers and students had a positive attitude toward their school and viewed student achievement as a high priority. The Team; however, observed dirty walls, dirty floors, and students kicking their lockers shut which left marks. The Team recommended that the school be cleaned and a custodian schedule and a student discipline plan be developed and implemented.

FOLLOW-UP REVIEW

RECOMMENDATION NOT FOLLOWED. Clutter and debris were evident in hallways at midmorning, i.e., scattered paper, candy wrappers, chewing gum on walls, empty chip bags, etc.

SECOND FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED. Hallways were clean and tidy.

- 5.1.7. Instructional strategies. Generally, instructional strategies employed by teachers were many and varied. However, a science teacher did not meet the 50 percent investigation, inquiry, and experimentation requirement of Policy 2510.

FOLLOW-UP REVIEW

RECOMMENDATION NOT FOLLOWED. A science teacher had no lesson plan book and no explanation as to why. Another teacher's plans were very vague.

Elkview Middle School

One teacher used a technique of encouraging students to catch the teacher making a mistake with the teacher's instructions and rewarded students by tossing them candy.

SECOND FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

39-511 SOUTH CHARLESTON HIGH SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

5.1 Curriculum

5.1.21. Instructional day. The instructional day did not meet the required 345 minutes. The Team calculated 330 instructional minutes daily. Class started at 7:15 a.m. and ended at 2:25 p.m. and included 30 minutes for class changes and 30 minutes for lunch.

FOLLOW-UP REVIEW

IN PROGRESS. The school staff presented a waiver for 2001 - 2002 that stated the waiver was for one year and the school must develop a plan to provide for 8100 minutes per class the next school year. There had been no change to increase instructional to provide 8100 minutes per class. Subsequent to the review the schedule was changed to provide the required 8100 minutes of instruction. Instructional time will be checked in September 2004 to determine sustained corrective action.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

5.10 Student and School Performance

5.10.2. Unified School Improvement Plan. The Unified School Improvement Plan (USIP) did not contain the following required components: Available funds, all resources available to the school, a system for monitoring the effectiveness of activities, and a budget.

FOLLOW-UP REVIEW

PARTIAL COMPLIANCE. A system for monitoring the effectiveness of activities was not in place.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

39-513 CAPITAL HIGH SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

5.5 Facilities

5.5.2. Safe and healthy facilities. The Team observed the following safety and/or health noncompliances.

1. Exit lights on both ends of the stage stairwells were burned out. The custodian reported that these lights had been burned out for some time and that a work order had been submitted to the county.
2. An outside light by the theater door was broken.
3. The boys' and girls' rest rooms throughout the building did not have toilet paper holders. Rolls of toilet paper were on the floor in most facilities.

Due to the revision of Policy 2320, these areas are the responsibility of the Fire Marshal, Department of Health, and the Board of Risk and Insurance Management and removed from affecting the school's accreditation status. It is noted that Kanawha County has an operations request to correct all health and safety noncompliances.

FOLLOW-UP REVIEW

- Number 1 – Exit lights at stage stairwells were burned out.
- Number 2 – A work order had been submitted but the outside light had not been corrected.
- Number 3 – Male and female rest rooms in the Business Wing did not have toilet paper or paper towels and one toilet in the female rest room did not have a seat.

SECOND FOLLOW-UP REVIEW

COMPLIANCE. A work order had been submitted but the outside light had not been corrected. However, it is scheduled for correction during October.

5.10 Student and School Performance

5.10.6. Lesson plans. Three teachers did not have plans available. One teacher only had plans for the last few weeks. The Team observed no evidence that the principal routinely reviewed or commented on teacher lesson plans. Review and comment on lessons must occur at least once each quarter.

Capital High School

FOLLOW-UP REVIEW

NONCOMPLIANCE. The Team visited 27 classrooms and reviewed “lesson plans” on forms such as a desk blotter, a desk calendar, one only gave the name of the class, one teacher did not have plans from January through May 2004, and one had vague plans that would be difficult to follow.

Note: Several teachers had excellent lesson plans and were following them, e.g., several teachers had comprehensive plans that had been compiled on the computer, one teacher observed had plans on a CD, etc.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

SECTION II

Kanawha County School District

This section presents the county school district high quality standards identified by the Education Performance Audit Team as being out of compliance with state policies and regulations. It also presents, recommendations, commendations, and building capacity to correct deficiencies.

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCE

5.8 Personnel Qualifications

5.8.1. Hiring. The Team reported the following hiring irregularities.

1. Mentors for new teachers were not posted and hired by the Board. Mentors were selected by Faculty Senates.
2. County personnel verified that the Assistant Superintendent for Middle Schools position had not been posted. The individual selected for the position was assigned to two “special assignments” prior to employment as Assistant Superintendent. Neither of these assignments was posted nor approved by the Board. Two other assistant superintendents were also assigned without the positions being posted.
3. The Parent Teacher Organizations (PTOs) at three schools (Holz, Ruffner, and Kanawha City Elementary School) employed teachers to provide instruction in the arts and physical education. Team interviews with the Director of Personnel indicated that the positions were not posted. The personnel director also indicated that the salaries for these individuals were paid directly by the PTO. However, documentation reviewed showed that one of these teachers was paid by the Kanawha County Board of Education beginning second semester.

FOLLOW-UP REVIEW

IN PROGRESS.

- Number 1 – Mentors were posted but not hired by recommended board action.
- Number 2 had not been addressed.
- Number 3 showed that the county was posting positions and paying from payroll; however, not hiring through board action.

Subsequent to the follow-up review, the county provided a statement of commitment that these areas would be followed for the 2004-05 school year and thereafter. The Office of Education Performance Audits will review these issues in the fall of 2004 to determine that they are being followed.

SECOND FOLLOW-UP REVIEW

COMPLIANCE.

RECOMMENDATIONS

- 5.5.1. Regulatory agencies. The Team recommended that the following regulatory agency areas be addressed.
1. No fire evacuation plan was posted. The Team recommended that an evacuation plan for each floor be developed and posted.
 2. A Fire Marshal Report; Risk/Insurance Report, and Floor Plan were not available. The Team recommended that the reports be available at a known and accessible location.

FOLLOW-UP REVIEW

RECOMMENDATION PARTIALLY FOLLOWED. In most schools the recommendations were followed; however, a few schools had outstanding Fire Marshal violations, which were immediately corrected upon the exit report.

SECOND FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

- 5.8.3. Service personnel. In situations where the most senior service employee either declined or withdrew from a position, written documentation from the employee was not in the posting folder. The Team recommended that the most senior service employee who declines or withdraws from a position provide written documentation to the Director that he/she is no longer interested in the position.

Some service employees and principals do not utilize the automated substitute caller all the time. They call the substitute directly. They have been informed several times to follow county procedures. The Team recommended that since employment as a regular service employee is based strictly on seniority (first day worked), all employees need to be directed again to follow established county procedures. New employees' seniority could be adversely affected when the procedures are not followed.

FOLLOW-UP REVIEW

RECOMMENDATION NOT FOLLOWED. The recommendation was not followed for the current school year. The personnel director indicated a form will be used beginning with the 2004-2005 school term to maintain a record in such cases that the most senior employee declines or withdraws from a position.

SECOND FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

SECTION III

School District Approval & School Accreditation Status

The Office of Education Performance Audits recommends that the West Virginia Board of Education continue the Full Approval status of the Kanawha County School District and the schools be issued the accreditation status listed in the chart.

School	Accreditation Status	Education Performance Audit	Annual Performance Measures	Date Certain
39-401 John Adams Middle	Temporary Accreditation		5.1.1 (SE)	
39-408 Elkview Middle	Temporary Accreditation		5.1.1 (SES/SE)	
39-511 South Charleston High	Full Accreditation			
39-513 Capital High	Temporary Accreditation		5.1.1 (B/SES/SE)	
			5.1.2 (B/SES/SE)	

O: Final County EPA Reports 04-05/39KanawhaSecondFollow-upReports04-05