

**EXECUTIVE SUMMARY**  
**and**  
**Office of Education Performance Audits Brief**  
**for**  
**Revised Individual Schools' County Strategic Plans**  
**August 2009**

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**Title: Revised Individual Schools' Strategic Plans**

**Background**

- The Office of Education Performance Audits (OEPA) conducted individual audits at Widmyer Elementary School in Morgan County and Kingwood Elementary School, Central-Preston Middle School, South Preston Middle School, and Preston High School in Preston County.
- The West Virginia Department of Education State System of School Support to these schools was initiated and teams provided support to the school principals and the county superintendents in revising the Five-Year Strategic Plans.
- Teams of improvement consultants through this State System of School Support also provided support to the schools audited in correcting the OEPA findings and improving school performance.

**Provisions**

Revised Five-Year Strategic Plans for the schools are included in the attachment. Each revised strategic plan includes:

- Summary of Findings
- Recommendations of Improvement Team
- Response to the OEPA findings that identifies: Objectives, Action Steps, Timelines, Person Responsible, Budget, and Progress.

**Impact**

It is recommended that the revised Five-Year Strategic Plans for Widmyer Elementary School in Morgan County and Kingwood Elementary School, Central-Preston Middle School, South Preston Middle School, and Preston High School in Preston County be approved.

# Morgan County Widmyer Elementary School

## Required Revisions to the County Electronic Strategic Plan

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West Virginia Department of Education  
State System of Support Improvement Team Consultant:  
Michele Blatt

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August 2009

## Morgan County/Widmyer Elementary School Strategic Plan Revisions

### Compliance Area: §126-13-7.1 High Quality Standards

Page 5-7 of OEPA initial Education Performance Audit Report

The education standards for student, school, and school system performance and processes set forth the knowledge and skills that students should know and be able to do as a result of a thorough and efficient education that prepares them for the 21<sup>st</sup> century. The high quality standards incorporate the 21<sup>st</sup> century skills initiatives and assure that graduates are prepared for continuing post-secondary education, training, and work and that schools and school systems are making progress toward achieving the education goals. Each county board of education, in order to define its education program, shall establish policies and implement written procedures that reflect the education standards adopted by the West Virginia Board of Education.

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

#### Summary of Findings: High Expectations

- One Kindergarten and one special education teacher did not keep students actively engaged in the learning process.

#### Recommendations of Improvement Team June 2009: High Expectations

- Administration should meet with the teachers specifically mentioned in report to discuss the findings then complete several walk-throughs early in the school year to determine what professional development is needed.
- Ten teachers were recognized as excelling in using a variety of strategies and fluid transitions. Peer observations would be beneficial to assist the named teachers.

#### Widmyer Elementary Response: High Expectations

Objective	Timeline	Person Responsible	Progress
Meet with the two teachers identified to share this information and clarify expectations.	August 2009	Principal	
Monitor these teachers via classroom walk through model. Arrange staff development and/or classroom observations as needed.	August – October 2009	Principal	
During PLCs teachers recognized as excelling in using variety of strategies and fluid transitions should share their techniques with colleagues.	August – June 2010	Principal Asst Principal	

#### Morgan County Response:

Morgan County Schools will require school administration to conduct weekly walk through observations of teachers throughout the school year. In addition observations will also be conducted by central office directors. Professional development opportunities will be provided as observation data dictates.

Morgan County Schools will continue to support schools in scheduling weekly PLCs meetings. The county directors will conduct a training session on how to effectively run a PLC on September 10, 2009. In addition county academic coaches and specialists will be scheduled to attend PLCs on a regular basis.

**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.

**Summary of Findings: County and School Strategic Plans**

- Plan did not reflect high expectations for all students.
- Plan did not meet the needs of the school and the objectives were poorly written.
- Teachers could not discuss the goals and objectives of the plan.

**Recommendations of Improvement Team June 2009: County and School Strategic Plans**

1. Administration needs to convene the planning committee to begin revising the plan. It is important that the committee seeks input from all stakeholders .
2. The plan must guide the school's curriculum. Data analysis needs to be completed to determine the needs of the school and goals developed from the prioritized issues.
3. The plan needs to be shared and discussed with all stakeholders and used as a guiding document to improve student achievement .

**Widmyer Elementary Response: County and School Strategic Plans**

Objective	Timeline	Person Responsible	Progress
Conduct a meeting of key stakeholders to share results of the OEPA report and gain input into revision of the five year plan.	July 10, 2009	Principal	Completed. Plan is now in place to rewrite the five year plan.
Revised draft plan will be shared with all stakeholders. Further input will be gleaned for inclusion in any revisions needed by the October 15 <sup>th</sup> submission.	August 2009	Principal	
Rewrite the data analysis portion of the plan and base goals, action steps and staff development on specific needs indicated by the data.	October 15, 2009	Principal	In progress

**Morgan County Response:**

Morgan County central office directors are helping the Widmyer school administration to revise their five year strategic plan. A meeting with key stakeholders was held on July 10, 2009. The plan will be determined by school data analysis of math and reading/language arts. Technical assistance will be sought from the state department of education as needed.

Morgan County central office directors will thoroughly review all school plans upon submission in October, 2009.

**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)

**Summary of Findings: Lesson plans and principal feedback**

- All teachers did not have lesson plans developed in advance.

- Twelve had incomplete or snow day written on the plans.
- Four teachers did not have clearly stated procedures.

**Recommendations of Improvement Team June 2009: Lesson plans and principal feedback**

1. Administration should check lesson plans during weekly walk-throughs to ensure that they are complete and based upon the CSOs.
2. Lesson plan format should be uniform throughout the building so that it can be easily followed by a substitute teacher.

**Widmyer Elementary Response: Lesson plans and principal feedback**

Objective	Timeline	Person Responsible	Progress
Develop and train teachers in how to develop uniform lesson plans with all required components that is also user friendly for substitute teachers.	August 2009	Principal	
Monitor lesson plans weekly.	August 2009 – June 2010	Principal Asst Principal	
Develop and provide a paper and electronic template with required lesson plan components.	August 2009	Principal Asst Principal	
Provide written feedback to individual teachers at least monthly.	August 2009 – June 2010	Principal Asst Principal	
Share school wide lesson plan walkthrough and review data with the faculty at least monthly.	September 2009 – June 2010	Principal Asst Principal	
Collect and share substitute teacher feedback in regard to effectiveness and clarity of the teacher lesson plans from a substitute perspective.	August 2009 – June 2010	Principal Asst Principal	

**Morgan County Response:**

Morgan County Schools will provide technical assistance to Widmyer Elementary School administration to create a uniform lesson plan format that includes all required components. This will be made available in a paper and electronic template to all faculty members. Faculty members will be provided a training session in how to effectively complete the lesson plans. Samples of the lesson plan format will be made available in substitute packets.

Widmyer administrators will be required to conduct weekly walk through observations and review lesson plans weekly. Central office directors will review lesson plans when conducting periodic walk through observations.

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

**Summary of Findings: Teacher and principal internship**

- One teacher and mentor had not met at least weekly during the first semester.
- Principal was not involved in the meetings.

**Recommendations of Improvement Team June 2009: Teacher and principal internship**

- Administration must adhere to all requirements of Policy 5899; Policy 5900 which includes logs to record meetings with signatures of those in attendance.

**Widmyer Elementary School Response: Teacher and principal internship**

Objective	Timeline	Person Responsible	Progress
Principal will schedule and attend weekly mentor/mentee meetings.	August 2009 – January 2010	Principal	
Principal will send mentor meeting logs to the personnel director on a monthly basis.	August 2009 – June 2010	Principal	

**Morgan County Response**

Morgan County School's central office personnel will review policy 5899 and 5900 with Widmyer administration. The school administration will implement and monitor all required aspects of the mentoring teacher process. This includes attending weekly meetings and maintenance of meeting logs. The Widmyer principal will submit mentor meeting logs to the director of personnel monthly.

**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)

**Summary of Findings: Leadership**

- Assistance in school leadership is needed to develop the school's operations and management.

**Recommendations of Improvement Team June 2009: Leadership**

- Contact Dr. Karen Huffman's office at (304) 558-3199 for assistance.

**Widmyer Elementary School Response:**

Objective	Timeline	Person Responsible	Progress
Contact Karen Huffman's office for assistance as needed.	July 2009	Principal	

**Morgan County Response**

Morgan County Schools is already working closely with Widmyer administration to improve school operations and management of curriculum related issues. Morgan County School's Superintendent and central office directors will work very closely with the school administration during the 2009-2010 school year to monitor the corrective actions and support the school administration. Staff development opportunities will be provided to school administration as needed.

On July 6, 2009 the Morgan County School Board accepted the principal's resignation. Morgan County Schools will seek an experienced quality principal who will function as a strong instructional leader for Widmyer Elementary School. Central Office staff will work closely with the new principal to implement this plan.

**Compliance Area §126-13-8. Indicators of Efficiency.**

Indicators of efficiency for student, school, and school system performance and processes will be reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; transportation; facilities; administrative practices; personnel; use of regional education service agencies, or other regional services that may be initiated between and among participating county boards. The indicators of efficiency are developed for use by the appropriate divisions within the West Virginia Department of Education to ensure efficient management and use of resources in the public schools.

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

**Summary of Findings: Curriculum**

- Lesson plan development must be improved.
- Up-to-date lesson plans must be developed in advance.

**Recommendations of Improvement Team June 2009: Curriculum**

1. Administration should check lesson plans during weekly walk-throughs to ensure that they are complete and based upon the CSOs.
2. Lesson plan format should be uniform throughout the building so that it can be easily followed by a substitute teacher.

**Widmyer Elementary School Response:**

Objective	Timeline	Person Responsible	Progress
Develop and train teachers in how to develop uniform lesson plans with all required components that is also user friendly for substitute teachers.	August 2009	Principal	
Monitor lesson plans weekly.	August 2009 – June 2010	Principal Asst Principal	
Develop and provide a paper and electronic template with required lesson plan components.	August 2009	Principal Asst Principal	
Provide written feedback to individual teachers at least monthly.	August 2009 – June 2010	Principal Asst Principal	
Share school wide lesson plan walkthrough and review data with the faculty at least monthly.	September 2009 – June 2010	Principal Asst Principal	
Collect and share substitute teacher feedback in regard to effectiveness and clarity of the teacher lesson plans from a substitute perspective.	August 2009 – June 2010	Principal Asst Principal	

**Morgan County Response**

Morgan County Schools will provide technical assistance to Widmyer Elementary School administration to create a uniform lesson plan format that includes all required components. This will be made available in a paper and electronic template to all faculty members. Faculty members will be provided a training session in how to effectively complete the lesson plans. Samples of the lesson plan format will be made available in substitute packets.

Widmyer administrators will be required to conduct weekly walk through observations and review lesson plans weekly. Central office directors will review lesson plans when conducting periodic walk through observations.

**Compliance Area: §126-13-18. 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.

**Summary of Findings: Capacity Building**

- Five year plan needs completely redone to provide a foundation for curriculum and instruction.
- Communication and staff development must be components of plan's development and implementation.

**Recommendations of Improvement Team June 2009: Capacity Building**

1. Administration needs to convene the planning committee to begin revising the plan. It is important that the committee seeks input from all stakeholders .
2. The plan must guide the school's curriculum. Data analysis needs to be completed to determine the needs of the school and goals developed from the prioritized issues.
3. The plan needs to be shared and discussed with all stakeholders and used as a guiding document to improve student achievement .
4. Contact Dr. Karen Huffman's office at (304) 558-3199 for assistance correcting the deficiencies.

**Widmyer Elementary School Response: Capacity Building**

Objective	Timeline	Person Responsible	Progress
Conduct a meeting of key school leaders to discuss the OEPA report and gain input on ways to improve areas of deficiency and revision of five year plan	July 10, 2009	Principal	Meeting was held on July 10, 2009 with the grade level team leaders, curriculum director, Title I director and the administrative staff.
Revised plan will be shared with all stakeholders. Further input will be gleaned for inclusion in any revisions needed by the October 15 <sup>th</sup> submission.	August 2009	Principal	
Rewrite the data analysis portion of the plan and base goals, action steps and staff development on specific needs indicated by the data.	July 15, 2009	Principal	In progress

**Morgan County Response**

Morgan County central office directors are helping the Widmyer school administration to revise their five year strategic plan. A meeting with key stakeholders has been planned for July 10, 2009. The plan will be determined by school data analysis of math and reading/language arts. Technical assistance will be sought from the state department of education as needed.

All Widmyer stakeholders will be apprised of the finished plan in August. This will provide time for additional feedback from all stakeholders for any needed revisions for the October 15, 2009 submission.

Morgan County central office directors will thoroughly review all school plans upon submission.

**Compliance Area: §126-13-19. Identification of Resource Needs.**

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

**19.1. Facilities, equipment, and materials.** Facilities and equipment specified in Policy 6200, Chapters 1 through 14, are available in all schools, classrooms, and other required areas.

**19.1.1. School location.** School location and site generally meet minimum standards. (Policy 6200 §202-206)

**19.1.4. Counselor's office.** The counselor's office is adequate. (Policy 6200 §301.10)

**19.1.5. Library/media and technology center.** The library/media and technology center meets standards. (Policy 6200 §§303; 413; 514)

19.1.10. **Specialized instructional areas.** Each art, music, and physical education area has sufficient space, equipment and materials. (Policy 6200 §§410; 412, 504; 509; 510; 604; 608; 609)

19.1.15. **Health service units.** Health service units are adequate. (Policy 6200 §301)

**Summary of Findings: Facilities, equipment and materials**

- Site did not meet acreage requirement.
- Counselor’s office did not have adequate space.
- Electronic catalog/circulation system, on-line periodical index and copying equipment were not available in Library/media center.
- Art area did not have artificial light, two deep sinks, hot water, mechanical ventilation, ceramic kiln, or black-out areas.
- Music was not located away from quiet areas. It did not have a chalkboard, bulletin board, music stands or podium.
- PE facility did not have two or more teaching stations, a display case, bulletin board or seating.
- Health unit did not have scales or work counter.

**Recommendations of Improvement Team June2009: Facilities, equipment and materials**

- Administration needs to secure items such as the chalkboards, bulletin boards,etc. that are required for specific classrooms.
- Administration should put in writing the findings that are out of local school control and ask that they are addressed in the CEFPP.
- Grants and or community resources should be explored to acquire necessary electronic systems for media centers.

**Widmyer Elementary School Response:**

Objective	Timeline	Person Responsible	Progress
Conduct an inventory of required classroom supplies needed for specific classrooms	July-Aug 09	Principal Asst Principal	
Purchase materials within scope of school control and budgetary limitations	August 09	Principal Asst Principal	
Write a letter to the superintendent outlining areas identified in this report that are outside of the control and/or budget of Widmyer Elementary School	August 09	Principal	
Install and transition electronic library checkout system by the end of the 2009-2010 school year.	August 2009 – June 2010	Principal	

**Morgan County Response**

Widmyer Elementary School campus and facility has changed very little since the last OEPA visit in December 2005. During that visit the only issues mentioned were: health service unit did not have room with cots, music room did not have folding chairs or music stands, and art room did not have a kiln.

Money had already been appropriated for purchase of an electronic library catalog system. This will be purchased for the 2009-2010 school year.

Widmyer Elementary will review the items recommended and purchase those items that are required and within school control and budgetary constraints. Other resource items listed will be reviewed by Morgan County Schools for consideration.

**Early Detection and Intervention**

Student performance on the DIBELS reading assessment showed a decline at the first and second grade level. Student scores on mClass Math also showed a decline at first and second grade. The biggest decline in each subject was at 1<sup>st</sup> grade.

Assistance must be obtained through the State System of Support team under the direction of Dr. Karen Huffman.

**Summary of Findings:**

- Student performance on the DIBELS reading assessment showed a decline at the first and second grade level.
- Student scores on mClass Math also showed a decline at first and second grade.

**Recommendations of Improvement Team Month 2009**

- Professional Development needs to be provided to teachers on how to analyze the data and utilize the probes to get down to specific skill gaps of individual students. For assistance contact Wendy Lochner, RTI Specialist at (304) 267-3595.
- Administration needs to carefully look at the master schedule to determine ways that intervention time can be build in with assistance from Title 1 and Special Education Teachers. For assistance contact Wendy Lochner.
- Administration needs to be conducting weekly walk-throughs to determine if core reading and math instruction along with intervention is occurring and is based on the WV CSO's.
- Instruction should be adjusted for individual students based on their benchmark test and progress monitoring reports as evident through observation and lesson plans.

**Widmyer Elementary School Response:**

Objective	Timeline	Person Responsible	Progress
Create a master schedule to maximize faculty time to provide quality instruction and remedial support in math and reading/language arts	July 2009	Principal	A tentative master has been developed. This is being adjusted to allow for weekly PLC time and to maximize the use of support faculty.
Conduct weekly walkthroughs of every teacher	August 09 – June 2010	Principal Asst Principal	
Share walkthrough data at monthly staff/faculty senate meetings	September 09 – June 2010	Principal Asst Principal	
Administration will schedule and monitor weekly PLC meetings for each grade level team which will include remedial support staff.	August 09 – June 2010	Principal Asst Principal	Schedule is being revised.
Teachers will be provided assistance in how to use assessment data appropriately to differentiate instruction and to provide targeted assistance to remediate student skill deficiencies	August 09 – June 2010	Principal Asst Principal	
Develop end of quarter benchmarks similar to Acuity benchmarks in second grade math and reading language arts.	October 2009 – June 2010	Team Leader Principal Asst Principal	

**Morgan County Response**

Morgan County central office has been working with Widmyer administration and teachers to address reading throughout the past school year. A reading coach was hired for the 2008-2009 school year. Although the coach works with all elementary schools, the primary focus for interventions was the kindergarten teachers and students at Widmyer Elementary School. Through these efforts the kindergarten reading scores have shown impressive growth this school year. On the end of the year benchmark, 77% of the kindergarten students are at proficiency with only 7% with intensive needs. The focus for the 2009-2010 year will be first and second grade teachers and students. Widmyer will continue to be the main priority for the reading coach.

In addition plans are in place to hire a math coach for the 2009-2010 school year. Although this coach will work with many schools, Widmyer will be a major portion of the math coach's assignment.

Support has been arranged for administration at Widmyer Elementary in preparing a master schedule to maximize use of staff in providing quality instruction and support. Phyllis Veith has met with Widmyer administration and central office to work on schedule implementation. The curriculum director is working closely with Widmyer administration to make adjustments to the 2009-2010 master schedule.

Wendy Lochner has been working in collaboration with the county reading coach to provide training as needed to Widmyer and other county faculty this school year. This will continue as needed. Wendy has provided an Excel scheduling program which is already being used to create and adjust the master schedule.

Morgan County will continue to provide resources to support professional learning communities. The teams meet weekly. During the 2009-2010 school year academic coaches and other county level support specialists will be scheduled to attend these meetings on a rotating basis to provide assistance and support as needed.

Widmyer administration will be expected to participate in these team meetings to monitor weekly student progress and intervention efforts. In addition Widmyer administration and central office directors will conduct regular classroom walkthroughs to monitor tier one implementation of core reading and math curriculum. Data from these walkthroughs will be shared with faculty on a monthly basis.

In addition to the Dibels and MClass benchmarking and progress monitoring, the curriculum director/test coordinator will work with Widmyer faculty to create end of quarter summative benchmark tests similar to Acuity benchmarks. Main focus will be second grade and specifically reading comprehension and math skills. The assessment coordinator will also work with the school to compare MClass with 21<sup>st</sup> Century CSOs and county pacing guides.

# Preston County Kingwood Elementary School

## Required Revisions to the County Electronic Strategic Plan

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West Virginia Department of Education  
State System of Support Improvement Team Consultants:  
Michele Blatt, Donna Peduto

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July 2009

**Preston County/Kingwood Elementary Strategic Plan Revisions**

**Compliance Area: 5.1. Accountability**

Pages 104-105 of OEPA Follow-up Education Performance Audit Report

**5.1.1 Achievement:** For the purpose of determining AYP for public school and county school district accountability, only the assessment scores of students who are enrolled in a public school for a full academic year will be included in the AYP calculation.

**Summary of Findings: Achievement**

- WESTEST scores showed a slight decline in all subgroups in mathematics and reading/language arts.
- SES subgroup achieved AYP in mathematics and reading/language arts through application of the confidence interval.
- Special Education group in mathematics and reading/language arts did not make AYP.

**Recommendations of Improvement Team April 2009: Achievement/Participation Rate**

1. Data analysis on the WESTEST and benchmark testing needs to be completed down to the individual student level in order to address weaknesses.
2. Instruction should be adjusted continuously based on the needs of the students following benchmark and various forms of formative assessments.
3. Professional development should be provided on implementing high quality researched instructional strategies and practices.
4. Administration should conduct weekly walk-throughs to ensure that students' needs are being met and instruction is based on the WV CSOs.

**Preston County/Kingwood Elementary Response: Achievement**

Action Steps	Timeline	Person Responsible	Progress
Continue the analysis of data similar to 2008 with our Principal, TIS and Title I teachers taking the lead	September 2009	Principal, TIS, Title I teachers	Teachers will customize instruction based on data analysis and will reflect individual student needs in classroom instruction.
Ongoing sustained Professional Development will be provided in differentiated instruction and technology integration in the classroom via WVDE Technology Integration grant funding	2009-10 school year	Dr. Meadow Graham, WVU Mark Graham, Kingwood TIS	Progress will be monitored by classroom walkthroughs and lesson plan review to ensure that the strategies are being utilized in the classroom based on WV CSOs
Continue to implement Tier 3 interventions, i.e. Fast Forward, Soday Barton, etc.	2009-10 school year	Principal, County	Progress will be monitored by Fast Forward weekly reports. Lessons will reflect the implementation of high quality researched instructional strategies and practices.
The central staff of Preston County Schools will continue to support Kingwood Elementary by supporting funding for positions such as the TIS, and Teacher Mentor positions, as well as provide direct instruction and monitoring of the analysis of data; by supporting imbedded professional development with funding of release time, substitutes teachers and fees for training in the areas of differentiated instruction and technology integration, as well as tier three interventions.	June 2009- June2010	Kathy George Teddi Cox Mike Teets Bob Ridenour Larry Parsons	

**Compliance Area: §126-13-7. High Quality Standards**

Pages 106-113 of OEPA Follow-up Education Performance Audit Report

The education standards for student, school, and school system performance and processes set forth the knowledge and skills that students should know and be able to do as a result of a thorough and efficient education that prepares them for the 21<sup>st</sup> century. The high quality standards incorporate the 21<sup>st</sup> century skills initiatives and assure that graduates are prepared for continuing post-secondary education, training, and work and that schools and school systems are making progress toward achieving the education goals. Each county board of education, in order to define its education program, shall establish policies and implement written procedures that reflect the education standards adopted by the West Virginia Board of Education.

**7.1.4. Instruction.** Instruction is consistent with the programmatic definitions in West Virginia Board of Education Policy 2510, *Assuring the Quality of Education: Regulations for Education Programs* (hereinafter Policy 2510). (Policy 2510)

**Summary of Findings: Instruction**

- The Moderately Impaired classroom is over the maximum permitted caseload.
- Science classes were not 50% investigation, active inquiry and experimentation.

**Recommendations of Improvement Team April 2009: Instruction**

1. Adjustments need to be made in schedules and or caseloads in order to not exceed the number of MI students allowable during a class period.
2. Teachers need to be provided professional development on how to meet the 50%

**Preston County/Central Preston Middle Response: Learning Environment**

Action Steps	Timeline	Person Responsible	Progress
Re-assign class lists to address caseloads	August 2009	Special Education Director	The number of MI students in a class period will be within the allowable caseload
Continue to work on RTI process to meet the needs of individuals with disabilities	2009-10 School Year	Principal Academic Coach	The interventions to meet the needs of students will be reflected in classroom instruction and lesson plans, as observed by observations and walk-throughs by the principal
Conduct science hands-on materials needs assessment aligned to specific CSOs and unit. Determine needs and submit a list of necessary materials to Preston County.	June 1-15, 2009	Principal	Teachers will receive the supplies needed to implement 50% hands-on science
Professional development will be provided on hands-on science in the classroom.	2009-10 School Year	County Curriculum Director/WVDE Curriculum and Instruction Department	Teachers will implement hands-on science in their classrooms to include 50% investigation, active inquiry and experimentation.

The central staff of Preston County Schools will support the action of Kingwood Elementary in assuring the appropriate number of students are scheduled per class, and assure that the RtI process meets the needs of students with disabilities or that these needs are met through the IEP process. Central staff will also provide hands-on science materials and equipment for use at the school, along with professional development in the presentation and implementation of hands-on science instruction throughout the elementary program.	August 2009- June 2010	Kathy Geroge Teddi Cox Mike Teets Larry Parsons	
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**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.

**Summary of Findings: Electronic strategic improvement plans**

- At least five teachers could still not discuss the needs of the school based on the Five Year Strategic Plan.

**Recommendations of Improvement Team April 2009: Electronic strategic improvement plans**

4. Administration must provide every teacher a copy of the plan and assure that they understand all components.
5. The plan needs to be discussed at team meetings quarterly and discussions reflected in agendas and minutes.

**Preston County/Kingwood Elementary Response: Electronic strategic improvement plans**

Action Steps	Timeline	Person Responsible	Progress
Designate a time during each month's elongated day to emphasize the goals/objectives and actions of the Strategic Plan. At least one of the elongated days will be spent entirely on utilizing the strategic plan within classroom instruction.	2009-10 School Year	Principal Academic Coach	Sign-in sheets for the elongated day will be utilized. Goals of the strategic plans will be reflected in lessons and instruction, as observed through observations and walk-throughs.
Posters containing the school goals will be created and displayed throughout the school for the staff and parents to view.	August 2009	Principal Academic Coach	Awareness of goals will be reflected in lesson plans and classroom instruction, as well as through feedback from parents.
The central staff will support the school by offering to provide professional development in the process of strategic planning the efficacy /necessacity of strategic planning in improving learning for all. Central staff will monitor the planning and implementation of the strategic plan at Kingwood Elementary assuring quarterly review of implementation and progress.	August 2009 to June 2010	Kathy George Teddi Cox Mike Teets Larry Parsons	

# Preston County Central Preston Middle School

## Required Revisions to the County Electronic Strategic Plan

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West Virginia Department of Education  
State System of Support Improvement Team Consultant:  
Michele Blatt

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July 2009

## Preston County/Central Preston Middle Strategic Plan Revisions

### Compliance Area: 5.1. Accountability

Pages 127 of OEPA initial Education Performance Audit Report

**5.1.1 Achievement:** For the purpose of determining AYP for public school and county school district accountability, only the assessment scores of students who are enrolled in a public school for a full academic year will be included in the AYP calculation.

**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 APTA in reading/language arts or mathematics.

#### Summary of Findings: Achievement/Participation Rate

- The Economically Disadvantaged SES subgroup in reading/language arts and special education in math and reading/language arts did not meet AYP.
- Grade 7 scores were below mastery in math and reading/language arts.
- Special Education group in mathematics and reading/language arts did not make participation rate.

#### Recommendations of Improvement Team April 2009: Achievement/Participation Rate

5. Data analysis on the WESTEST and benchmark testing needs to be completed down to the individual student level in order to address weaknesses.
6. Instruction should be adjusted continuously based on the needs of the students following benchmark and various forms of formative assessments.
7. Seventh grade instructional strategies should be carefully examined and professional development provided to assist teachers in meeting the needs of this group.
8. Administration should conduct weekly walk-throughs to ensure that students' needs are being met and instruction is based on the WV CSOs.
9. Carefully assess each special education students' ability to test with either the WESTEST 2 or APTA to ensure that participation rate is met.

#### Preston County/Central Preston Middle Response: Achievement/Participation Rate Objectives

1. To increase student achievement of all subgroups in reading/language arts and math as measured by the WESTEST 2.
2. To ensure that teachers are differentiating instruction and are provided professional development as needed.

Action Steps	Timeline	Person Responsible	Progress
WESTEST analysis will be completed with all faculty.	Aug. 2009	Karen Ovesney	
Grade level teams will meet weekly to analyze benchmark test and other data to ensure that instruction is being adjusted based on data.	Sept. 2009- June 2010	Karen Ovesney Team Leaders	
Teachers will utilize MAP as a benchmark tool to differentiate instruction.	Sept. 2009-May 2010	Karen Ovesney, Team Leaders, Teachers	
Walk-throughs/observations will completed to monitor instruction and determine professional development needs.	Sept. 2009- June 2010	Karen Ovesney	
All special educations students, including the	May 2010	Karen	

homebound, will be tested utilizing the WESTEST 2 or APTA.		Ovesney	
A team will attend the Special Education Teacher Leadership Academy and implement strategies within their classrooms.	July 2009- June 2010	Kathy George, Karen Ovesney	
EdLine will be purchased and utilized by teachers, students and parents.	Aug. 2009- June 2010	Kathy George Karen Ovesney Teachers	
The Central staff will aid in monitoring to assure participation rate will be met at CPMS.	April and May 2009 and 2010	Bob Ridenour, Kathy George	
The Central staff will, as finances allow will provide support for professional development opportunities, walk-throughs, differentiated instruction and the implementation of Ed-line	April and May 2009 and 2010	Bob Ridenour, Kathy George, Mike Teets, Larry Parsons	

**Compliance Area: §126-13-7. High Quality Standards**

Pages 128-131 of OEPA initial Education Performance Audit Report

The education standards for student, school, and school system performance and processes set forth the knowledge and skills that students should know and be able to do as a result of a thorough and efficient education that prepares them for the 21<sup>st</sup> century. The high quality standards incorporate the 21<sup>st</sup> century skills initiatives and assure that graduates are prepared for continuing post-secondary education, training, and work and that schools and school systems are making progress toward achieving the education goals. Each county board of education, in order to define its education program, shall establish policies and implement written procedures that reflect the education standards adopted by the West Virginia Board of Education.

**7.1. Curriculum.** Programs of study are arranged so that curriculum, instructional practices, and instructional materials ensure that all students have equal opportunity to acquire the knowledge and skills needed to succeed academically and in the workplace.

**Summary of Findings: Curriculum**

- Only approximately 10% of the teachers could explain proper usage of the 21<sup>st</sup> Century CSOs to drive the curriculum.

**Recommendations of Improvement Team April 2009: Curriculum**

1. Professional development must be provided to all teachers on the effective use of the CSOs to guide instruction in all classrooms. For assistance contact Carla Williamson's office at 304 558-5325.
2. Administration should monitor the implementation of standards based instruction through classroom walk-throughs and lesson plans.

**Preston County/Central Preston Middle Response: Curriculum Objectives**

1. Professional Development will be provided to all teachers on the revised CSOs and monitoring will be completed throughout the year to determine that instruction is based on the WV CSOs.

Action Steps	Timeline	Person Responsible	Progress
Carla Williamson's office will provide CSO/DOK training with staff.	Aug. 24	Dr. Teets, Kathy George	
Walk-throughs/observations will be completed to monitor instruction and determine professional development needs.	Sept. 2009- June 2010	Karen Ovesney	

Central staff will support professional development by providing substitutes and or stipends Sept. 2009-June 2010	Sept. 2009-June 2010	Mike Teets, Kathy George	
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7.1.3. **Learning Environment.**—School staff provides a safe and nurturing environment that is conducive to learning. (Policy 2510)

**Summary of Findings: Learning Environment**

- Approx. 4 teachers stated they did not feel safe due to the number of unlocked doors.
- Lack of space for a computer lab limited computer usage.
- Physical Education was taught in a barn that was not conducive to learning.
- Library was located in the back of a bus.
- Two reading classes were taught in the cafeteria with minimal supplies

**Recommendations of Improvement Team April 2009: Learning Environment**

3. County/School Safe Schools Plan needs to be reviewed to address concerns of the teachers.
4. Administration with assistance from Central Office will address computer lab, media center, and PE facilities concerns with High School Administration.
5. Storage and necessary supplies should be provided for teachers using the cafeteria for instruction.

**Preston County/Central Preston Middle Response: Learning Environment Objectives**

1. To work collaboratively with Central Office and High School Administration to address learning environment findings.

**Preston County/Central Preston Middle Response: Learning Environment**

Action Steps	Timeline	Person Responsible	Progress
Safe School Plan will be developed.	Sept./Dec. 2009	Karen Ovesney	
Computer lab/media center will be available to students and staff.	Aug. 2009	Karen Ovesney	
High School auxiliary gym will be available for middle school physical education classes.	Jan. 2009	Karen Ovesney	2 <sup>nd</sup> semester of 2008-2009 school year, all PE classes were moved to high school auxiliary gym.
Instruction no longer occurs in the cafeteria	April 2009	Karen Ovesney	2 Modular classrooms have been made accessible.

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

**Summary of Findings: Instructional Strategies**

- Predominate instructional strategy was seat work/paper work.
- Grade 8 Science teacher did not provide 50% hands on instruction. He stated that it was due to lack of materials and availability of the lab.

**Recommendations of Improvement Team April 2009: Instructional Strategies**

1. Professional development should be provided on utilizing various instructional strategies to engage students. For assistance contact Carla Williamson's office at 304 558-5325.
2. Administration will work collaboratively with Central Office and High School Administration to determine what the science teacher needs to effectively provide instruction and then make every effort to obtain the supplies.

**Preston County/Central Preston Middle Response: Instructional Strategies Objectives**

1. To implement various instructional strategies to engage students in the learning process.
2. To acquire access to a science lab for all middle school students.

**Preston County/Central Preston Middle Response: Instructional Strategies**

Action Steps	Timeline	Person Responsible	Progress
Provide professional development as needed to encourage utilizing various instructional strategies.	Sept. 2009- June 2010	Karen Ovesney	
Science instruction will be 50% hands-on through acquiring the lab.	Sept. 2009	Karen Ovesney Science Teachers	
The central staff will support the professional development sessions as finances allow.	Sept. 2009- June 2010	Mike Teets, Kathy George Larry Parsons	

**7.1.6. Instruction in writing.** Instruction in writing shall be a part of every child's weekly educational curriculum in grades K through 12 in every appropriate class. (Policy 2510; Policy 2520)

**Summary of Findings: Instruction in writing**

- No rubrics were being utilized to assist in developing the students' writing skills.
- Students were not being given written feedback at least once per week on their writing.
- County adopted Kansas Writing and Writing Roadmap 2 but the school was using neither.

**Recommendations of Improvement Team April 2009: Instruction in writing**

1. Professional development must be provided to the teachers regarding Kansas Writing and Writing Roadmap 2.
2. Administration must monitor the implementation of a school-wide writing instruction program that provides feedback to students weekly.

**Preston County/Central Preston Middle Response: Instruction in writing Objectives**

1. To implement a school-wide writing program and provide feedback weekly to students.

**Preston County/Central Preston Middle Response: Instruction in writing**

Action Steps	Timeline	Person Responsible	Progress
Professional Development on Kansas Writing will be conducted.	Summer 2009	Central Office	
Writing Roadmap will be utilized within computer lab.	Aug. 2009	Karen Ovesney Teachers	
Writing Samples and rubrics will be used to provide feedback weekly.	Aug. 2009- June 2010	Karen Ovesney	
Central staff will support the professional development.	Aug. 2009- June 2010	Kathy George Mike Teets Larry Parsons	

**7.1.7. Library/educational technology access and technology application.** The application of technology is included throughout all programs of study and students have regular access to library/educational technology centers or classroom libraries. (Policy 2470; Policy 2510)

**Summary of Findings: Library/educational technology**

- Technology use was very limited.
- School's Five-Year Technology plan must be revised.

**Recommendations of Improvement Team April 2009: Library/educational technology**

1. Contact Sarah Lyons at the WVDE at (304) 558-7880 for assistance in revising the Technology plan.
2. Administration needs to seek ways to encourage computer usage as part of the curriculum.

**Preston County/Central Preston Middle Response: Library/educational technology**

Action Steps	Timeline	Person Responsible	Progress
Computer lab is available for daily instruction.	Aug. 2009	Karen Ovesney Teachers	
Sarah Lyons will be contacted to assist with technology plan.	Aug.-Oct. 2009	Karen Ovesney Brian Bailey	
Administration will develop a lab schedule to ensure all teachers have access and are utilizing technology.	Aug. 2009	Karen Ovesney Teachers	
County Staff will support the technology plan and assist in monitoring the schedule.	Aug. 2009	Mike Teets, Kathy George Larry Parsons	

**7.1.8. Instructional materials.** Sufficient numbers of approved up-to-date textbooks, instructional materials, and other resources are available to deliver curricular content for the full instructional term. (Policy 2510)

**Summary of Findings: Instructional materials**

- Special Education teachers reported not having enough textbooks. (Teacher was referring to supplemental text. All students have the county adopted series.)
- Technology resources and school library were limited.

**Recommendations of Improvement Team April 2009: Instructional materials**

1. Administration needs to ensure that all students have the necessary textbooks. A request in writing should be made to the county office for textbooks that are needed.
2. Administration should consider various means to encourage technology/library use.

**Preston County/Central Preston Middle Response: Instructional materials objectives**

1. Textbooks will be provided for all students.

**Preston County/Central Preston Middle Response: Instructional materials**

Action Steps	Timeline	Person Responsible	Progress
All students are issued appropriate textbooks.	Yearly	Karen Ovesney	
Administration will develop a lab schedule to ensure all teachers have access and are utilizing technology.	Aug.2009	Karen Ovesney	
Central staff will monitor the issuance of text books and scheduling of the labs.	Aug 2009	Mike Teets Kathy George Larry Parsons	

**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)

**Summary of Findings: Programs of study**

- PE and health were combined which did not allow for coverage of all the CSOs.

**Recommendations of Improvement Team April 2009: Programs of study**

1. Administration needs to work with the schedule to separate the two classes to meet requirements of Policy 2510.

**Preston County/Central Preston Middle Response: Programs of study Objectives**

1. Administration will work with Central Office to address findings.

**Preston County/Central Preston Middle Response: Programs of study**

Action Steps	Timeline	Person Responsible	Progress
An additional teaching position needs to be posted to meet the requirements of Policy 2510.	Summer 2009	Central Office Mike Teets	

**7.1.11. Guidance and advisement.** Students are provided specific guidance and advisement opportunities to allow them to choose a career major prior to completion of grade 10. (Policy 2510)

**Summary of Findings: Guidance and advisement**

- Teachers indicated that they felt they couldn't get a counselor if needed in their class because the counselor is present only 2 days a week.

**Recommendations of Improvement Team April 2009: Guidance and advisement**

1. Teachers need to be informed of the counselor's schedule and assured that a counselor will be provided if a student is in need.
2. Counselor should provide some professional development to the faculty and staff on dealing with minor student issues.

**Preston County/Central Preston Middle Response: Guidance and advisement Objectives**

1. Administration will work with Central Office to ensure that the counseling needs of the students are met.

**Preston County/Central Preston Middle Response: Guidance and advisement**

Action Steps	Timeline	Person Responsible	Progress
Counselor will meet with faculty to address concerns and provide a schedule.	Aug. 2009	Karen Ovesney Vicky Parks	
Central staff will monitor the schedule for the counselor.	August 2009	Carol Riley	

**7.1.12. Multicultural activities.** Multicultural activities are included at all programmatic levels, K-4, 5-8, and 9-12 with an emphasis on prevention and zero tolerance for racial, sexual, religious/ethnic harassment or violence. (Policy 2421)

**Summary of Findings: Multicultural activities**

- A written plan was not in place nor could teachers discuss any activities that had been completed.

**Recommendations of Improvement Team April 2009: Multicultural activities**

1. Multicultural plan needs to be developed at the school or county level.
2. Teachers should be incorporating multicultural activities into the curriculum on a consistent basis.

**Preston County/Central Preston Middle Response: Multicultural activities Objectives**

1. Multi-culture instruction will occur throughout the school year.

**Preston County/Central Preston Middle Response: Multicultural activities**

Action Steps	Timeline	Person Responsible	Progress
Multi-Cultural plan will be developed.	Aug.- Dec.2009	Karen Ovesney	
Teachers must implement county/school plan and incorporate it into their lesson plans.	Aug.-June 2010	Karen Ovesney Teachers	
Central staff will prepare a multi-cultural plan and monitor that it is part of the lesson plans for teachers.	August 2009	Carol Riley	

**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.

**Summary of Findings: Electronic strategic improvement plans**

- No educational goals were in the plan.
- Teachers were not aware of goals in plan.

**Recommendations of Improvement Team April 2009: Electronic strategic improvement plans**

6. Administration needs to convene the planning committee to begin revising the plan. It is important that the committee seeks input from all stakeholders .
7. The plan must guide the school's curriculum. Data analysis needs to be completed to determine the needs of the school and goals developed from the prioritized issues.

Preston County/Central Preston Middle Response: Electronic strategic improvement plans

1. Strategic plan will drive instruction and school improvement.

Preston County/Central Preston Middle Response: Electronic strategic improvement plans

Action Steps	Timeline	Person Responsible	Progress
Michele Blatt will provide assistance on developing the plan.	Aug. 2009	Michele Blatt Karen Ovesney	
Strategic plan will be shared with the faculty and used to drive instruction.	Aug. 2009	Karen Ovesney	
Central staff will monitor to assure that the Plan is shared with all staff.	Aug 2009	Mike Teets Kathy George, Larry Parsons	

**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)

Summary of Findings: Lesson plans and principal feedback

- Lesson plans were not completed in advance and in one instance since December.

Recommendations of Improvement Team April 2009: Lesson plans and principal feedback

1. Administration should check lesson plans during weekly walk-throughs to ensure that they are complete and based upon the CSOs.
2. Lesson plan format should be uniform throughout the building so that it can be easily followed by a substitute teacher.

Preston County/Central Preston Middle Response: Lesson plans and principal feedback

1. Lesson plans are checked quarterly as required by Policy 2320.

Preston County/Central Preston Middle Response: Lesson plans and principal feedback

Action Steps	Timeline	Person Responsible	Progress
Lesson plans will be checked quarterly.	Aug. 2009- June 2010	Karen Ovesney	
Teachers will be provided a uniform lesson plan format.	Aug. 2009	Karen Ovesney	
Central staff will monitor to assure that the Plans are monitored.	Aug 2009	Mike Teets Kathy George, Larry Parsons	

**7.2.4. Data analysis.** Prior to the beginning of and through the school term the county, school, and teacher have a system for analyzing, interpreting, and using student performance data to identify and assist students who are not at grade level in achieving approved state and local content standards and objectives. The county, principal, counselors, and teachers assess student scores on the American College Test and the Scholastic Aptitude Test and develop curriculum, programs, and/or practices to improve student and school performance. (Policy 2510)

**Summary of Findings: Data Analysis**

- Teachers were not using data to guide instruction to meet students' needs.

**Recommendations of Improvement Team April 2009: Data analysis**

1. Professional development needs to be provided on how to analyze data and use it to guide instruction.
2. Administration needs to make sure that teachers are using formative assessments and continuously adjusting instruction based on student needs.

**Preston County/Central Preston Middle Response: Data analysis objectives**

1. Instruction will be guided through ongoing data analysis.

**Preston County/Central Preston Middle Response: Data analysis**

Action Steps	Timeline	Person Responsible	Progress
WESTEST analysis will be completed with all faculty.	Aug. 2009	Karen Ovesney	
Grade level teams will meet weekly to analyze benchmark test and other data to ensure that instruction is being adjusted based on data.	Sept. 2009- June 2010	Karen Ovesney Team Leaders	
Central staff will monitor to assure that the Plans are monitored.	Aug 2009	Mike Teets Kathy George, Larry Parsons	

7.5.1. Parents and the community are provided information. Staff members provide parents and the community with understandable information and techniques for helping students learn.

**Summary of Findings: Parents and the community are provided information**

- Minimal parent involvement was reported by the staff.

**Recommendations of Improvement Team April 2009: Parents and the community are provided information**

1. Administration needs to work with the faculty to encourage parent involvement through various activities/opportunities at the school.
2. If a policy is in place then it should be reviewed; otherwise, one needs to be developed.
3. Teachers need to communicate with parents on their child's progress on an ongoing basis through letters, email, phone calls, etc.

**Preston County/Central Preston Middle Response: Parents and the community are provided information**

1. Parent will be an integral part of the learning process.

**Preston County/Central Preston Middle Response: Parents and the community are provided information**

Action Steps	Timeline	Person Responsible	Progress
Parents will be invited to an open house to receive their child's report card.	Aug. 2009- Dec. 2010	Karen Ovesney	
Review county parent involvement policy	Aug. 2009	Karen Ovesney Faculty	
SAT will involve parents in meetings.	Aug.	Karen	

	2009- June 2010	Ovesney Faculty	
Central staff will support parent involvement and assure that parents are involved in meetings.	Aug 2009	Mike Teets Kathy George, Larry Parsons	

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

**Summary of Findings: Teacher and principal internship**

- New teachers had mentors but were not meeting weekly according to code and policy

**Recommendations of Improvement Team April 2009: Teacher and principal internship**

1. Mentor teachers need to meet monthly with the new teachers and document the meetings according to policy on the log sheets.

**Preston County/Central Preston Middle Response: Teacher and principal internship objectives**

1. Mentoring will be done according to the policy.

**Preston County/Central Preston Middle Response: Teacher and principal internship objectives**

Action Steps	Timeline	Person Responsible	Progress
Mentors and mentees will be provided substitutes to meet the requirements of the mentoring policy.	Aug. 2009- June 2010		
Central staff will provide substitutes as needed	Aug 2009	Mike Teets Kathy George, Larry Parsons	

**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)

**Summary of Findings: Leadership**

- Principal was aware of deficient areas; however, was not receiving support from the central office.
- Principal and teachers are impeded due to lack of cooperation of high school principal and staff.

**Recommendations of Improvement Team April 2009: Leadership**

1. Principal needs to make sure that all concerns regarding the high school and deficient areas are given in writing to the Preston County Leadership Team.
2. Preston County Leadership team needs to manage the concerns of the school more effectively to provide students with the education they deserve.

**Preston County/Central Preston Middle Response: Leadership Objectives**

1. Administration will work collaboratively with the Central Office to address the Leadership findings.

**Preston County/Central Preston Middle Response: Leadership**

Action Steps	Timeline	Person Responsible	Progress
Administration will request leadership and support from central office in facilitating needs.	Aug. 2009- June 2010	Karen Ovesney Central Office.	
Central staff will monitor to assure that the Needs are met	Aug 2009	Mike Teets Kathy George, Larry Parsons	

**§126-13-8. Indicators of Efficiency.**

Page 132 of Initial OEPA report

Indicators of efficiency for student, school, and school system performance and processes will be reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; transportation; facilities; administrative practices; personnel; use of regional education service agencies, or other regional services that may be initiated between and among participating county boards.

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

**Summary of Findings: Curriculum**

- Due to amount of deficiencies that affect curriculum delivery, assistance must be obtained from the central office, WVDE, RESA VII, and CPD.

**Recommendations of Improvement Team April 2009: Curriculum**

1. Determine services that the various agencies can provide and begin scheduling the assistance that is needed.

**Preston County/Central Preston Middle Response: Curriculum Objectives**

1. Assistance will be requested on an as needed basis.

**Preston County/Central Preston Middle Response: Curriculum**

Action Steps	Timeline	Person Responsible	Progress
WVDE will provide assistance as requested.	May 2009- June 2010	Karen Ovesney Michele Blatt	

**§126-13-18. Capacity Building.**

**18.1. Capacity building** is a process for targeting resources strategically to improve the teaching and learning process.

**Summary of Findings: Capacity Building**

- Principal has the vision and goals necessary for the school; however, assistance is needed to ensure that resources are guided in the right direction.
- Team recommended county superintendent and school administrator contact Dr. Karen Huffman's office.

**Recommendations of Improvement Team April 2009: Capacity Building**

1. Contact Dr. Karen Huffman at (304) 558-3199 to schedule a system of support visit.

**Preston County/Central Preston Middle Response: Capacity Building objectives**

- 1.

**Preston County/Central Preston Middle Response: Capacity Building**

Action Steps	Timeline	Person Responsible	Progress
Dr. Karen Huffman's office met with administration.	Aug. 2009- June 2010	Karen Ovesney WVDE Leadership Office	
Assistance will be requested throughout the year.	Aug. 2009- June 2010	Karen Ovesney Central Office Leadership Office.	

# Preston County South Preston Middle School

## Required Revisions to the County Electronic Strategic Plan

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West Virginia Department of Education  
State System of Support Improvement Team Consultant:  
Richard Lawrence

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July 2009

**Preston County/South Preston Middle Strategic Plan Revisions**

**Compliance Area: §126-13-7. High Quality Standards**

Pages 141-143 of OEPA initial Education Performance Audit Report

The education standards for student, school, and school system performance and processes set forth the knowledge and skills that students should know and be able to do as a result of a thorough and efficient education that prepares them for the 21<sup>st</sup> century. The high quality standards incorporate the 21<sup>st</sup> century skills initiatives and assure that graduates are prepared for continuing post-secondary education, training, and work and that schools and school systems are making progress toward achieving the education goals. Each county board of education, in order to define its education program, shall establish policies and implement written procedures that reflect the education standards adopted by the West Virginia Board of Education.

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

**Summary of Findings: Learning Environment**

- Learning atmosphere was dismal and inadequate.
- Main building closed due to structural issues.
  1. 7<sup>th</sup> and 8<sup>th</sup> were housed in gym with dividers
  2. 6<sup>th</sup> grade classes were at Tunnelton Denver Elementary School
  3. PE class was in gym while classes were being conducted
  4. Science classrooms were in modulars
  5. Cafeteria not available-meals were catered and students ate in classrooms or gym

**Recommendations of Improvement Team April 2009: Learning Environment**

1. Administration needs to request in writing that the county address the findings in their CEFP.

**Preston County/South Preston Middle Response: Learning Environment Objectives**

2. Administration at South Preston Middle School will request in writing that the county address the above findings to correct the learning atmosphere by amending the CEFP.

**Preston County/South Preston Middle Response: Learning Environment**

Action Steps	Timeline	Person Responsible	Progress
Review of W.V.U. engineer's report with the county superintendent and the maintenance director.	June 2009	Darrell Martin	Reviewed June summary on June 9, 2009. Reviewed the entire report on June 15, 2009.
A letter will be written requesting that any needed repairs be made to the building based on the WVU engineer's report and that any amendments be made to the county's CEFP in order to do so. The letter will also contain a request to use existing levy funds and request emergency funds to be able to reoccupy the main building at South Preston.	June 2009	Darrell Martin	A letter was written and sent to the Board of Education, Mr. Gus Penix, and Dr. Larry Parsons.
Preston County Schools, through the efforts of the Central office, will work to amend the	August 2009	William Helmick	

CEFP and to find additional funding to correct the findings from the WVU engineer's report, and/ or find more suitable facility arrangements for the staff and students of South Preston Middle School by August 2009.		Larry Parsons	
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7.1.5. **Instructional strategies.** Staff demonstrates the use of the various instructional strategies and techniques contained in Policies 2510 and 2520. (Policy 2510; Policy 2520)

**Summary of Findings: Instructional Strategies**

- Co-teaching was not effectively implemented
- Lack of materials to allow 50% hands-on instruction in 6<sup>th</sup> grade science
- Study skills class was being used as a study hall

**Recommendations of Improvement Team April 2009: Instructional Strategies**

3. Professional development should be provided on effective strategies of co-teaching. Contact the Office of Special Programs at the WVDE for assistance
4. Administration needs to determine what the science teacher needs to effectively provide instruction and then make every effort to obtain the supplies.
5. Study skills class should be used to address specific student needs based on data analysis and the required CSOs

**Preston County/South Preston Middle Response: Instructional Strategies Objectives**

3. All teachers involved in co-teaching assignments will be encouraged to attend stipended training in co-teaching strategies during the Summer Teachers Academy.
4. South Preston's administration will request a meeting with the Preston County superintendent and appropriate administrators to solve necessary space issues to provide 50% hands on instruction in science for sixth graders.
5. Study skills classes are currently addressing specific student needs based on data analysis and required CSO's.

**Preston County/Central Preston Middle Response: Instructional Strategies**

Action Steps	Timeline	Person Responsible	Progress
Conversations will be held with all teachers involved in co-teaching classes strongly recommending them to attend the scheduled co-teaching sessions.	May-June 2009	Darrell Martin	Teachers were encouraged to attend the sessions in writing and in person.
Follow up with the special education director to determine which teachers have signed up for the co-teaching sessions.	June 9, 2009	Darrell Martin	Mrs. George will provide me with a list of attendees.
Follow up with teachers not registered to provide additional requests for them to attend the co-teaching sessions.	June 9, 2009	Darrell Martin	Specific teachers were requested to attend the sessions on June 24 <sup>th</sup> .
Request meeting to discuss issues with sixth grade hands-on science activities. This discussion will be coordinated with other facility discussions.	June 2009	Darrell Martin	Dr. Parsons and Mr. Penix were informed that a science facility would be needed at Tunnelton-Denver.
South Preston Middle will continue to have regular meetings to determine student needs for mastering CSO's and assign students accordingly.	On-going	Grade level team facilitators	Process for meeting student needs is in place as of March 2009.

<p>The Sp Ed Director of Preston County Schools will survey the teachers of South Preston Middle during the opening sessions of school in August to determine if more training is needed in the area of co-teaching. Imbedded professional development sessions will be provided as indicated by the school throughout the 2009-2010 school year. Hands on Science activities will be provided to the students of South Preston Middle school though the use of portable labs or by other arrangements for more suitable teaching and learning facilities in the coming months.</p>	August 2009	Kathy George	
	August 2009 – September 2009	Kathy George Larry Parsons	

**7.1.7. Library/educational technology access and technology application.** The application of technology is included throughout all programs of study and students have regular access to library/educational technology centers or classroom libraries. (Policy 2470; Policy 2510)

**Summary of Findings: Library/educational technology**

- Technology use was very limited due to limited space in gym.
- School's Five-Year Technology plan must be revised.

**Recommendations of Improvement Team April 2009: Library/educational technology**

3. Contact Sarah Lyons at the WVDE at (304) 558-7880 for assistance in revising the Technology plan.

**Preston County/South Preston Middle Response: Library/educational technology objectives**

1. Sarah Lyons was contacted upon receiving the OEPA report and the plan subsequently revised and resubmitted.

**Preston County/Central Preston Middle Response: Library/educational technology**

Action Steps	Timeline	Person Responsible	Progress
Revised the technology plan with help from Sarah Lyons from WVDE and Robert Ridenour from the county office.	April 2009	Darrell Martin	Plan revision is complete as of April.
Technology plan will be revised annually beginning in September/October 2009.	October 15, 2009	Darrell Martin and team members	
The county will provide digital divide information and budget support information to complete the plan.	By September 15, 2009	Bob Ridenour Larry Parsons	

**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.

**Summary of Findings: Electronic strategic improvement plans**

- Updated version of plan was not available
- Teachers were not aware of the educational goals in the plan.

**Recommendations of Improvement Team April 2009: Electronic strategic improvement plans**

8. Administration needs to convene the planning committee to begin revising the plan. It is important that the committee seeks input from all stakeholders .
9. The plan must guide the school's curriculum. Data analysis needs to be completed to determine the needs of the school and goals developed from the prioritized issues.

**Preston County/South Preston Middle Response: Electronic strategic improvement plans**

2. Convene planning meeting in early September to begin work on the revised Strategic Plan. All stakeholder groups will be represented on the committee and input will be solicited from them.
3. South Preston planning team will guide the school's curriculum and increase student learning by analyzing data to prioritize needs and set goals to improve student learning.

**Preston County/South Preston Middle Response: Electronic strategic improvement plans**

Action Steps	Timeline	Person Responsible	Progress
Attend the scheduled strategic plan sessions scheduled for Preston County principals.	August 2009	Darrell Martin	
Data team will meet to analyze available data.	August 2009	Darrell Martin and team members	
Convene a strategic team planning meeting to determine and prioritize needs of the school,.	September 2009	Darrell Martin and planning team	
Convene another meeting to set goals, objectives and action steps for improving student learning.	September/October 2009	Darrell Martin and planning team	
County plan coordinator will provide descriptive feedback for improvement of the plan after review.	September 2009	Kathy George	

.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)

**Summary of Findings: Evaluation**

- Teacher observations or evaluations were not provided for review.

**Recommendations of Improvement Team April 2009: Evaluation**

4. Timelines/requirements of policy 2520 must be followed.

**Preston County/South Preston Middle Response: Evaluation**

2. Teacher observation and evaluations were not provided because administrator was off on medical leave. Teacher observations and evaluations will continue to be conducted as required in Policy 2520. Policy 2520 will be reviewed by the principal to make sure requirements are followed.

- Required sessions are conducted each year to inform teachers of the requirements.

**Preston County/South Preston Middle Response: Evaluation**

Action Steps	Timeline	Person Responsible	Progress
Review Policy 2520	August 2009	Darrell Martin	
Conduct teacher evaluation information session	August 21, 2009	Darrell Martin	
Teacher observation and evaluations will be conducted as provided by Policy 2520. This activity will be monitored by the Assistant Superintendent of Schools to assure completion.	September 2009	Mike Teets	

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

**Summary of Findings: Teacher and principal internship**

- New teacher mentoring was occurring; however teachers reported that the principal was not involved.

**Recommendations of Improvement Team April 2009: Teacher and principal internship**

- Administration needs to ensure that they are effectively meeting the requirements of the above cited codes and policies.

**Preston County/South Preston Middle Response: Teacher and principal internship objectives**

- Administrator will review W.Va. Code 18A-3-2b and 2d; Policy 5899, and Policy 5900 to determine requirements of principal involvement.
- Administrator will meet with teacher mentors to insure that the positive aspects of the culture of the school are being passed on to the new teachers.

**Preston County/South Preston Middle Response: Teacher and principal internship objectives**

Action Steps	Timeline	Person Responsible	Progress
Review appropriate policy and code	August 2009	Darrell Martin	
Regular meetings with mentors and new teachers to discuss school and classroom practices and procedures. Strategic plan will be a discussion topic.	On going 2009-2010	Darrell Martin and mentor teacher	
County mentoring procedures manual will be provided for new teachers, mentors, and principals. Time and substitutes will be provided by the county for mentors and new teachers to meet during the school day.	On going 2009-2010	Mike Teets	

**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)

**Summary of Findings: Leadership**

- Administration is required to receive assistance from the central office, WVDE and RESA VII to assist in correcting the deficiencies.

**Recommendations of Improvement Team April 2009: Leadership**

3. Administration needs to determine the various assistance available from the agencies noted and schedule accordingly.

**Preston County/Central Preston Middle Response: Leadership Objectives**

2. Administrator will receive technical assistance from WVDE, Fairmont State University, RESA VII

**Preston County/South Preston Middle Response: Leadership**

Action Steps	Timeline	Person Responsible	Progress
Complete 21 <sup>st</sup> Century Leadership Institute	July 2008 – April 2009	Darrell Martin and WVDE staff	Completed April 2009
Attend county Principals' Academy	August 2009	Darrell Martin	Reservations and professional meeting forms have been turned in. June 2009
Schedule Fairmont State University to provide training on co-teaching.	School year 2009-2010	Darrell Martin, Michele Brown, and Barbara Owens	
Attend Strategic Planning Meeting	August 2009	WVDE	
County will provide funding for stipends, travel, and lodging for Principals' Academy. County will provide support in providing training and follow-up to assure imbedded professional development in co-teaching occurs. This will include funding, substitutes, and release time for the training.	August 2009 throughout 2010,	Kathy George Mike Teets Larry Parsons	

**§126-13-8. Indicators of Efficiency.**

Page 144 of Initial OEPA report

Indicators of efficiency for student, school, and school system performance and processes will be reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; transportation; facilities; administrative practices; personnel; use of regional education service agencies, or other regional services that may be initiated between and among participating county boards.

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

**Summary of Findings: Curriculum**

- Collaboration between general education and special education teachers must be improved due to the low test scores in the SES subgroup.
- Preston County Central Office must assure that the Five Year Plan is revised and used to guide school improvement.

**Recommendations of Improvement Team April 2009: Curriculum**

2. Contact Carla Williamson at WVDE at 558-5325 and Office of Special Programs at 558-2696 to assist with effectively implementing co-teaching.
3. Five Year Strategic plan must be current and guide the work of the school. Contact Chuck Heinlein at (304) 558-3199 for assistance in revising the plan.

**Preston County/South Preston Middle Response: Curriculum Objectives**

2. Carla Williamson will be contacted to provide assistance with co-teaching to improve low test scores in the SES subgroup.
3. Chuck Heinlein's staff has been scheduled to provide training in strategic planning and revising the current plan.

**Preston County/South Preston Middle Response: Curriculum**

Action Steps	Timeline	Person Responsible	Progress
Contact Carla Williamson to provide technical assistance for co-teaching.	June – August 2009	Darrell Martin	Mrs. Williamson called back in June but no individual contact to this date. June 17, 2009
Attend the strategic planning session at the principals' academy	August 2009	Darrell Martin and WVDE staff	
County will provide funding for travel, meals, lodging, and substitute costs.	August 2009	Kathy George	

**§126-13-18. Capacity Building.**

18.1. Capacity building is a process for targeting resources strategically to improve the teaching and learning process.

**Summary of Findings: Capacity Building**

- Principal has the vision and goals necessary for the school; however, assistance is needed to ensure that resources are guided in the right direction.
- Team recommended county superintendent and school administrator contact Dr. Karen Huffman's office.

**Recommendations of Improvement Team April 2009: Capacity Building**

2. Contact Dr. Karen Huffman at (304) 558-3199 to schedule a system of support visit.

**Preston County/Central Preston Middle Response: Capacity Building objectives**

2. Administrator will attend the WVDE support visit to learn to use resources to improve the teaching and learning process.

**Preston County/Central Preston Middle Response: Capacity Building**

Action Steps	Timeline	Person Responsible	Progress
Attend the scheduled WVDE session	May 28, 2009	Darrell Martin	Attended the session held by Chuck Heinlien and his staff.
County will request support from Dr. Huffman and work toward ensuring that resources are guided in the right direction to provide a safe and positive teaching and learning process for South Preston.	June 2009- June 2010	Kathy George William Helmick Larry Parsons Mike Teets	

# Preston County Preston High School

## Required Revisions to the County Electronic Strategic Plan

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West Virginia Department of Education  
State System of Support Improvement Team Consultant:  
Chuck Heinlein

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July 2009

## Preston County/Preston High Strategic Plan Revisions

### Compliance Area: 5.1. Accountability

Pages 154 of OEPA initial Education Performance Audit Report

**5.1.1 Achievement:** For the purpose of determining AYP for public school and county school district accountability, only the assessment scores of students who are enrolled in a public school for a full academic year will be included in the AYP calculation.

#### Summary of Findings: Achievement

- The Economically Disadvantaged SES subgroup in reading/language arts and special education in math and reading/language arts did not meet AYP.
- The All subgroup in reading/language arts and the SES subgroup in math achieved AYP through the confidence interval.
- All cells showed a decline in trend data for math
- Based on point system for accreditation, Preston High did meet standard; however scores are below mastery and should be addressed for improvement in the Five Year Strategic Plan.

#### Recommendations of Improvement Team April 2009: Achievement

1. Data analysis on the WESTEST and benchmark testing needs to be completed down to the individual student level in order to address weaknesses.
2. High yield instructional practices need to be incorporated in the classrooms and instruction should be adjusted continuously based on the needs of the students following benchmark and various forms of formative assessments.
3. Emphasis needs to be placed on all subgroups to address the deficiencies. Co-teaching strategies should be utilized to improve SES and Special Education subgroups.
4. Administration should conduct weekly walk-throughs to ensure that students' needs are being met and instruction is based on the WV CSOs.
5. Carefully assess each special education students' ability to test with either the WESTEST or APTA to ensure that participation rate is met.

#### Preston County/Preston High Response: Achievement/ Objectives

- Data will be used address individual student instructional needs to assure increased student performance
- High yield instructional practices will be incorporated in the classrooms and adjusted as required by benchmark and interim assessment
- Co-teaching will continue to be increased to meet the needs of sub-groups to lessen the achievement gap
- Walk throughs will be employed to assess that all students' needs are being met and instruction is based on the CSOs.

#### Preston County/Preston High Response: Achievement

Action Steps	Timeline	Person Responsible	Progress
Providing professional development on building positive relationships with students of generational poverty and the role the school must play in the commitment to high expectations for all including the community and parents.	August 2009 to June 2010	Jill Zeigler Counselors	
Provide time to disaggregate data: Department meetings to analyze trend data and apples to apples data All teachers will be held accountable for developing classroom strategies	August 2009 to June 2010	Jill Zeigler Counselors Doug Riley	

Walkthroughs will focus on Action Steps	August 2009 to June 2010	Doug Riley	
Collaborative teachers must develop intervention strategies together.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
EXPLORE Data must be shared with all classroom teachers	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Contact Chuck Heinlein for recommendations for test talks.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Implement benchmark assessment	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
<p>Central Staff will support Preston High School in the presentation of professional development concerning generational poverty and high expectations for all students by providing presentations and funding needed for such professional development.</p> <p>Central Staff will support Preston High School in supplying professional development time and technology to use CSO's as the base for all instruction at PHS, data to inform instruction, and to develop walk through summaries which will identify specific strategies for teaching and learning within the classrooms, such as student engagement.</p> <p>The Central staff will help develop effective scheduling so that teachers will have time to collaborative planning, and provide test talks for all students.</p> <p>The Central staff will support Preston High School in the implementation of benchmark assessment and help provide professional development to staff for the implementation of data driven instruction.</p>	August 2009 to June 2010	Kathy George Mike Teets Larry Parsons	

**Compliance Area: §126-13-7. High Quality Standards**

Pages 155-157 of OEPA initial Education Performance Audit Report

The education standards for student, school, and school system performance and processes set forth the knowledge and skills that students should know and be able to do as a result of a thorough and efficient education that prepares them for the 21<sup>st</sup> century. The high quality standards incorporate the 21<sup>st</sup> century skills initiatives and assure that graduates are prepared for continuing post-secondary education, training, and work and that schools and school systems are making progress toward achieving the education goals. Each county board of education, in order to define its education program, shall establish policies and implement written procedures that reflect the education standards adopted by the West Virginia Board of Education.

**7.1.6. Instruction in writing.** Instruction in writing shall be a part of every child’s weekly educational curriculum in grades K through 12 in every appropriate class. (Policy 2510; Policy 2520)

**Summary of Findings: Instruction in writing**

- The mathematics department was not providing weekly writing instruction.

**Recommendations of Improvement Team April 2009: Instruction in writing**

1. Professional development may be needed to assist teachers in “Writing across the Curriculum”.
2. Administration must monitor through lesson plans and walk-throughs that writing instruction is occurring in all content areas.

**Preston County/Preston High Response: Instruction in writing Objectives**

1. Writing will be a part of every student’s educational curriculum at PHS and writing will occur in every appropriate class.

**Preston County/Preston High Response: Instruction in writing**

Action Steps	Timeline	Person Responsible	Progress
Provide UK-CRL writing strategies to ALL teachers.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Math teachers will use ticket-out strategies	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Students must write answers in complete sentences according to UK-CRL formulas	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Walk-throughs will contain an indicator for writing	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Modified block for math and English SWD	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	

<p>The central staff of Preston County Schools will provide support for professional development in the University of Kansas Strategies for all teachers at the high and middle school levels, by arranging the PD and funding the stipends and substitutes needed.</p> <p>The central staff of Preston County will help to monitor writing across the curriculum for all classes at PHS.</p> <p>The central staff of Preston County will help to provide support in scheduling of SWDs with modified block scheduling by supplying support for the scheduling process at PHS. (Dr. Kennedy)</p>	<p>August 2009 to June 2010</p>	<p>Kathy Geroge Teddi Cox Mike Teets Larry Parsons</p>	
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**7.1.7. Library/educational technology access and technology application.** The application of technology is included throughout all programs of study and students have regular access to library/educational technology centers or classroom libraries. (Policy 2470; Policy 2510)

**Summary of Findings: Library/educational technology**

- Technology availability/use was very limited.
- School's Five-Year Technology plan must be revised.

**Recommendations of Improvement Team April 2009: Library/educational technology**

1. Contact Sarah Lyons at the WVDE at (304) 558-7880 for assistance in revising the Technology plan.
2. Administration needs to seek ways to encourage computer usage as part of the curriculum.

**Preston County/Preston High Response: Library/educational technology objectives**

- The access to technology will increase throughout the school.

**Preston County/ Preston High Response: Library/educational technology**

Action Steps	Timeline	Person Responsible	Progress
<p>Contact Sarah Lyons at the WVDE at (304) 558-7880 for assistance in revising the Technology plan.</p> <p>Employ a TIS at the high school to meet the technology needs at the high school</p>	<p>August 2009 to June 2010</p>	<p>Jill Zeigler Dave Murray Doug Riley</p>	
<p>Central staff of Preston County Schools will support PHS in seeking a position of a TIS at PHS in the coming year. Additional technology will be provided as funding allows.</p>	<p>August 2009 to June 2010</p>	<p>Mike Teets Larry Parsons</p>	

**7.1.8. Instructional materials.** Sufficient numbers of approved up-to-date textbooks, instructional materials, and other resources are available to deliver curricular content for the full instructional term. (Policy 2510)

**Summary of Findings: Instructional materials**

- Art teacher sent home a list of required materials and a fee was being charged for new copies of material in art.

**Recommendations of Improvement Team April 2009: Instructional materials**

- Administration needs to ensure that all students have the required materials provided.

**Preston County/Preston High Response: Instructional materials objectives**

- Students will have material required provided in class.

**Preston County/Preston High Response: Instructional materials**

Action Steps	Timeline	Person Responsible	Progress
Clarify the incident that happened in the classroom that prompted the finding.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Adequate funds are available in the budget to support the art program.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Central Staff will monitor required materials at PHS.	August 2009 to June 2010	Mike Teets Larry Parsons	

**7.1.12. Multicultural activities.** Multicultural activities are included at all programmatic levels, K-4, 5-8, and 9-12 with an emphasis on prevention and zero tolerance for racial, sexual, religious/ethnic harassment or violence. (Policy 2421)

**Recommendation: Multicultural activities**

- A written plan was not in place; however, a variety of activities were occurring. Team recommends a written plan be put into place.

**Preston County/Preston High Response: Instructional materials**

- A multicultural plan was in place and many activities were being provided as stated in the plan.
- Plan needs an update.

Action Steps	Timeline	Person Responsible	Progress
Multicultural Plan will be available.	August 2009 to June 2010	Jill Zeigler Counselors	
Central Staff will monitor required plan to be in place at PHS.	August 2009 to June 2010	Mike Teets Larry Parsons	

**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.

**Summary of Findings: Electronic strategic improvement plans**

- None of the teachers could discuss the goals of the plan.
- Plan was not guiding the curriculum and the school improvement process.

**Recommendations of Improvement Team April 2009: Electronic strategic improvement plans**

1. Administration needs to convene the planning committee to begin revising the plan. It is important that the committee seeks input from all stakeholders .
2. The plan must guide the school's curriculum. Data analysis needs to be completed to determine the needs of the school and goals developed from the prioritized issues.

**Preston County/Preston High Response: Electronic strategic improvement plans**

- Plan will be in place to develop, implement and monitor progress of the strategic improvement plan.
- Data analysis will be the key to implementation of instruction and variation of instruction will be dependent on data as noted through the benchmarking and interim assessments throughout the school.

**Preston County/ Preston High Response: Electronic strategic improvement plans**

Action Steps	Timeline	Person Responsible	Progress
Report out during every Faculty Senate meeting from each department on particular goals.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Provide the Strategic Plan in hard copy and electronically.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Strategic Plan will become a line item at every meeting.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Team will consist of all the stakeholders.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Develop a group of people to provide staff development to ALL stakeholders re: Strategic Plan	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Central staff of Preston County schools will monitor the progress of the development and implementation of the Strategic Plan at PHS	August 2009 to June 2010	Kathy Geroge Mike Teets Larry Parsons	

**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)

**Summary of Findings: Lesson plans and principal feedback**

- Lesson plans were not all checked by the administration each quarter.
- At least 5 teachers did not have lesson plans for the entire school year.

**Recommendations of Improvement Team April 2009: Lesson plans and principal feedback**

1. Administration should check lesson plans during weekly walk-throughs to ensure that they are complete and based upon the CSOs.
2. Lesson plan format should be uniform throughout the building so that it can be easily followed by a substitute teacher.

**Preston County/Preston High Response: Lesson plans and principal feedback**

- Lesson plans will be monitored regularly to assure that content standards and objectives are being addressed through the planned instruction. Plans will also be readily available for substitutes.
- All teachers will have lesson plans.

**Preston County/ Preston High Response: Lesson plans and principal feedback**

Action Steps	Timeline	Person Responsible	Progress
Lesson Plan Review Sheets will be available for each faculty member and will be available in the lesson plan book and a copy in each evaluating administrator's handbook.	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Central Staff will monitor lesson plan review	August 2009 to June 2010	Kathy George Mike Teets Larry Parsons	

**7.2.4. Data analysis.** Prior to the beginning of and through the school term the county, school, and teacher have a system for analyzing, interpreting, and using student performance data to identify and assist students who are not at grade level in achieving approved state and local content standards and objectives. The county, principal, counselors, and teachers assess student scores on the American College Test and the Scholastic Aptitude Test and develop curriculum, programs, and/or practices to improve student and school performance. (Policy 2510)

**Summary of Findings: Data Analysis**

- Teachers were not using data to guide instruction to meet students' needs.

**Recommendations of Improvement Team April 2009: Data analysis**

1. Professional development needs to be provided on how to use data to guide instruction.
2. Administration needs to make sure that teachers are using formative assessments and continuously adjusting instruction based on student needs.

**Preston County/ Preston High Response: Data analysis objectives**

- Professional development will be provided on how to use data to guide instruction.
- Leadership will monitor teachers to assure that all are using formative assessments and continuously adjusting or varying instruction base on the students needs.

**Preston County/Preston High Response: Data analysis**

Action Steps	Timeline	Person Responsible	Progress

Prior to the beginning of and through the school term the county, school, and teacher have a system for analyzing, interpreting, and using student performance data to identify and assist students who are not at grade level in achieving approved state and local content standards and objectives. The county, principal, counselors, and teachers assess student scores on the American College Test and the Scholastic Aptitude Test and develop curriculum, programs, and/or practices to improve student and school performance. (Policy 2510)	August 2009 to June 2010	Jill Zeigler Dave Murray Doug Riley	
Provide time to disaggregate data: Department meetings to analyze trend data and apples to apples data All teachers will be held accountable for developing classroom strategies	August 2009 to June 2010	Jill Zeigler Counselors Doug Riley	
Walkthroughs will focus on Action Steps	August 2009 to June 2010	Doug Riley	
Collaborative teachers must develop intervention strategies together.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
EXPLORE Data must be shared with all classroom teachers	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Contact Chuck Heinlein for recommendations for test talks.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Implement benchmark assessment	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	

<p>Central Staff will support Preston High School in supplying professional development time and technology to use data to inform instruction, and to develop walk through summaries which will identify specific strategies for teaching and learning within the classrooms, such as student engagement. The Central staff will help develop effective scheduling so that teachers will have time to to collaborative planning, and provide test talks for all students.</p> <p>The Central staff will support Preston High School in the implementation of benchmark assessment and help provide professional development to staff for the implementation of data driven instruction.</p>	<p>August 2009 to June 2010</p>	<p>Kathy George Mike Teets Larry Parsons</p>	
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7.6.4. Teacher and principal internship. The county board develops and implements a beginning teacher internship program and a beginning principal internship program that conform with W.Va. Code and West Virginia Board of Education policies. (W.Va. Code §18A-3-2b and 2d; Policy 5899; Policy 5900)

**Summary of Findings: Teacher and principal internship**

- New teachers had mentors but the administration was not involved in the mentoring process.

**Recommendations of Improvement Team April 2009: Teacher and principal internship**

1. Principal needs to assure that requirements of the code and policy are being met regarding the mentoring policy.

**Preston County/ Preston High Response: Teacher and principal internship objectives**

- New teachers will have the mentoring as required by policy.

**Preston County/ Preston High Response: Teacher and principal internship objectives**

Action Steps	Timeline	Person Responsible	Progress
Administrators will meet with mentors/mentees as per policy.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
School administration will access a list of mentors/mentees in the county office.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
The central staff of Preston County School will provide support for PHS in providing all mentors and mentees release time per policy and provide stipends and or substitutes for each meeting time. This will be monitored by the central staff.	August 2009 to June 2010	Mike Teets Larry Parsons	

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)

**Summary of Findings: Leadership**

- Due to the number and quality of deficiencies, assistance is needed in developing leadership at the school and classroom levels.

**Recommendations of Improvement Team April 2009: Leadership**

1. County Office needs to contact Dr. Karen Huffman's office at (304) 558-3199 to schedule a School System Support visit.

**Preston County/Preston High Response: Leadership Objectives**

Leadership will improve.

**Preston County/Preston High Response: Leadership**

Action Steps	Timeline	Person Responsible	Progress
School System Support occurred on 5/29/09.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Contact the superintendent, Larry Parsons, and Chuck Heinlein at the state department regarding any issues that come up.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Doug Riley will communicate with Chuck Heinlein on a monthly basis.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Investigate participation in WV Institute for 21 <sup>st</sup> Century Leadership	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
The central staff of Preston County schools will support PHS in the development of leadership at the school district, school, and classroom levels through devoting time and attention to the development of a vision, support for improved school culture and instruction, and helping to establish a managed environment to increase a sense of school community and professionalism.	August 2009 to June 2010	Kathy George Mike Teets Larry Parsons Bob Ridenour	

**§126-13-8. Indicators of Efficiency.**

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Indicators of efficiency for student, school, and school system performance and processes will be reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; transportation; facilities; administrative practices; personnel; use of regional education service agencies, or other regional services that may be initiated between and among participating county boards.

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

**Summary of Findings: Curriculum**

- Student access to technology must increase.
- Five Year Strategic plan must be used to determine the curriculum delivery process at the school.

**Recommendations of Improvement Team April 2009: Curriculum**

1. Follow recommendations of Curriculum and Electronic Strategic Plan in section that addresses the high quality standards.

**Preston County/Preston High Response: Curriculum Objectives**

- We will use a strategic plan and increase the use of technology within our school.

**Preston County/Preston High Response: Curriculum**

Action Steps	Timeline	Person Responsible	Progress
Scheduling will be revised to provide for more use of technology throughout the school.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
An annual audit will be developed to assure that the school is meeting the curricular requests of students	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
The use of on-line curriculum programs including distance learning will be used to help meet the curriculum needs of our students	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
More access to technology will be provided through technology intergration in each class.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
A TIS will be provided to help teachers in the integration of technology in the classroom.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Central office staff will help to provide more technology and monitor the curricular needs of the school.	August 2009 to June 2010	Kathy George Mike Teets Larry Parsons	

**§126-13-18. Capacity Building.**

**18.1. Capacity building** is a process for targeting resources strategically to improve the teaching and learning process.

**Summary of Findings: Capacity Building**

- Similar issues existed in April of 2005; therefore, capacity to correct deficiencies has not been demonstrated.

- High quality professional development must be provided to address proper implementation of the strategic plan and utilizing data in the classroom to adjust instruction.
- Team recommended county superintendent contact Dr. Karen Huffman's office and RESA VII to assist in developing capacity to correct deficiencies.

**Recommendations of Improvement Team April 2009: Capacity Building**

1. Contact Dr. Karen Huffman at (304) 558-3199 to schedule a system of support visit.
2. Contact RESA VII to determine professional development opportunities that are available.

**Preston County/Preston High Response: Capacity Building objectives**

1. County will seek assistance from WVDE and anticipate improving deficiencies.

**Preston County/ Preston High Response: Capacity Building**

Action Steps	Timeline	Person Responsible	Progress
Michelle Blatt will meet with PC in August, 2009 to do strategic plan, data analysis, and help prioritize the needs of PHS.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
All the staff development we have listed before.	August 2009 to June 2010	Doug Riley Dave Murray Jill Zeigler	
Central Staff will work with the WVDE and PHS to help improve the deficiencies noted.	August 2009 to June 2010	Kathy George Mike Teets Larry Parsons	