

# Annual Report



## *Office of Education Performance Audits*

*A Process for Improving Education:  
Performance Based Accreditation System*

West Virginia Board of Education

August  
2006



**West Virginia Board of Education  
2006-2007**

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Speaker, West Virginia House of Delegates

Dr. Lowell Johnson  
President, West Virginia Board of Education

Members, Process for Improving Education Council

Dear Governor Manchin, President Tomblin, Speaker Kiss, President Johnson, and Council Members:

The Office of Education Performance Audits respectfully submits its 2006 Annual Report pursuant to West Virginia Code §18-2E-5 and State Board Policy 2320, *A Process for Improving Education: Performance Based Accreditation System*, which established the office.

A statewide accountability system through the Office of Education Performance Audits measures the quality of education and preparation of students based on the standards and measures of student, school, and school system performance and progress. Schools and school systems are responding to West Virginia's system of accountability as shown by the national report, Education Week – Quality Counts, in which West Virginia received an A in standards and accountability.

As West Virginia continues to implement the *No Child Left Behind Act of 2001* (NCLB) and 21<sup>st</sup> Century Learning Skills, specific education trends are emerging. This report summarizes the accreditation status of schools and the approval level of counties. It also summarizes on-site education performance audits. I trust that this report will be a resource on which to base decisions regarding West Virginia's education system.

Respectfully submitted,

Kenna R. Seal, Director  
Office of Education Performance Audits



## PREFACE

The West Virginia Legislature and the West Virginia Board of Education are responsible for providing a thorough and efficient system of schools for all West Virginia students. When delegating the authority for operation of schools and school systems to the local level, expectations must be clearly defined and results consistently monitored. Assurances need to be made that a thorough and efficient system of schools is provided through a system described in *A Process for Improving Education: Performance Based Accreditation System*, that includes standards, assessment, accountability, and capacity building. The Office of Education Performance Audits assists the West Virginia Board of Education in the implementation of the process to ensure that every student has an opportunity to receive an education that is thorough and is provided in an efficient manner.

A performance based accreditation system uses information on student, school, and school system performance to assess attainment of standards. Standards provide uniformity and rigor to the education provided by all schools in West Virginia. Assessing the attainment of standards provides useful feedback about the strengths and weaknesses of schools and school systems. Failure to meet standards serves as an early warning in identifying schools for targeted state and local assistance. Recognizing schools that exceed standards provides examples of best practices that improve student, school, and school system performance. Performance and progress standards are the critical gauge used to measure performance in a comprehensive accountability system.

This report summarizes the activities of the Office of Education Performance Audits as established by the West Virginia Legislature and the West Virginia Board of Education. The *2006 Annual Report* compiles West Virginia's accountability activities for the 2005-2006 school year.

## **SUMMARY DATA OF RATINGS**

### **School District Approval Status School Accreditation Status**

#### **Report of Ratings November 2005**

*The School District Approval Status and School Accreditation Status Report of Ratings* is an annual report prepared by the Office of Education Performance Audits that compiles performance data.

The State Board annually reviews the information from the Office of Education Performance Audits submitted from each school and each school district. Every county school district and school in West Virginia is issued an individual rating based on the analysis of performance data, the Unified Improvement Plans/Five-Year Strategic Plans, and results of an Education Performance Audit, if applicable. The following Summary Data of Ratings shows the statewide numbers and percentages regarding status of school districts and schools from the November 2005 report.

School district and school information may be found on the Office of Education Performance Audits website at: <http://oeпа.state.wv.us>.

#### **School Accreditation Status**

127 or 16.75% of schools issued Exemplary Accreditation status  
515 or 67.94% of schools issued Full Accreditation status  
81 or 10.69% of schools issued Conditional Accreditation status  
32 or 4.22% of schools issued Temporary Accreditation status  
3 or .40% of schools issued Seriously Impaired status

#### **School District Approval Status**

51 or 92.73% of school districts issued Full Approval status  
0 or 0.00% of school districts issued Conditional Approval status  
0 or 0.00% of school districts issued Temporary Approval status  
4 or 7.27% of school districts issued Nonapproval status

## **UNIFIED SCHOOL IMPROVEMENT PLANS FIVE-YEAR STRATEGIC PLANS**

County boards are required to ensure that any school issued Temporary Accreditation status revise its Unified School Improvement Plan/Five-Year Strategic Plan to increase the performance of the school to a full accreditation status level. The revised plan must include objectives, a time line, an evaluation component, cost estimates, and a date certain for achieving full accreditation. This plan must be submitted to the West Virginia Board of Education for approval.

The Office of Education Performance Audits reviewed revised Unified School Improvement Plans (USIPs) of schools issued Temporary Accreditation status. Staff also reviewed Unified School Improvement Plans of the schools designated Seriously Impaired and revised plans submitted as a result of Education Performance Audits. Plans were reviewed and the West Virginia Board of Education upgraded the status of Temporary Accreditation schools to Conditional Accreditation and issued a date certain for each school to meet adequate yearly progress (AYP).

## EDUCATION PERFORMANCE AUDITS

During the 2005-06 school year, 44 individual school audits were conducted and one (1) county school district education performance audit was conducted involving 9 schools. Follow-up Education Performance Audits were conducted in 64 schools and Second Follow-up Education Performance Audits were conducted in 4 schools. The following chart depicts school districts and schools reviewed. Reports may be viewed on the Office of Education Performance Audits website at: <http://oea.state.wv.us>.

<b>EDUCATION PERFORMANCE AUDITS 2005-2006</b>		
<b>COUNTY/SCHOOL</b>		<b>EPA DATE</b>
<b>Individual School Audits</b>		
Barbour	Philippi Middle	March 30, 2006
Berkeley	Hedgesville Middle	October 27, 2005
Boone	Sherman High	January 10, 2006
Brooke	Follansbee Middle	October 19, 2005
	Wellsburg Middle	October 19, 2005
Cabell	Cabell Midland High	January 18, 2006
Hancock	Weir Middle	October 18, 2005
Harrison	Nutter Fort Primary	February 28, 2006
	Nutter Fort Intermediate	February 28, 2006
	Bridgeport Middle	March 1, 2006
	Gore Middle	February 28, 2006
	Lumberport Middle	March 1, 2006
	Washington Irving Middle	March 1, 2006
Jackson	Henry J. Kaiser Elementary	March 16, 2006
	Ripley Elementary	March 15, 2006
	Ravenswood Middle	March 16, 2006
Kanawha	Cedar Grove Community	May 2, 2006
	Chandler Elementary	May 2, 2006
	Dunbar Primary Center	May 2, 2006
	Andrew Jackson Middle	May 3, 2006
	Dunbar Intermediate	May 2, 2006
	Dupont Middle	May 3, 2006
	East Bank Middle	May 4, 2006
	Elkview Middle	May 3, 2006
	Capital High	May 4, 2006
Mineral	Keyser Primary/Middle	October 25, 2005
Monongalia	Mountainview Elementary	December 8, 2005
	Ridgedale Elementary	December 7, 2005
	Cheat Lake Middle	January 5, 2006
	South Middle	December 7, 2005
Morgan	Widmyer Elementary	October 26, 2005
	Warm Springs Middle	October 26, 2005
Nicholas	Nicholas County High	October 12, 2005
Pocahontas	Pocahontas County High	November 3, 2005



Putnam	Hurricane Middle	February 15, 2006
Raleigh	Independence Middle	February 7, 2006
	Shady Spring Middle	February 7, 2006
	Liberty High	February 8, 2006
Ritchie	Ritchie County Middle	November 30, 2005
Wetzel	New Martinsville School	February 21, 2006
	Short Line School	February 21, 2006
Wood	Jefferson Elementary Center	March 14, 2006
	Edison Junior High	March 13, 2006
	Hamilton Junior High	March 13, 2006
<b>County Education Performance Audit</b>		
Hampshire	Augusta Elementary	December 5 – 9, 2005
	John J. Cornwell Elementary	
	Romney Elementary	
	Slanesville Elementary	
	Springfield-Green Spring Elementary	
	Capon Bridge Elementary	
	Capon Bridge Middle	
	Romney Middle	
Hampshire Senior High		
<b>Follow-up Individual School Education Performance Audits</b>		
Berkeley	Bedington Elementary	April 28, 2006
	Hedgesville Elementary	April 24, 2006
	Marlowe Elementary	April 27, 2006
	Hedgesville Middle	April 24, 2006
	Martinsburg South Middle	April 25, 2006
	Musselman Middle	April 28, 2006
	Potomack Intermediate	April 27, 2006
	Martinsburg High	April 25, 2006
	Musselman High	April 26, 2006
Boone	Madison Middle	October 27, 2005
	Scott High	October 27, 2005
Braxton	Braxton County Middle	October 11, 2005
Cabell	Beverly Hills Middle	October 5, 2005
	Enslow Middle	October 3, 2005
	Milton Middle	October 4, 2005
	Huntington High	October 6, 2005
Clay	Clay Middle	October 18, 2005
Grant	Petersburg Elementary	November 8, 2005
Hardy	Moorefield Middle	May 11, 2006
Lewis	Robert L. Bland Middle	October 11, 2005
Marion	North Marion High	May 31, 2006
Marshall	John Marshall High	March 28, 2006

Mercer	Oakvale Elementary	March 8, 2006
	Princeton Primary	March 7, 2006
	Whitethorn Elementary	March 7, 2006
	Bluefield Middle	October 10, 2005
	Princeton Middle	March 1, 2006
	Bluefield High	March 3, 2006
Monroe	Peterstown Middle	October 17, 2005
Nicholas	Cherry River Elementary	May 8, 2006
	Richwood Junior High	May 8, 2006
	Summersville Junior High	May 8, 2006
Pleasants	Pleasants County Middle	March 27, 2006
Preston	Bruceston School	October 20, 2005
	Central Preston Middle	October 21, 2005
	Terra Alta/East Preston Middle	October 21, 2005
	Preston High	October 20, 2005
Putnam	George Washington Middle	October 28, 2005
Raleigh	Fairdale Elementary	October 19, 2005
	Trap Hill Middle	October 19, 2005
Randolph	Elkins Middle	October 10, 2005
Ritchie	Ritchie County High	January 26, 2006
Roane	Spencer Middle	January 26, 2006
Summers	Summers Middle	October 6, 2005
	Summers County High	February 2, 2006
Wayne	Buffalo Middle	November 8, 2005
	Fort Gay Middle	November 8, 2005
	Wayne Middle	November 9, 2005
Wood	Lubeck Elementary	March 31, 2006
	Parkersburg High	March 30, 2006
<b>Follow-up County Education Performance Audits</b>		
McDowell	Anawalt Elementary	November 30 – December 2, 2005; January 30 – 31, 2006
	Berwind Elementary	
	Bradshaw Elementary	
	Fall River Elementary	
	laeger Elementary	
	Kimball Elementary	
	War Elementary	
	Welch Elementary	
	Sandy River Middle	
	Mount View Middle	
	Big Creek High	
	laeger High	
	Mount View High	
Career and Technology Center		

<b>Second Follow-up Individual School Education Performance Audits</b>		
Gilmer	Normantown Elementary	October 19, 2005
	Gilmer County High	October 19, 2005
Grant	Petersburg High	November 8, 2005
Mason	Mason Elementary	October 28, 2005

Note: Of the 53 schools visited, 259 high quality standards necessary for improvement, 94 recommendations, 164 commendations, and 14 exemplary programs were identified.

## EXEMPLARY PROGRAMS

The Office of Education Performance Audits identifies exemplary schools and school systems and best practices that improve student, school, and school system performance. As Teams evaluate exemplary programs and/or practices, consideration is given to the success of the program or practice. Data must be evident that demonstrate program effectiveness. Performance in terms of measurable results is the essential factor in acknowledging a program or practice as exemplary.

After observation, interviews, data collection, and research, the various Education Performance Audit Teams recognized the following school systems and schools for exemplary programs and/or practices. A detailed description of the programs and contacts may be viewed at the Office of Education Performance Audits website: <http://oepa.state.wv.us>.

### 5.1.1. Achievement.

**Jackson County Schools** – Ravenswood Middle School

TITLE: West Virginia Achieves

### 5.1.4. Graduation rate.

**Kanawha County Schools** – Capital High School

TITLE: Capital High Academy: Ninth Graders Exceeding Standards (C.H.A.N.G.E.S.)

### 6.1.2. High expectations.

**Harrison County Schools** – Nutter Fort Primary School

TITLE: Balanced Literacy Approach

**Morgan County Schools** – Widmyer Elementary School

TITLE: Shining Stars

### 6.1.3. Learning environment.

**Ritchie County Schools** – Ritchie County Middle School

TITLE: Health and Wellness Center

### **6.1.5. Instructional strategies.**

**Harrison County Schools** – Bridgeport Middle School

TITLE: Related Arts Research

**Harrison County Schools** – Gore Middle School

TITLE: Seventh Grade Team Interdisciplinary Forensics Unit

**Kanawha County Schools** – Dupont Middle School

TITLE: The Study of Film: Through the Lens of *To Kill A Mockingbird*

### **6.1.6. Instruction in writing.**

**Jackson County Schools** – Ripley Elementary School

TITLE: Camp Write a Lot

### **6.1.7. Library/educational technology access and technology application.**

**Harrison County Schools** – Bridgeport Middle School

TITLE: S.W.A.T. (Students Working to Advance Technology)

### **6.1.9. Programs of study.**

**Pocahontas County Schools** – Pocahontas County High School

TITLE: French

### **6.1.10. Approved elective offerings.**

**Pocahontas County Schools** – Pocahontas County High School

TITLE: Forest Technology

### **6.1.14. Alignment with job market opportunities.**

**Pocahontas County Schools** – Pocahontas County High School

TITLE: Senior Work-Based Learning Program

### **6.7. Safe, Drug Free, Violence Free, and Disciplined Schools.**

**Kanawha County Schools** – Dunbar Primary School

TITLE: Safe School Plan

## **EARLY DETECTION AND INTERVENTION BASED ON EDUCATION PERFORMANCE AUDIT REPORTS**

One of the critical components of the Education Performance Audit process involves monitoring student and school progress through early detection and intervention programs. The purpose of this component is to detect potential problem areas and recommend interventions before conditions become so grave as to warrant more substantive intervention. During school system and school on-site reviews, the Education Performance Audit Team is postured to analyze the performance data and the process standards and detect problematic areas. The optimum use of the performance and high quality standards is to develop interventions that eliminate the gaps between what is expected and the current student and school levels of performance.

Early detection and intervention issues were reported by the Education Performance Audit Teams in the following schools and counties. Specific information may be viewed on the Office of Education Performance Audits website at: <http://oeпа.state.wv.us>.

**Barbour County Schools** – Philippi Middle School

**Berkeley County Schools** – Hedgesville Middle School

**Boone County Schools** – Sherman High School

**Brooke County Schools** – Follansbee Middle School and Wellsburg Middle School

**Cabell County Schools** – Cabell Midland High School

**Hampshire County School System**

**Hancock County Schools** – Weir Middle School

**Harrison County Schools** – Nutter Fort Intermediate School, Bridgeport Middle School, and Washington Irving Middle School

**Jackson County Schools** – Ripley Elementary School and Ravenswood Middle School

**Kanawha County Schools** – Cedar Grove Community School, Chandler Elementary School, Dunbar Primary School, Dunbar Intermediate School, Andrew Jackson Middle School,

Dupont Middle School, Elkview Middle School, East Bank Middle School, and Capital High School.

**Mineral County Schools** – Keyser Primary/Middle School

**Monongalia County Schools** – Ridgedale Elementary School, Mountainview Elementary School, Cheat Lake Middle School, and South Middle School

**Morgan County Schools** – Warm Springs Middle School

**Nicholas County Schools** – Nicholas County High School

**Putnam County Schools** – Hurricane Middle School

**Raleigh County Schools** – Independence Middle School, Shady Spring Middle School, and Liberty High School

**Ritchie County Schools** – Ritchie County Middle School

**Wetzel County Schools** – New Martinsville School and Short Line School

**Wood County Schools** – Jefferson Elementary School, Edison Junior High School, and Hamilton Junior High School

## **CAPACITY BUILDING**

One of the statutory responsibilities of the Office of Education Performance Audits includes determining what capacity may be needed by schools and school systems to meet the standards established by the Legislature and the West Virginia Board of Education, and recommend to the school, school system, and State Board, plans to establish those needed capacities. The January 1998 Report of the Commission on Educational Quality and Equity summarized that the education standards policy reflects the paramount importance of results (performance standards), but must be accompanied by supportive services (process standards) which affect the capacity of schools and school systems to achieve the results.

Capacity building issues reported by Education Performance Audit Teams were noted in the following schools and counties. Detailed information may be viewed on the Office of Education Performance Audits website at: <http://oeпа.state.wv.us>.

**Barbour County Schools** – Philippi Middle School

**Berkeley County Schools** – Hedgesville Middle School

**Boone County Schools** – Sherman High School

**Brooke County Schools** – Follansbee Middle School and Wellsburg Middle School

**Cabell County Schools** – Cabell Midland High School

**Hampshire County School System**

**Hancock County Schools** – Weir Middle School

**Harrison County Schools** – Nutter Fort Intermediate School, Bridgeport Middle School, Gore Middle School, Lumberport Middle School, and Washington Irving Middle School

**Jackson County Schools** – Ripley Elementary School and Ravenswood Middle School

**Kanawha County Schools** – Cedar Grove Community School, Chandler Elementary School, Dunbar Intermediate School, Andrew Jackson Middle School, Dupont Middle School, East Bank Middle School, Elkview Middle School, and Capital High School

**Mineral County Schools** – Keyser Primary/Middle School



**Monongalia County Schools** – Ridgedale Elementary School, Mountainview Elementary School, Cheat Lake Middle School, and South Middle School

**Morgan County Schools** – Warm Springs Middle School

**Nicholas County Schools** – Nicholas County High School

**Putnam County Schools** – Hurricane Middle School

**Raleigh County Schools** – Independence Middle School, Shady Spring Middle School, and Liberty High School

**Ritchie County Schools** – Ritchie County Middle School

**Wetzel County Schools** – New Martinsville School and Short Line School

**Wood County Schools** – Jefferson Elementary School, Edison Junior High School, and Hamilton Junior High School

## EFFECTIVENESS AND EFFICIENCY

Indicators of Efficiency for student and school system performance and progress were reviewed in: Curriculum delivery, facilities, administrative practices, personnel, and utilization of regional education service agency. The following counties and schools were reported as having Indicators of Efficiency that Education Performance Audit Teams assessed as requiring more efficient and effective applications. Detailed information may be viewed on the Office of Education Performance Audits website at: <http://oeпа.state.wv.us>.

**Barbour County Schools** – Philippi Middle School

**Berkeley County Schools** – Hedgesville Middle School

**Boone County Schools** – Sherman High School

**Brooke County Schools** – Follansbee Middle School and Wellsburg Middle School

**Cabell County Schools** – Cabell Midland High School

**Hampshire County Schools** – John J. Cornwell Elementary School and Slanesville Elementary School

**Hancock County Schools** – Weir Middle School

**Harrison County Schools** – Nutter Fort Intermediate School, Bridgeport Middle School, Lumberport Middle School, Gore Middle School, and Washington Irving Middle School

**Jackson County Schools** – Ripley Elementary School and Ravenswood Middle School

**Kanawha County Schools** – Cedar Grove Community School, Chandler Elementary School, Dunbar Primary School, Dunbar Intermediate School, Andrew Jackson Middle School, Dupont Middle School, East Bank Middle School, Elkview Middle School, and Capital High School

**Mineral County Schools** – Keyser Primary/Middle School

**Monongalia County Schools** – Ridgedale Elementary School, Mountainview Elementary School, Cheat Lake Middle School, and South Middle School

**Nicholas County Schools** – Nicholas County High School

**Putnam County Schools** – Hurricane Middle School

**Raleigh County Schools** – Independence Middle School, Shady Spring Middle School, and Liberty High School

**Ritchie County Schools** – Ritchie County Middle School

**Wetzel County Schools** – New Martinsville School and Short Line School

**Wood County Schools** – Jefferson Elementary School, Edison Junior High School, and Hamilton Junior High School

## **RECOMMENDATIONS FOR PROFESSIONAL DEVELOPMENT AND STATEWIDE TRENDS**

Nine professional development areas were identified. These were grouped into three recommendations for statewide professional development that included: 1. Student achievement -- curriculum based on content standards and objectives, high expectations, instructional strategies, instruction in writing, library/educational technology access and technology application and lesson plans and principal feedback; 2. Multicultural activities; 3. Leadership -- lesson plans and principal feedback and regulatory agency reviews. Seven additional recommendations for Professional Development and statewide trends also were listed. Additional information may be viewed on the Office of Education Performance Audits website at: <http://oepa.state.wv.us>.

# **EDUCATION PERFORMANCE AUDITS FIVE YEAR TREND DATA**

## **TOP STANDARDS CITED**

### **2005-06 School Year.**

- 5.1.1. **Achievement.** 37 (69.81%) of 53 schools reviewed were cited.
- 6.1.1. **Curriculum based on content standards and objectives.** 15 (28.30%) of 53 schools reviewed were cited.
- 6.1.2. **High Expectations.** 20 (37.74%) of 53 schools reviewed were cited.
- 6.1.5. **Instructional strategies.** 24 (45.28%) of 53 schools reviewed were cited.
- 6.1.6. **Instruction in writing.** 19 (35.85%) of 53 schools reviewed were cited.
- 6.1.7. **Library/educational technology access and technology application.** 18 (33.96%) of 53 schools reviewed were cited.
- 6.1.12. **Multicultural activities.** 16 (30.19%) of 53 schools reviewed were cited.
- 6.2.3. **Lesson plans and principal feedback.** 24 (45.28%) of 53 schools reviewed were cited.
- 6.4.1. **Regulatory agency reviews.** 12 (22.64%) of 53 schools reviewed were cited.

### **2004-05 School Year.**

- 5.1.1. **Achievement.** 45 (63.38%) of 71 schools reviewed were cited.
- 6.1.2. **High Expectations.** 19 (26.76%) of 71 schools reviewed were cited.
- 6.1.4. **Instruction.** 11 (15.49%) of 71 schools reviewed were cited.
- 6.1.5. **Instructional strategies.** 16 (22.54%) of 71 schools reviewed were cited.
- 6.1.7. **Library/educational technology access and technology application.** 27 (38.03%) of 71 schools reviewed were cited.
- 6.1.8. **Instructional materials.** 12 (16.90%) of 71 schools reviewed were cited.
- 6.1.12. **Multicultural activities.** 24 (33.80%) of 71 schools reviewed were cited.
- 6.2.3. **Lesson plans and principal feedback.** 25 (35.21%) of 71 schools reviewed were cited.
- 6.4.1. **Regulatory agency reviews.** 13 (18.31%) of 71 schools reviewed were cited.
- 6.6.2. **Licensure.** 16 (22.54%) of 71 schools reviewed were cited.

### **2003-04 School Year.**

- 6.1.4. **Presidential Physical Fitness Test.** 10 (15.38%) of 65 schools reviewed were cited.
- 7.1.10. **Programs of study.** 9 (13.85%) of 65 schools reviewed were cited.
- 7.1.14. **Multicultural education.** 19 (29.23%) of 65 schools reviewed were cited.
- 7.2.4. **Lesson plans and principal feedback.** 17 (26.15%) of 65 schools reviewed were cited.
- 7.3.2. **Accounting practices.** 11 (16.92%) of 65 schools reviewed were cited.
- 7.7.6. **Local school improvement council, faculty senate, and curriculum team.** 10 (15.38%) of 65 schools reviewed were cited.
- 7.10.1. **Evaluation.** 12 (18.46%) of 65 schools reviewed were cited.

## 2002-03 School Year.

- 4.1. **Achievement.** 29 (38.16%) of 76 schools reviewed were cited.
- 4.7. **Presidential Physical Fitness Test.** 11 (14.47%) of 76 schools reviewed were cited.
- 5.1.3. **High Expectations.** 18 (23.68%) of 76 schools reviewed were cited.
- 5.1.6. **Instructional strategies.** 11 (14.47%) of 76 schools reviewed were cited.
- 5.1.8. **Library/educational technology access and technology application.** 20 (26.32%) of 76 schools reviewed were cited.
- 5.1.10. **Programs of study.** 23 (30.26%) of 76 schools reviewed were cited.
- 5.1.14. **Multicultural education.** 21 (27.63%) of 76 schools reviewed were cited.
- 5.3.2. **Accounting practices.** 21 (27.63%) of 76 schools reviewed were cited.
- 5.6.2. **Safe, healthy, and accessible facilities.** 15 (19.74%) of 76 schools reviewed were cited.
- 5.7.6. **Local school improvement council, faculty senate, and curriculum team.** 12 (15.79%) of 76 schools reviewed were cited.
- 5.10.1. **Evaluation.** 18 (23.68%) of 76 schools reviewed were cited.

## 2001-02 School Year.

- 4.11. **Parent involvement.** 27 (15.17%) of 178 schools reviewed were cited.
- 4.16. **Presidential Physical Fitness Test.** 27 (15.17%) of 178 schools reviewed were cited.
- 5.1.3. **High Expectations.** 26 (14.61%) of 178 schools reviewed were cited.
- 5.1.8. **Instructional strategies.** 24 (13.48%) of 178 schools reviewed were cited.
- 5.1.9. **Instruction in writing.** 22 (12.36%) of 178 schools reviewed were cited.
- 5.1.11. **Technology application.** 26 (14.61%) of 178 schools reviewed were cited.
- 5.1.14. **Programs of study.** 35 (19.66%) of 178 schools reviewed were cited.
- 5.2.3. **Accounting practices.** 71 (39.89%) of 178 schools reviewed were cited.
- 5.2.4. **Faculty senate funds.** 42 (23.60%) of 178 schools reviewed were cited.
- 5.5.1. **Regulatory agencies.** 26 (14.61%) of 178 schools reviewed were cited.
- 5.5.2. **Safe and healthy facilities.** 119 (66.85%) of 178 schools reviewed were cited.
- 5.8.2. **Licensure.** 22 (12.36%) of 178 schools reviewed were cited.
- 5.10.2. **Unified School Improvement Plan.** 29 (16.29%) of 178 schools reviewed were cited.
- 5.10.6. **Lesson plans.** 25 (14.04%) of 178 schools reviewed were cited.
- 5.12.3. **Management and environment.** 22 (12.36%) of 178 schools reviewed were cited.