

1983

# Communication, the Missing Ingredient

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*Eastern Illinois University*

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Author

COMMUNICATION,

THE MISSING INGREDIENT  
(TITLE)

BY

Rex W. Eddy

FIELD EXPERIENCE

**X**THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF

Specialist in Educational Administration

IN THE GRADUATE SCHOOL, EASTERN ILLINOIS UNIVERSITY  
CHARLESTON, ILLINOIS

1983  
YEAR

I HEREBY RECOMMEND THIS THESIS BE ACCEPTED AS FULFILLING  
THIS PART OF THE GRADUATE DEGREE CITED ABOVE

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COMMITTEE MEMBER

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DATE

DEPARTMENT CHAIRPERSON

COMMUNICATION,  
THE MISSING INGREDIENT

by

Rex W. Eddy

AN ABSTRACT

Submitted in Partial Fulfillment of the Requirements  
for the Degree of

Specialist in Educational Administration  
in the Graduate School, Eastern Illinois University  
Charleston, Illinois

1983

## ABSTRACT

This writer feels that communication is a very significant aspect of the educational process. Upon assuming the principalship at Winchester High School, action was undertaken to aid the development of good lines of communication between the administration, faculty, student body and community. Basically, four distinct steps were pursued in an attempt to develop and improve upon the communication system at Winchester High School.

The first step concerned itself with the development of a comprehensive new "Student Handbook." It was immediately obvious to this writer that the rules and regulations for the daily operation of Winchester High School needed to be spelled out for the student body and thus communicate to them how the administration expected them to get along while in attendance at school. This was done with the development of the "Student Handbook" which has received yearly revisions as needed.

A second step that was undertaken in an attempt to develop the above-mentioned lines of communication centered itself around administration-faculty communication. Again, upon assuming the duties of principal at Winchester High School, it became obvious to this writer that there had not been good communication between the administration and faculty in the past. Thus, a systematic series of informative and directional faculty meetings were instituted. The result of this action has taken the form of a communication link that allows the administration and faculty to come together once a week to set the pace for the week's activities.

A third step that was pursued by this writer in an attempt to improve communication within Winchester High School involved the "open

door" policy. From the start of this writer's tenure at Winchester High School, faculty, staff and students have been encouraged to stop by the office when questions or concerns needed to be aired to the administration. In this way, accessibility to the principal is available for all who care to take advantage of it. In this writer's estimation, the "open door" policy has been a significant step in the development of communication at Winchester High School that has become more useful to all that are involved as time has passed.

A final communication type developed by this writer concerned itself with teacher evaluation. No better way exists, in this writer's mind, to communicate between the administration and faculty members than to evaluate in a constructive manner the work of the individuals that are employed to teach in a particular school. Upon assuming the duties of principal at Winchester High School, a system of teacher evaluation was instituted. This system has been revised as needed and now takes the form of "goal setting" activities that are developed through the cooperation of both the administration and the faculty members.

All of the activities mentioned above have been undertaken with the explicit goal of helping to improve communication at all levels of involvement and interest within the Winchester High School. The following sections of this paper will endeavor to describe how communication lines were fully developed. An additional attempt will be made to evaluate the results of the communication that were developed. Recommendations will also be made as how best to continue and possibly improve upon the communication system in place at Winchester High School.

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## Chapter 1

### THE SETTING

#### The School

Winchester, Illinois is located in west-central Illinois and serves as the county seat of Scott County. Winchester High School is governed by the Board of Education Community Unit District #1 of Scott and Morgan Counties. Further governance for the school district is provided by the Scott and Morgan County Educational Service Region with offices in Jacksonville. The schools of Community Unit District #1 are also served by the Four Rivers Special Education Cooperative that is located in Jacksonville. The school district covers an area of 172.92 square miles, and it includes the following attendance centers:

1. Alsey, IL, Grades 1-8, enrollment 90.
2. Manchester, IL, Grades 1-8, enrollment 64.
3. Winchester, IL, Grades K-8, enrollment 389.
4. Winchester, IL, Grades 9-12, enrollment 270.

These above-mentioned attendance centers combined to provide for a district-wide enrollment of 813 students at the conclusion of the 1981-82 school year.

Winchester High School is located in the southwest corner of Winchester, Illinois, a rural oriented community of 1800 people that serves as both the governmental and commercial center for the county. The high school is adequately housed in a three-story brick structure that was completed in 1921. The building has had the following additions to the original structure:



1. Agriculture shop remodeled - 1963.
2. Music room and home economics facility - 1969.
3. New vocational building (auto mechanics and industrial arts) - 1975,
4. New physical education locker rooms - 1980.

With the above-mentioned additions, the secondary students of the district have been provided a very serviceable, educational facility. Health-Life Safety work designed to bring the building into code compliance is being completed during the 1982-83 school year. The high school enrollment projected for the fall of the 1982-83 school year is holding currently at 248 students, which is a considerable decrease from the 396 students that were in attendance as recently as six years ago. Thus, declining enrollment has obviously been a topic of great concern during the past several years.

The professional staff at Winchester High School currently includes twenty-one full-time and three half-time faculty members. This current staff level reflects a reduction of two and one-half full-time teaching positions over the course of the last two school years. Staff reductions have been made mostly through attrition with only one R.I.F. occurring. In this writer's opinion, the teaching staff at W.H.S. can be characterized as being friendly and conscientious with a good grasp of their profession. Because several of the staff members are graduates of Winchester High School, the staff has remained quite stable and in tune with the general philosophy of the community. The average faculty member would be a tenured teacher with about ten years of experience. Due to this fact, "burn-out" seems to be in existence, as numerous faculty members openly criticize their current position in life as they contemplate

alternatives to teaching as a profession.

### Problems upon Arrival

This writer inherited a position upon coming to Winchester High School that had been held for five years by an individual who had left the profession for various reasons, most obvious of which was to enter the insurance business. The previous administrator at Winchester High School had taught music here for several years prior to his assuming the duties of principal. He was generally well liked by the staff, and he was considered somewhat of an educational innovator. However, it was made perfectly clear to this writer during the interview process that major concerns existed in the minds of many people, especially the Board of Education and the Superintendent as to the direction that Winchester High School was headed. The school, its students and staff members needed attention according to the Superintendent and Board of Education, and thus it was with this understanding that this writer was named as principal of the Winchester High School.

This writer had no previous experience as an administrator prior to becoming principal at Winchester High School. He did, however, have a background that had experienced loyalty to an administration and a discipline of self. Thus, it was these two ingredients mixed with general raw enthusiasm that accompanied him into his first administrative position. This enthusiasm was quickly replaced by reality, as it became obvious that many aspects of the school operation needed attention.

An article appearing in the February 1982 issue of Educational Leadership Magazine entitled "Educational Leadership and the School Principal" by Lynne Miller and Ann Lieberman as condensed in the September 1982 issue of Education Digest addresses two concepts, The World of "Is" and

"Ought," on pages 26-27 that seem to sum up this writer's general attitude upon entering the principal's position at Winchester High School. Miller and Lieberman point out that principals clearly have three options or avenues of operation open to them as they enter into a position. Principals can, according to the authors, choose the world of "Is." According to the authors, principals that choose this option are more managers than leaders, as they attempt to maintain the status quo as they resist change. A second option pointed out by the authors sees administrators involved with the world of "Ought." The authors see principals opting for this mode of operation as being those who are open to influence from outside the school itself, as they question the status quo and move towards effective leadership. A third step developed by the authors Miller and Lieberman involves principals that take the leap. According to the authors, these principals become helpers, more democratic and open, more involved in individual growth issues, more long range, collegial, innovative and more involved in world ideas. According to the authors, principals who choose the third leadership style are more capable of initiating improvements and supporting the efforts being made by others.

This writer would most probably characterize himself as being somewhat a combination of Miller and Lieberman's second and third steps, as he attempted to take steps upon becoming principal of Winchester High School that would hopefully make a long-range change in the educational process. In this writer's opinion, the most obvious deficiency in the school operation that was in need of change was that of "poor communication" within the school. This observation paralleled exactly the charge that had been given to this writer by the Board of Education and

the Superintendent during the interview process. Thus, steps were taken in the areas of communication with students, communication between the faculty and administration and, more directly, communication between the administrator and individual teachers in hopes of changing the direction of school life at Winchester High School while answering the concerns that were voiced to this writer prior to assuming the duties of principal. The following sections of this paper will attempt to describe how improvements in communication were achieved.

## Chapter 2

### ADMINISTRATION OF STUDENTS

#### Situation upon Arrival

One of the first concerns as a first-year administrator at Winchester High School was to become established with the student body. Discipline, as pointed out earlier, had been a lacking ingredient in the daily life of the school. The Superintendent, the Board of Education, the community and staff had some very serious and legitimate concerns about student discipline or the "lack of it" at Winchester High School. Thus, this writer attempted to add direction to the discipline process at Winchester High School by undertaking several steps designed to communicate this process to the student body.

First, the "Student Handbook" was rewritten in such a way as to hopefully relict the administration's stance on student discipline matters. (See Appendix A.) Secondly, an all-school assembly was held on the first morning of student attendance with the administration being introduced and at which time the new operating procedures for Winchester High School were explained. Thirdly, rules and regulations were as consistently followed up on as possible, while students were reminded at every opportunity that they were ultimately responsible for their individual behavior at W.H.S. And fourthly, the job description for the position of Dean was rewritten to include a definite set of duties and responsibilities rather than just being a token position. The position of Dean was then placed in the hands of an individual who could handle the responsibilities while receiving support from the administration.

### Remedial Steps

It had been the original intent of this writer upon accepting the principalship of Winchester High School not to drastically change the general set of school rules and regulations during the first year. The thinking behind this was that an evaluation of the rules and regulations would be made as the year progressed, and then any minor changes that were deemed necessary would be made prior to the start of the second year. Not too many school days went by during the first year before it was realized that some changes were going to be necessary, especially in the manner in which attendance and unexcused tardies were being handled. Thus, during the spring of the first year, possible changes that could be made were considered and evaluated. As a result of these considerations, a system was developed that placed maximum responsibility on students for their actions. The development stage for these new policies provided an initial opportunity to communicate feelings concerning these areas of inadequacy as a perception of the problem was presented to the faculty along with a plan of changes to be implemented during the spring of 1979. In this way, faculty input was secured along with their general understanding of the new policies prior to the start of school. The Board of Education was then presented the policy changes for its approval prior to the implementation. Thus, the administrator was given the opportunity to communicate feelings about these areas of concern as well as what proposals were being made to remedy the situation. Prior to the start of school in 1979, the new system was placed in the "W.H.S. Student Handbook" for consideration by all of the students before their return to school.

This writer felt it would be essential to develop a parental under-

standing of the new policies and what they were attempting to accomplish. Therefore, the policies were presented as a part of an informative report on the high school to the local Kiwanis Club of which the principal is a member. At this time, the new policies were communicated to a group of local citizenry which happened to include a number of parents of high school students. A secondary effect of the report to the Kiwanis group occurred as a result of an account of the report's having appeared in the local newspaper. By this time, the new policies had received a great deal of explanation and discussion prior to any students' having come into any direct contact with them.

Development, explanation and follow-up were the steps that were taken during the development of two new policies that have proven to be most successful at Winchester High School. However, the most important aspect in the development of this entire system was that of communication of the various ideas and concepts that were being developed to all groups that needed a complete understanding.

In years previous to this writer's administration, a limited amount of new ideas and concepts had been developed at Winchester High School, much less communicated to the student body or anybody else. Once the policies were officially implemented, it became necessary to enforce them consistently to make them effective. The Dean of Students was charged with the daily enforcement of the attendance procedure, so he needed to and did play an important role in development, explanation and eventual follow-up (enforcement) of the new policies. Being on the firing line each day, the Dean of Students was consistently called upon to communicate with both students and parents concerning the various aspects of the new policies. Thus, again communication played an impor-

tant role in assuring that the policies were both understood and enforced in a consistent and efficient manner.

The inclusion of parental communication as an integral part of our new policies paid handsome dividends, as parents seemed to appreciate the communication with them as they were eager to cooperate with the school in its attempts to prevent a similar problem from occurring with their Winchester High School student at some time in the future. Thus, the repeat offenders were greatly reduced, and the number of students that reached maximums and thus received severe disciplinary action became a very small minority of those students who initially entered into the system. Again, it is felt that communication has paid off at Winchester High School.

A detailed description of the Winchester High School "Tardies and Truancy Policy" which was implemented can be found in Appendix A of this paper.

A possible indication to the reader as to the success of the W.H.S. Tardies and Truancy Program lies in the figures themselves. The year prior to my arrival, no less than twelve students received suspensions due to truancy related incidents. During the three and a half years the new program has been in place, only two students have received the maximum penalty of the ten day suspension. And, currently of the 249 students enrolled at W.H.S., no students have received the maximum ten days for which violation of the program calls. General overall attendance figures for the past six years are as follows:

1976-77	94%
1977-78	94%
1978-79	94%
1979-80	94%
1980-81	95%
1981-82	96%



With these figures in mind, this writer again would repeat that it is felt that the program is working and working well. The tardies portion of the policy is working equally as well, as only three students have been suspended over the course of the past three and a half years, while currently none of the 249 students have been subject to the maximum penalty.

## Chapter 3

### ADMINISTRATION OF FACULTY

#### Situation upon Arrival

As this writer's work progressed at Winchester High School, it became more and more apparent that the professional staff had been given little direction to their professional lives for some period of time. Teachers had been accustomed to coming and going as they pleased with little or no concern for policies and procedures as far as daily and yearly operation was concerned. Teachers scheduled events, planned for student absences and even went so far as to hire their own substitute teachers without much thought being given to the consequences of their actions. These areas of operational confusion, as they might be termed, were obvious at the beginning of the 1978-79 school year.

Previous to this writer's employment at Winchester, he had the good fortune to work during his early professional life in a district that included a strong administration, strong in the sense that the administration had developed a set of smoothly operating policies and procedures that helped provide for a good overall school operation. With this background in mind, an attempt was made to interject some of these aspects into the operation of Winchester High School. Now, one must remember that this attempt to do some general housekeeping and reorganization was contrary to what the school had been used to, so it must be candidly admitted that it was not an easy task to complete. However, steady progress has been made in the school's operation with improvements being seen each year. It is felt that three distinct areas and means of com-

munication have allowed an improvement in operations at W.H.S. during the past several years. Those communicative devices are as follows:

1. Weekly faculty meetings.
2. Open door policy.
3. Teacher evaluation.

#### Remedial Steps

As previously mentioned, upon this writer's arrival at Winchester High School, it was obvious early that some general guidance and organization needed to be applied to the faculty and its general mode of operation. As a teacher, this writer had been subjected to a weekly Monday morning faculty meeting that was sometimes found to be boring because many bits of information supplied by the administrator had no great relevance to each teacher. Now, in the role of a school administrator, it becomes overwhelmingly obvious that the Monday morning format for a regularly scheduled faculty meeting had great benefit for the entire faculty, as it set the tempo for the week. The coming events of the week, as well as the logistics involved in pulling everything off smoothly and professionally, could be outlined and formulated at one sitting. Thus, with this in mind, the faculty members were informed at the first meeting in August of 1978 that they were to reserve the first teaching day of every school week for an 8:15 to 8:30 faculty meeting. It was further explained to them that it was felt necessary to have these meetings so as to be able to make adequate plans for the week's events as well as to be able to set aside a time where regular review of operational procedures could be reinforced for the eventual benefit of all concerned.

Thus, the regime of weekly faculty meetings began as a means of communicating effectively within Winchester High School. The meetings were

short and relatively simple. Opportunities were provided during each meeting to communicate to the faculty the events of the week, establish substituting schedules, ask questions of the faculty, as well as accept input from them into decisions to be made concerning the general weekly operation of W.H.S. (Please refer to Appendix B for the synopsis of the W.H.S. faculty meetings.)

In going over the agendas from the past faculty meetings during the preparation of this paper, this writer was actually overwhelmed by the amount of information that was shared with the faculty members during the past two years. The meetings have been found to be both productive and worthwhile, as schedules have been easily worked out and deadlines have been met. Daily to weekly school business has been easily accomplished, and an overall smooth yearly operation has been maintained. The weekly faculty meeting as an effective communication tool would be recommended, as it has worked at Winchester High School during the past several years, and it would be anticipated that it would work in a similar fashion for anyone interested in its development.

#### Open Door Policy

During this writer's tenure as principal of Winchester High School, the faculty has continually been encouraged to come to the office with their questions and concerns. They have been reminded that the door is always open to them and that they never need feel that any problem or question is either too large or too small for consideration and interest. This is believed to be a prudent step to have taken with this faculty, in that a small school setting such as the one at Winchester High School needs to extend and exhibit a feeling of worth and interest towards its professional staff, and it is this writer's belief that this can best be

accomplished through an on-going "open door" policy. Any approach other than this would in the estimation of this writer be inappropriate to a school of this size and general character.

One problem with the "open door" approach is clearly visible now in retrospect, and that is the "idealism" it includes, idealism in the fact that "idealy" faculty should come to their administrator with both their questions and concerns, but realistically they do not. Realistically, they seem to seek out solutions to their problems in the friendly confines of the teachers' lounge rather than at the principal's office. It is felt that one major contributor to this situation was mentioned in part by this writer earlier in this paper, and that was the concept of a "tenured teacher with ten or more years of experience." Tenured teachers with several years of experience, such as many of the people at Winchester High School, tend to already have most of the critical and noncritical answers that they need. Thus, it becomes the administrator's chore to extract those well-hidden answers at the appropriate time so as to achieve his ultimate goal, that of a smooth school operation. On the other hand, non-tenured teachers or teachers with fewer years of experience still seem to have the capacity to ask questions and seek advice before jumping into a particular school situation.

Probably this problem has been overstated, as it is most likely the same problem facing every school administrator throughout the world. But, it is felt that this writer has accurately stated an administrator's biggest job, that of attempting to extract those well-hidden answers so that they can be blended together with the enthusiasm of the younger teachers to produce the end product, a functional and operationally sound educational program. This is what this administrator has attempted to do dur-

ing the past several years here at Winchester High School. The "open door" policy has ended up as another avenue or opportunity to communicate with the faculty. It affords the opportunity to seek out the cooperation and acceptance of what we are attempting to accomplish from those faculty who would doubt and question, while at the same time it allows the opportunity to mold a young eager teacher into a mode of operation that strongly resembles this administrator's personal philosophy of education. In other words, the confines of the office have proven to be a very useful place to communicate with the faculty in a professional setting.

The writer's original eagerness to give direction to his staff during the first couple of years has given way to an approach that includes as frequent as possible office visits with the faculty concerning items pertinent to immediate school operation as well as to simply inquire into the health and well-being of their family or daily school life. A quick visit to a teacher's room, a teaching station, or a quick question while passing in the hall are all communication tools available to an administrator that he has to rely on in some circumstances. However, these quick, often times impromptu meetings, can produce undesirable results or misunderstandings. Thus, it would be this writer's personal preference and advice to use the office setting to communicate on a regular basis rather than some of these other less desirable methods, as one is acting professionally under a more structured environment that will produce, in the long term, a much more desirable result. While the writer is not advocating that a principal should not talk to teachers outside of the office, he is suggesting that the principal should use the confines of the office for its intended professional use.

### Teacher Evaluation

A system of formal teacher evaluation did not exist prior to this administrator's assuming the principalship at Winchester High School. In establishing an evaluation system, this writer did not profess to be an expert in the area of evaluation. When the writer was employed as the new principal, both the superintendent and the board of education members indicated that they felt teacher evaluation to be an area in need of attention at W.H.S. A number of teachers had informed the superintendent and the board of education members that the principal should show an interest in the work of teachers by making visits to classes to see the good things that were occurring. This has been the approach used for evaluation at W.H.S. Each year it was indicated to the staff that the principal would be visiting classes to see what "good things" were occurring. An instrument was developed by this writer (See Appendix C.) to use in conjunction with these visits. Since that time, it has been decided that the checklist system is unsatisfactory and that some other type of system would be more desirable. A different approach was presented at a West-Central Regional Education Service Center meeting in Springfield by Dr. Tom McGreal who emphasized goal setting as an alternative form of teacher evaluation. With "goal setting" in mind, the faculty was informed during the final meeting in May of 1982 that they should be thinking of some "goal setting" activities to be incorporated into their teaching for next year. Generally, goals can be of three distinct types, such as:

1. Program goals.
2. Learner goals.
3. Teaching goals.

It will be this principal's goal to communicate in the fall to the faculty a need for setting goals of one type or another and then working towards some type of realization of the goals that were set. In this way, communication will be a two-way street, as the principal communicates the need to participate to the staff and they in turn communicate the type of goals that they wish to work towards. Communication will again exist as a discussion of the results of the goal setting take place towards the end of next school year. Being excited about the possibilities included within future "goal setting" activities, this writer looks forward to positive results as the faculty become involved in this new activity. Also, it is hoped that this will provide an additional opportunity to communicate with the faculty about the good teaching efforts that are being made at Winchester High School. A secondary excitement is developed as the simple fact is considered that the staff will be afforded an opportunity to do something new in their professional lives. This writer feels that it is necessary to occasionally interject something new into an already existing system. Goal setting might just possibly be the "new shot" that several of this group of people are needing.



## Chapter 4

### SUMMARY AND RECOMMENDATIONS

Generally, this writer would characterize his four-plus years as Principal of the Winchester High School as being satisfying and professionally sound. Steps that have been taken in the past to help improve the daily and yearly operations at Winchester High School would not, in retrospect, be greatly changed. If anything, this writer would perhaps modify the manner of implementation by being more understanding and patient, as through the overeagerness of youth, some mistakes in judgement were obviously made.

The general aim of improving the communication at Winchester High School is viewed by this writer as having been effective and generally solid in design and method of implementation. Communication with the students at W.H.S. has been greatly improved through the development of a clear and concise set of rules and regulations as outlined by the W.H.S. Student Handbook which is followed by prudent and consistent responses from the administration in their daily implementation. Faculty communication, in this writer's opinion, has been greatly improved as well, through the use of the weekly series of faculty meetings. Faculty members now know what is going on at Winchester High School, and they are also involved in the logistics of the weekly operation, as their consent and advice is actively sought and considered each week. This writer is equally proud of the way that most faculty members seek out approval and opinions from the administration as they prepare their own personal set of educational activities designed for their students, which also gives the administration an opportunity to be continually encouraging of the

faculty as they make their desires known to the principal. This avenue of faculty-administration communication was in need of improvement upon the arrival of this writer at W.H.S. in August 1978. The "open door" policy is always active and most probably it works better than this writer feels it does, as experience has shown that faculty will not bring every question to the principal. Numerous opportunities occur during the course of a day, week, month and year whereby a faculty member simply asks, "Do you have a minute?" In short, this writer always does, and thus the "open door" is alive and well at W.H.S. One must remember, however, that the "open door" is limitless and therefore can and does include any location within the district at any time throughout the day, week, month or year.

Teacher evaluation is used at W.H.S. in varying ways and designs. Formal written evaluation is done. Informal teacher evaluations are a continual and ongoing process as faculty members seek the administrator's advice and consent on the various matters of classroom and school management and operation. Informal "goal setting" has been started this year in an additional attempt to allow the faculty members an opportunity to expand themselves in improving the instruction being offered to the students.

Recommendations for future consideration at Winchester High School could most probably be numerous. This writer would attempt to highlight some significant areas that would allow Winchester High School to remain in good service to both the students and community. First of all, communication of every type and at every level should continue to be emphasized as a key element in the daily and yearly operation of the school. Secondly, the "open door" policy should be continually used for

both its convenience and necessity in helping to facilitate the daily and yearly operation of Winchester High School. Thirdly, teacher evaluation should be continued and expanded to include extensive use of "goal setting" to help facilitate the continued good instruction that is a part of the daily and yearly routine at Winchester High School. And, last but not least, this writer would set a fourth goal that reflects his personal bias that would see Winchester High School applying for and receiving recognition by the North Central Association of Secondary Schools. This final step would, in this writer's estimation, achieve outside recognition for W.H.S. for the good job that is being done.

Four and a half years have passed quickly for this writer at Winchester High School. Problems have occurred as a new administration attempted to establish itself and provide leadership for W.H.S. Problems were handled straight-forward and in a fair manner with the end result being a smooth and overall effective school operation at Winchester High School. Criticism is generally a minority problem with support for the school being visible at every opportunity. This writer has been grateful for the experience at W.H.S., and he views it as having been a very professionally sound aspect of an eleven year career in secondary education. Winchester High School is a good school that is continually being challenged to meet the growing needs of its students in the most efficient and educationally sound manner. "Keep up the good work" should continue to be the battle cry of the principal and staff members as they meet the students of the present and future.

**APPENDIX A**

**WINCHESTER HIGH SCHOOL**

**STUDENT HANDBOOK**

WINCHESTER HIGH SCHOOL  
WINCHESTER, ILLINOIS

1982-83  
STUDENT HANDBOOK

STUDENT'S NAME \_\_\_\_\_

Dear Students,

Welcome again to Winchester High School and the 1982-83 school year. I speak for the entire faculty and staff in wishing each and everyone of you a productive and enjoyable year.

During the year please feel free to call upon any of us for help concerning problems that you may be having, as we are all anxious to meet the daily needs of our students.

Again, welcome back, have a great year, and remember, THINK #1 in 1982-83.

Rex Eddy, Principal

1982  
WILDCAT  
VARSITY FOOTBALL

Valley	There	Sept. 10	7:30	
North Green	There	Sept. 17	7:30	
Triopia	Here	Sept. 24	7:30	
Routt	Here	Oct. 1	7:30	
Carrollton	There	Oct. 8	7:30	
Greenfield	Here	Oct. 15	7:30	Homecoming
Calhoun	There	Oct. 22	7:30	
Porta	There	Oct. 29	7:30	
Brown County	Here	Nov. 5	7:30	Parent's Night

WINCHESTER COMMUNITY UNIT DISTRICT #1 FACULTY & STAFF MEMBERS  
1982-83

Board of Education

Pres. Gary Burrelbrink	Elmer Suttles
Sec. Robert Brown	Jacqueline Hanback
Steve Andras	Janet Staples
Donald Pence	

Administration Staff

Virgil Coughlin	Superintendent
Rex Eddy	High School Principal

High School Faculty & Staff

Cheryl Bradshaw.....	English
Reba Cloyd.....	Physical Education
Merle Dunham.....	Math
Reg Dunham.....	Social Studies
Martha Franseen.....	English & Speech
David Gilmore.....	Biology
Bernard Goetze.....	Agriculture
Max Greer.....	Business & Dean of Students
Kay Harr.....	English
Sam Herring.....	Music
Carroll Hilliard.....	Industrial Arts
Carolyn Jud.....	Library
Herb Kaiserman.....	Guidance
Raymond Karcher.....	Auto Mechanics
Marcella Lashmett.....	French
Rosemary Lonergan.....	Business
Colleen Lovekamp.....	Home Economics
Sherry Malmstedt.....	Special Education
Mike McCall.....	Science & Math
Bob Moore.....	Drivers Education
Carolyn Ranft.....	Art
Kevin Roth.....	Physical Education
Carol Sipes.....	CO-OP
Sue Worrell.....	Business
Amos Greenwood.....	Custodian
Everett Tankersley.....	Custodian
Janet Greer.....	Secretary



WINCHESTER HIGH SCHOOL  
1982-83

WARNING BELL 8:30

PERIOD 1. 8:35 - 9:25 50 minutes

2. 9:27½ - 10:07½ 40 minutes

3. 10:10 - 11:00 50 minutes

4. 11:02½ - 11:42½ 40 minutes

5. 11:45 - 12:35 50 minutes

LUNCH 12:35 - 1:05

WARNING BELL 1:02½

6. 1:05 - 1:45 40 minutes

7. 1:47½ - 2:37½ 50 minutes

8. 2:40 - 3:20 40 minutes

COMMUNITY UNIT SCHOOL DISTRICT NO. 1  
SCOTT COUNTY  
SCHOOL CALENDAR  
1982-83

<p>1st 9 Weeks: August 24 - October 29 No School: Monday, September 6 Friday, October 8 Monday, October 11</p>	<p>(45 days) Labor Day Teachers' Institute Columbus Day</p>
<p>2nd 9 Weeks: November 1 - January 14 No School: Friday, November 5 Thursday, November 11 Thursday, November 25 Friday, November 26 December 23 - January 2 January 13 - 14</p>	<p>(44 days) Parent Conference Day Veteran's Day Thanksgiving Day Thanksgiving Vacation Christmas Vacation Final Exams</p>
<p>3rd 9 Weeks: January 17 - March 18</p>	<p>(45 days)</p>
<p>4th 9 Weeks: March 21 - May 25 No School: Friday, April 1 Monday, April 4 Thursday, May 26 Friday, May 27</p>	<p>(47 days) Good Friday Easter Vacation Teachers' Workshop Graduation</p>

WINCHESTER HIGH SCHOOL ATTENDANCE PROCEDURES  
ADOPTED BY UNIT 1 BOARD OF EDUCATION  
AUGUST 2, 1979

ATTENDANCE

"Every child between the ages of seven and sixteen years of age shall attend public school, or a private school, for a period of not less than nine months during any school year. No child shall be required to attend a public school more than ten months." (Illinois School Code)

ABSENCES (Excused)

Excused absences will be granted for the following situations and under these conditions:

1. Sickness - with a note signed by the parent or guardian.
2. Death in the family - with a note of explanation.
3. Doctors appointment - only upon presentation of verification from the doctor. (An appointment card, bill or receipt)
4. Pre-arranged - any other type of absence not covered by the above will require a pre-arrangement between the parent, student, faculty and administration. A pre-arranged form should be secured from the Principal's office 48 hours in advance of the absence for approval. With the beginning of the 1982-83 school year Winchester High School students will be limited to three (3) pre-arranged absences. Any additional requests will be granted only after being approved by either the Principal or the Dean.

REPORTING ABSENCES (Excused)

We ask that the parent or guardian do the following regarding absences:

1. In case of sickness or death in the family, please give the High School office a call that morning to report the absence. Then send a note with the student upon his/her return so that he/she may receive an excused absence.
2. In case of a doctors appointment the High School office should receive a note or a phone call from the parent if the student is to leave during the day for the appointment. Upon the students return he/she MUST BRING VERIFICATION OF THE DOCTORS VISIT, to be issued an excused absence.

In all cases whether an absence is excused or unexcused, students are responsible for the make-up of their assignments and should do so at the ratio of 2 days per 1 day absent.

#### ABSENCES (Unexcused)

An unexcused absence will be issued to a student if the above procedures and policies are not followed. The student then will be placed at the appropriate level of the tardies and truancy policy.

### WINCHESTER HIGH SCHOOL TARDIES AND TRUANCY POLICY ADOPTED BY UNIT 1 BOARD OF EDUCATION AUGUST 2, 1979

The following policy and procedures will be used in dealing with those Winchester High School students who fail to follow the procedure for receiving an excused absence. Students who accumulate excessive unexcused tardies will be dealt with in the same manner.

#### DEFINITIONS

Tardy - Late to school or class (after the last bell rings to start school or class) without a valid excuse.

Truant - Being absent from school without a valid excuse.

Step I. A Student receives his/her fourth (4th) unexcused tardy or his/her first (1st) truancy.

Student is called to the office, he/she is reminded of the tardies and truancy policy and parents are notified by letter and phone of the same.

Step II. A student receives his/her seventh (7th) unexcused tardy or his/her second (2nd) truancy.

Student is suspended until his/her parents or guardians appear with him/her for a conference to readmit him/her.

Step III. A student receives his/her tenth (10th) unexcused tardy or his/her third (3rd) truancy.

Student receives an automatic 10 day suspension for violation of the Board policy on tardies and truancy.

The school administration feels that no student should find himself at the last level, as ample opportunity to keep from having an attendance problem is provided.

WINCHESTER HIGH SCHOOL SUSPENSION POLICY  
1982-83

Winchester High School students may be suspended for one to ten (1-10) days by the Principal or Dean for violation of the following:

1. Violation of the Board policy on attendance, tardies and truancy.
2. Violation of the Board policy concerning the driving of motor vehicles during the school day.
3. Violation of the Board policy concerning smoking on school property during the school day.
4. Students appearing at school under the influence of either drugs or alcohol will be suspended.
5. For fighting on school property.
6. For gross disobedience of school rules, policies or personnel.
7. Students may be suspended by the administration from their privilege of riding the school bus for violation of bus rules.

In all cases before being suspended, a student will be given the right to state his/her case before the administration, while learning at the same time exactly what charges are being made against him/her. The District Hearing Officer will hear all suspension appeals.

STUDENTS AND PARENTS ARE REMINDED THAT UPON RECEIVING ANY TYPE OF SUSPENSION A RECOMMENDATION COULD BE MADE TO THE BOARD OF EDUCATION FOR AN EXPULSION FROM WINCHESTER HIGH SCHOOL FOR A PORTION OF OR THE REMAINDER OF THE SCHOOL YEAR.

WINCHESTER HIGH SCHOOL OFFICE VISIT POLICY  
ADOPTED BY UNIT 1 BOARD OF EDUCATION  
AUGUST 11, 1981

Students who continually find themselves being referred to the office concerning various school related disciplinary problems they are having both in and out of the classroom, including school bus behavior, will be handled in the following ways:\*

VISIT I - Upon being referred to the office for the first time the student will be reprimanded for his actions and parents will be notified.

VISIT II - Upon being referred to the Office for the second time the student will be reprimanded for his actions, reminded of his possible impending suspension and parents will be notified.

**VISIT III** - Upon being referred to the office for the third time, the student will be subject to, depending upon the circumstance, the possible suspension for one to ten (1-10) days by the Principal or the Dean, with parents being notified.

\* This above policy in no way acts to supersede the automatic suspension of Winchester High School students for gross violations of school rules as previously outlined in the Student Handbook.

#### PASSES

Hall passes must be issued by teachers to students who find it necessary to be out of class and in the halls during a class period. The pass should be dated, timed, and initialed; in ink; by the teacher. Passes to leave school grounds are approved only by the Principal or the Dean, and the sign-out sheet in the office must be signed. If students are held past the bell by a teacher, that teacher should provide the student(s) in question with the proper pass to the next class.

Forged passes or the possession of blank passes will not be tolerated at Winchester High School. Any student engaging in or possessing the above will face immediate suspension.

#### LEAVING SCHOOL.

Students are reminded that they must check out in the office if they are leaving during the school day. The sign-out sheet must be signed and permission must be granted by the Principal or Dean before the student leaves the building. Students becoming sick during the noon hour, while at home, should have their parent or guardian call in to report the illness to the school office. Failure to follow the above policy will result in the student being placed at the appropriate level of the tardies and truancy policy.

#### EARLY RELEASE PROGRAM

Due to the declining enrollment of the Winchester High School, the 1-7 early release program for Junior and Senior students will be done away with if student scheduling permits.

#### STUDENT DRIVERS

All students who drive motor vehicles to school will secure a parking permit from the office. At the same time the student will be assigned a parking space where the vehicle is to be parked at the beginning of each school day. Students are reminded to drive to and from school and on and off the school lot

in a safe manner. And, as in the past, no motor vehicle is to be moved during the day, unless permission has been granted by the Principal or Dean. Failure to abide by the above policy will result in disciplinary action against the student.

### STUDENT CONDUCT

Winchester High School students are expected to act like ladies and gentlemen while in attendance each day and during extracurricular activities. Any student who fails to treat other students, teachers, or staff with respect will be dealt with accordingly by the administration.

### SMOKING

No smoking on school property is permitted, and violators will be suspended.

### SOCIAL CONDUCT

The school is the wrong location for any type of physical display of affection. Intimacy and physical contact between the sexes will be treated as a disciplinary matter.

### DANGEROUS WEAPONS

Students who bring to school, or carry, any type of article designed to cause bodily harm to another individual may be suspended. All knives of any type are to be kept off of school property.

### DRINKING

Positively no alcoholic beverages are to be carried, served or consumed on school property or at any school sponsored activities. No student will be allowed to attend any school activity while under the influence of alcohol. Suspension will accompany violation of the above drinking policy.

### DRUGS

Positively no illegal drugs or person under the influence of any type of illegal drug stimulant or narcotic will be tolerated on the school premises or at any Winchester High School activity. Suspension will accompany violation of the above controlled substance policy.

### FIGHTING

Students involved in fighting will be suspended for three (3) school days or more.

### CARE OF SCHOOL PROPERTY

Winchester High School expects its students to respect all school property. Students seeing fit to damage school property will be dealt with accordingly. Parents will be notified and payment for the damages will be expected.

### AUDITORIUM

Programs of high interest to students and faculty will be sought. Common courtesy to others of the audience and the performers on the stage is expected. Seating will be done according to class and attendance taken.

### APPROPRIATE DRESS

When students are dressed appropriately for school, a more businesslike attitude prevails and the atmosphere in the school is more pleasant and conducive to better school work.

Winchester High School suggests that students come to school dressed appropriately. It seems reasonable to assume the clothing will be neat, clean, attractive, and not detrimental to the students personal health and safety. Personal grooming and hair styles for both boys and girls should also reflect good taste.

### LOCKERS

Lockers are assigned to each student at the beginning of each school year. Lockers are expected to be kept clean, tidy, and unmarked. Students are cautioned not to leave valuables in their lockers.

### REPORT CARDS

The school year is divided into four (4) report periods with report cards being issued to students at the end of each marking period. This card is mailed home to be checked by parents or guardians.



WINCHESTER HIGH SCHOOL PHYSICAL EDUCATION POLICY  
ADOPTED BY UNIT 1 BOARD OF EDUCATION  
AUGUST 10, 1982

Students who receive a zero (0) in Physical Education for whatever reasons (not dressing, disciplinary action, etc.) will be given the opportunity to raise the zero (0) to a passing grade by turning into the instructor a 500-word written report, the subject of which to be approved by the instructor. The report must be turned in at the beginning of the student's next regularly scheduled P.E. class or the zero (0) will remain in the grade book. One report will be expected for each zero (0) that a P. E. student might receive.

In cases of a student who receives a doctor's excuse from P.E. class for one week or less, a 500-word report will be due for each day of class participation that is missed. Students who miss more than one week of class participation will be expected to turn into the instructor a "Term Paper" of 10 to 15 pages in length. The "Term Paper" shall include both footnotes and a bibliography; the topic of the paper will be determined by the instructor. Failure to complete this assignment will result in a zero (0) for the student during the period of his or her doctor's excuse. In all cases, the instructor will read and grade all papers that are turned in for credit.

WINCHESTER HIGH SCHOOL FINAL EXAM POLICY  
ADOPTED BY UNIT 1 BOARD OF EDUCATION  
AUGUST 11, 1981

- I. At the conclusion of the first semester each school year, all classes at Winchester High School and the students enrolled in those classes will be given a final examination. Exam grades will be recorded on report cards and they will be used to figure the students semester average.
- II. At the conclusion of the second semester each school year, all classes at Winchester High School and the students in those classes will be given a final exam as per the first semester with the following exceptions:
  - (A) Junior and Senior students with a B or better average in each individual class and no more than 5 excused absences and zero unexcused absences for the year may option out of final exams at the conclusion of the second semester.
    - (a) Semester averages for students who option out of individual final exams will be based on the two (2) previous 9 weeks grades.
    - (b) Students will be encouraged by faculty members to take exams where grade averages can be raised.
    - (c) Students who option out of final exams agree to stay out of the school and off of the school grounds when not taking exams.

(B) Teachers may reserve the right to include a required final exam as a part of their general course requirements.

III. Teachers will file a copy of their final exams with the Principal at the conclusion of final exams each semester.

#### MARKING SYSTEM

##### Grading Scale

100 - 94	A
93 - 86	B
85 - 76	C
75 - 70	D
69 -	F

Letter grades are used to denote class progress.

- A - A quality of work above average. Numerical equivalent of 5.
- B - A quality of work above average. Numerical equivalent of 4.
- C - Minimum essential representing average quality of work. Numerical equivalent of 3.
- D - The lowest passing grade representing a quality of work below average. Numerical equivalent of 2.
- F - A failing grade. Numerical equivalent of 1.
- 0 - Unfinished work at the end of the semester or year will be marked "incomplete." It is impossible for a student to pass a course when the work is not finished.

#### HONOR ROLL

To achieve the Honor Roll, a student must have a 4.5 on a 5.0 scale. Band, chorus and P.E. count  $\frac{1}{2}$  toward Honor Roll.

#### MERIT ROLL

To achieve Merit Roll, a student must have a 4.0 on a 5.0 scale. Band, chorus and P.E. count  $\frac{1}{2}$  toward Merit Roll.

#### NATIONAL HONOR SOCIETY

The Winchester High School Chapter of National Honor Society was chartered in 1979. Membership is based on scholarship, character, leadership, and service. To be eligible for consideration; based upon the above criteria; Junior students

must have a 4.65 grade point average and Senior students must have a 4.50 grade point average. This average must be maintained to stay in good standing with the Winchester National Honor Society.

All students are encouraged to strive toward National Honor Society membership during their high school days.

#### TUTORING SERVICE

As of now the only tutoring done is by teachers on a one to one basis. It is my hope that some honor students will make themselves available for this type of aid. Students who wish to have assistance in a particular subject from another student who is skilled in that subject may apply for an Honor Student. Arrangements for these services are made in the counseling office. This service is offered free of charge.

#### FIRE AND DISASTER DRILLS

Fire drills are conducted from time to time in accordance with state and local safety regulations. Each room in the building has a card on which are stated the fire drill and disaster regulations for that room. Students are to be familiar with these directions so that, in the event of a drill, the evacuation of the building will be prompt and orderly. The following are to be observed during drills.

1. Move from the classroom in an orderly fashion according to the directions given for a particular classroom.
2. Movement should be rapid without running.
3. Students are to remain quiet during a drill.
4. Everyone leaves the building during a fire drill.
5. Re-entry into the building is made when a signal is given by the outside bells. Re-entry should also be orderly and prompt.

#### ORGANIZATIONS

##### SPEECH

##### MUSIC

Band, Concert Band, Stage Band, Ensembles, and Chorus

##### ATHLETICS

Boys  
Football  
Basketball  
Track  
Baseball

Girls  
Softball  
Basketball  
Track

CLASS SPONSORS

- Seniors - Mrs. Lovelkamp, Mrs. Lonerger, Mr. Moore, Mrs. Worrell
- Juniors - Mr. Hilliard, Miss Malmstedt, Mr. Gilmore, Mr. Roth
- Soph. - Mr. R. Dunham, Mrs. Cloyd, Mr. McCall, Mr. Herring, Mrs. Sipes
- Fresh. - Mr. Greer, Mr. M. Dunham, Mrs. Lashmett, Mrs. Franseen

SPONSORS

- Cheerleaders.....Miss Malmstedt
- Student Council.....Mr. Eddy
- Lettermen's Club.....Mr. Moore
- French Club.....Mrs. Lashmett
- Library Club.....Miss Jud
- FFA.....Mr. Goetze
- FHA.....Mrs. Lovelkamp
- Industrial Tech Club.....Mr. Hilliard
- Auto Mechanics Club.....Mr. Karcher
- Art Club.....Mrs. Ranft
- Newspaper "Paw Prints".....Mrs. Bradshaw
- School Play.....Miss Jud
- Pom Pon Squad.....Miss Jud

Other clubs may be formed if an interest by a group of at least fifteen (15) students is shown and faculty advisorship is arranged.

WINCHESTER HIGH SCHOOL  
 REVISED REQUIREMENTS FOR HIGH SCHOOL GRADUATION  
 STARTING WITH THE 1979-80 FRESHMAN CLASS AND EVERY CLASS THEREAFTER

Lab Science.....	1 credit
English 9, 10, 11.....	3 credits
Mathematics.....	1 credit
Driver Education.....	½ credit
Speech.....	½ credit
U.S. History 11.....	1 credit
Government 12.....	½ credit
Additional Electives.....	9½ credits
	17 credits

Physical Education 9, 10, 11, 12....1 credit (Each year receives ½ credit)  
 A Consumer Education and Protection course.

FRESHMEN STUDENTS AND PARENTS ARE REMINDED THAT ONE ADDITIONAL ELECTIVE CREDIT HAS BEEN ADDED TO THE GRADUATION REQUIREMENTS OF WINCHESTER HIGH SCHOOL. THE FRESHMAN CLASS OF 1979-80 AND EVERY CLASS AFTER IT WILL BE REQUIRED TO EARN 17 ACADEMIC CREDITS PLUS ONE (1) P.E. CREDIT TO GRADUATE FROM WINCHESTER HIGH SCHOOL.

**APPENDIX B**

**SYNOPSIS OF WEEKLY FACULTY MEETINGS**

**1980-81 AND 1981-82**

Sept. 2, 1980 -

Reminded Junior Class Sponsors about the magazine sales' kick-off at 8:45 on Tuesday.

Reminded all those involved of the WIVC (conference) meeting to be held Wednesday evening in the library.

Scheduled a pep assembly for Friday at noon; shortened morning classes.

Took a count of those faculty members who needed a new outside door key.

And, arranged substitutes for Mr. Moore, who had a doctor's appointment on Thursday.

Sept. 8, 1980 -

Reminded teachers about new key for rear outside door.

Arranged for all Sophomore Drivers' Education students to take their eye/vision tests during the morning on Thursday.

Reminded teachers that all free and reduced lunch tickets would be issued from the office.

Set up a Band Council meeting for 7th hour on Monday.

Sept. 15, 1980 -

Arranged for the County Clerk to register to vote at 12:30 in the office those students who would be 18 by November 4.

Arranged for a Junior class meeting on Monday during 4th hour.

Reminded teachers of the following:

Midterm reports due by the end of school on the 24th.

Be at their first hour teaching station by 8:30 (out of lounge).

Take accurate attendance each hour and issue hall passes to students who were out of their classes.

Competency test development group and curriculum study group will be meeting in the near future to continue their work.

Sept. 22, 1980 -

Reminded teachers that midterm reports were due Wednesday.

Scheduled meetings for the following:

Junior class, Band Council, Student Council and Yearbook Staff.

Sept. 29, 1980 -

Arranged for an additional ticket seller for Friday's football game.

Arranged for Sophomore class ring orders and Senior announcement orders to be taken on Friday.

Arranged for Sophomore English teachers to pass out vocational surveys and class ring order sheets.

Reminded teachers of the upcoming early dismissal on Friday, Oct. 3 at 2:50, parent conferences and district-wide inservice committee that was being formed.

Arranged for a Senior class meeting and a Drama Club meeting.

Oct. 14, 1980 -

Discussed the following Homecoming activities:

Bonfire - Thursday at 7:00; Game and parade - Friday;

Dance - Saturday.

Reminded teachers of the approaching end of the first nine weeks' grading period.

Reminded sponsors to fill out a pay order and get an expense check for float costs.

Mentioned that teachers were entitled to a free lunch during their duty week.

Arranged for a Student Council meeting on Monday.

Oct. 20, 1980 -

Reminded teachers of the upcoming P.S.A.T. tests for Juniors during periods 1-4 on Tuesday.

Early dismissal at 11:50 on Wednesday for teachers' workshop.

Competency test and curriculum group to meet.

Arranged for a pep assembly on Friday.

Reminded teachers of the nine weeks' end on Friday.

Congratulated everyone on the recent Homecoming activities.

Oct. 27, 1980 -

Reminded teachers that all-school pictures would be taken on Monday.

Reminded teachers to have grades on cards by the end of school on Wednesday.

Arranged for an Agriculture field trip to John Wood on Wednesday afternoon.

Arranged for the following meetings:  
Band Council, Student Council and Girls' Basketball.

Nov. 3, 1980 -

Arranged for a Frisbee toss at 12:45 on Monday.

Reminded faculty of early dismissal for teachers' meeting on Wednesday --

Curriculum Study Committee to be working and Student Advising Committee to meet, too. Everyone else to work in the building until regular dismissal.

Reminded teachers of the WIVC Choral Festival on Tuesday.

Reminded teachers of the upcoming Veterans' Day holiday.

Arranged for two 4-Rivers' staffings.

Advised teachers of the following staff reassignments due to Mr. Pfeiffer's leaving:

1. Mr. Roth to take noon duty.
2. Mrs. Chris Eddinger to teach 7th hour Earth Science.
3. Mr. McCall to teach the 7th hour Algebra II class.

Reminded all faculty that the recently reseeded football field was off limits until next fall.

Arranged for a Drama Club meeting on Monday.

Explained sign up for Friday's Parent Conferences.

Nov. 10, 1980 -

Reminded faculty of the Retail Class field trip to St. Louis on Monday.

Tuesday - No school.

Reminded those involved of the WIVC meeting at the Brass Door on Wednesday evening.

Thanked all faculty for the outstanding cooperation during last Friday's parent conferences.

Reminded faculty of the upcoming midterm report date.

Asked cheerleading sponsor for a list of tentative dates for basketball pep assemblies.

Nov. 17, 1980 -

Reminded faculty of the WIVC Band Festival at Carrollton on Tuesday.



Midterm reports due on Wednesday.

State IOE visit on Thursday.

Reminded faculty of the football playoffs on Friday and that 41 players and 3 coaches would be attending.

Discussed the upcoming final exams and the end of school before Thanksgiving.

Reminded teachers to be at their first hour teaching station by 8:30 each day (out of lounge).

Nov. 24, 1980 -

Reminded teachers of the picture retakes scheduled for Monday at 11:00.

Arranged for a pep assembly on Tuesday.

Arranged for the close-down and dismissal of school on Wednesday.

Made mention of the fact that the Josten's representative would be here on Dec. 2 to perform a ring service and take cap and gown and announcement orders for Seniors.

Made mention of the final exam schedule that would be followed.

Thanked several teachers for the substitute help last Friday.

Dec. 1, 1980 -

Reminded teachers of the 2:50 dismissal on Wednesday for faculty meetings; the scheduling and competency test groups will meet.

Congratulated Mrs. Elmer on the school play that was presented last Wednesday.

Dec. 8, 1980 -

Reminded faculty that the school nurse would be performing a vision and hearing screening on Monday and Tuesday.

Made final arrangements for Mr. Fisher's visit to the Pearl Power Plant.

Arranged to hand out the Senior keys and memory books through the Senior Government class.

Arranged substitutes for Mrs. Ranft 6th and 7th hours on Tuesday.

Arranged for a F.H.A. and Band Council meeting.

Dec. 15, 1980 -

Reminded all club sponsors of the upcoming first round of the club basketball tourney to be held on Wednesday evening.

Reminded everyone of the high school Christmas concert to be held on Sunday afternoon at 3:00.

Arranged for a pep assembly on Friday.

And, reminded everyone of the early dismissal next Tuesday for Christmas vacation.

Dec. 22, 1980 -

Reminded faculty of the schedule for Tuesday prior to Christmas break.

Again mentioned the final exam schedule to be followed after the return from Christmas vacation.

Wished everybody a Merry Christmas and a Happy New Year.

Jan. 5, 1981 -

Reminded teachers that vision and hearing rechecks would be held on Wednesday.

Scheduled our monthly faculty meeting for Wednesday at 2:50.

Reminded faculty to have grades on report cards by the end of school on Wednesday, Jan. 14 so that cards could be mailed by Friday, Jan. 16.

Made some final arrangements for the Winchester Tournament which will start on Saturday, Jan. 17.

Arranged a meeting for all students interested in participating in the speech contest,

#### Second Semester 1980-81

Jan. 12, 1981 -

Asked that everyone be thinking of Sam Herring and his wife as she faced surgery.

Mentioned the fact that Agriculture students would be going to Riggston at noon for John Deere Days.

Reminded teachers to have grades on report cards by the end of school on Wednesday.

Asked for second semester class roster by Friday afternoon.

Arranged a baseball and track meeting for Friday and Tuesday.

Jan. 19, 1981 -

Thanked everybody for their help and cooperation the week previous which was during the Winchester Tourney.

Jan. 26, 1981 -

Reminded teachers that several students would be attending all-state music in Chicago on Thursday and Friday.

Arranged for two football coaches to be gone on Friday to attend a coaching clinic.

Arranged for the following meetings during the week:

Student Council, Drama Club, Yearbook Staff, Industrial Technology Club and Speech Contest participants.

Feb. 1, 1981 -

Made final arrangements for Mrs. Franseen's Senior English class to visit MacMurray College on Monday.

Arranged substitutes for Mrs. Ranft on Tuesday afternoon.

Reminded faculty of early dismissal scheduled for Wednesday; Curriculum and Scheduling Committees to meet.

Reminded teachers that third nine weeks midterm reports were due in the office at the end of school a week from Wednesday.

Feb. 9, 1981 -

Reminded faculty of midterm reports due Wednesday afternoon.

No school Thursday - Lincoln's Birthday.

Feb. 16, 1981 -

Carried midterm reports over to today due to snow days the week previous.

Discussed Student Council dance for Saturday.

Reminded the Schedule Study Committee to meet on Wednesday morning.

Arranged the following meetings:

Junior class prom committee, Tuesday; Student Council, Wednesday.

Feb. 23, 1981 -

Made final arrangements for the Jacksonville Police Department program to be shown to girls on Monday afternoon.

Made final arrangements for vocational teachers to attend their conference in Arlington Heights.

Reminded faculty of the events scheduled for next Wednesday and Thursday, sophomore defensive program and early dismissal to discuss our counseling and pre-registration activities for next year.

Reminded faculty that this year was the high school's year for free textbooks from the state and that the catalog could be seen in the office.

March 2, 1981 -

Discussed tornado drill scheduled for 10:00 a.m. on Tuesday and the proper procedures to follow.

Reminded everyone of the defensive driving program scheduled for Wednesday and Thursday.

Briefly discussed the teachers' meeting scheduled for Wednesday afternoon.

Arranged substitutes for several teachers during the week.

Arranged the following meetings:

Basketball players, Baseball players, Drama Club and Cheerleaders.

March 9, 1981 -

Discussed the "Purple and Gold" Week activities.

Discussed the upcoming Vocational Advisory Council meeting scheduled for Monday afternoon.

Discussed the arrival next Monday of the WIU Jazz Band at 10:15.

Reminded those involved of the WIVC meeting Wednesday p.m. at the Blackhawk.

Reminded faculty of the nine weeks ending on Friday; grades due next Wednesday afternoon.

Discussed the possible Easter vacation.

Discussed the class rank sheets.

Arranged several substitutes for the week.

And, arranged for the National Honor Society meeting and a club presidents' meeting both on Tuesday.

March 16, 1981 -

Reminded everyone of the WIU musical presentation scheduled for today 3rd hour.

Discussed National Honor Society induction scheduled for Wednesday evening.

Discussed cheerleader tryouts which will be held on Thursday after school.

Discussed Tuesday's pre-registration procedures.

Mentioned that grades needed to be on cards by the end of school Wednesday.

Discussed the upcoming Easter vacation.

Made final arrangements to pre-register W.G.S. 8th graders on Tuesday.

And, reminded faculty to be thinking of their capital outlay requests for next year.

March 23, 1981 -

Arranged for Mrs. Cloyd's substitutes for Monday afternoon.

Mentioned Athletic Banquet scheduled for Sunday, March 29 at 6:00 p.m.

Discussed Friday's early dismissal and teachers' workshop.

Congratulated Mr. Herring on an outstanding Potpourri program.

Reminded faculty of the freshmen testing scheduled for next Tuesday and Wednesday.

March 30, 1981 -

Discussed the F.F.A. Banquet scheduled for Monday evening.

Reminded faculty again about freshmen testing to be done on Tuesday and Wednesday.

Discussed 2:50 early dismissal Wednesday; Hilliard's scheduling group to work.

Mentioned that guidance counselor will be taking several seniors to Lincoln Land Community College on Thursday.

Arranged for a girls' track and F.F.A. meeting.

April 6, 1981 -

Ma

Tuesday and Wednesday.

Reminded everybody of the school play scheduled for Friday and Saturday.

Made final arrangements to pre-register Alsey and Manchester 8th graders on Thursday.

Discussed the Senior picnic to be held on Sunday, April 12.

Reminded class sponsors to be scheduling their assigned students to the pre-registration schedule.

Reminded faculty that fourth nine weeks midterm reports were due in the office two weeks from Wednesday, April 22.

April 13, 1981 -

Reminded teachers of the upcoming midterm report due date.

Reminded class sponsors to have their students' scheduling completed by April 21.

Complimented Mrs. Elmer on the play that was performed last Friday and Saturday.

Dismissal at 2:30 Tuesday for Easter vacation.

April 21, 1981 -

Midterm reports due on Wednesday afternoon.

Arranged for substitutes for Mr. Moore.

Discussed student scheduling.

April 27, 1981 -

Reminded teachers that Regional Superintendent Paul Keller's office would be at Winchester on Tuesday to register certificates and that they should leave them in the office.

Made final arrangements for Mr. Greer's field trip to St. Louis on Tuesday.

Discussed the prom banquet and prom to be held on Friday and Saturday nights.

Discussed the completion of pre-registration and that the scheduling committee would be making the final schedule adjustments.

Discussed the upcoming 8th grade orientation day.

May 4, 1981 -

Discussed the Seniors' receiving of caps and gowns on Tuesday.

Discussed the Freshmen and Junior class officers' meeting with Mr. Sherrow scheduled for Tuesday.

Mentioned the Co-op Banquet scheduled for Tuesday.

Discussed Wednesday's early dismissal at which time class sponsors will work on scheduling conflicts and class loads.

Discussed band tour scheduled for Friday.

Thanked Junior and Senior sponsors for the nice banquet and prom.

Discussed briefly the upcoming final exams and reminded faculty members to begin thinking about Honors Day and any awards that must be ordered or prepared.

May 11, 1981 -

Discussed Wednesday's 8th grade orientation. Mr. Kaiserman will schedule any who want to talk to the 8th graders.

Discussed final registration to be held on Friday during 7th and 8th hours.

May 18, 1981 -

Made final arrangements for Mr. Reed's field trip scheduled for Wednesday.

Reminded Freshmen and Junior class sponsors to have their class officers ready to meet with Mr. Sherrow of Josten's at 8:45 today.

Discussed the following with faculty:

Final exams.

Teacher work day.

Honors assembly.

Graduation practice and graduation.

This ends the 1980-81 meetings.

Aug. 31, 1981 -

Arranged for a class meeting for the purpose of electing class officers.

Arranged for Junior class magazine sales kick-off meeting to be held on Friday.

Mentioned the following to faculty:

Updated class roster due in guidance office by Friday.

Curriculum committee to meet in the near future.

Asked that attendance be carefully taken each hour.

Indicated that a questionnaire would be coming to the faculty concerning scheduling and registration.

Thanked everybody for their cooperation during last week's opening of school.

Asked appropriate teachers to collect parking permits.

Arranged for Student Council and Drama Club meetings.

Reminded everyone that picture day was scheduled for Oct. 17.

Sept. 8, 1981 -

Reminded those involved faculty of the WIVC meeting to be held on Wednesday evening in the library.

Made final arrangements for class meetings.

Reminded everyone that Homecoming was only two weeks away.

Asked that the scheduling questionnaire be returned by the end of school Wednesday.

Sept. 14, 1981 -

Arranged for a pep assembly on Friday.

Reminded faculty of the following:

Midterm reports due a week from Wednesday in the afternoon.

Group pictures for yearbook on Thursday.

Need to know by next Monday morning what the Homecoming plans are.

Thanked everybody for their response on the questionnaire.

And, mentioned the concept of T.A.T. (Teacher Assistance Teams) for the faculty to consider.

Arranged for a Student Council meeting on Wednesday.

Sept. 21, 1981 -

Made final arrangements for the yearbook staff to attend a workshop in Springfield on Tuesday.

Reminded faculty that midterm reports are due on Wednesday.

Arranged for a Sophomore skid program and an agricultural chemical safety program to be held on Wednesday 5th and 6th hours.



Made final arrangements for Homecoming including the bonfire and Friday's activities.

Arranged for a Student Council and an I.T.C. meeting Monday and Wednesday respectively.

Made mention again of the T.A.T. concept.

Sept. 28, 1981 -

Made final arrangements for Mr. Goetze to attend the Farm Progress Show.

Reminded faculty that the Josten's representative would be taking class ring and announcement orders all day on Friday.

Thanked everybody, especially Mrs. Elmer, for a great Homecoming event the week previous.

Reminded everybody that a week from Wednesday, the 17th, was scheduled as picture day.

Arranged for an I.T.C. meeting on Wednesday at 7:00 p.m.

Oct. 15, 1981 -

Made final arrangements for the "Retail" field trip to St. Louis on Monday.

Arranged for early dismissal teachers' meeting on Wednesday and asked the Curriculum Committee to meet.

Picture day on Wednesday was again mentioned.

Reminded everyone that Institute was scheduled for Friday and that Columbus Day would be next Monday.

Voted on D.A.R. and arranged substitutes for Greer and Sipes.

Oct. 13, 1981 -

Made final arrangements for Mr. Kaiserman and several seniors to attend the Educational Fair in Springfield on Tuesday.

Called a Curriculum Committee meeting for Wednesday at 8:00 a.m.

Arranged for a pep assembly Friday at 3:00 p.m.

Reminded everybody that the nine weeks was to end a week from Friday, Oct. 23.

Also reminded the faculty to submit a list of all students receiving a D or F so that a special request could be sent to those parents con-

cerning conference day.

Indicated to faculty that Mrs. Franseen had lost her father over the weekend and that they should be thinking of her.

Mentioned the gym floor and the auditorium ceiling problems.

Oct. 19, 1981 -

Made final arrangements for Mr. Goetze to be gone to Chicago on Monday and Tuesday.

Arranged for a pep assembly on Friday.

Reminded faculty of the following:

End of the first nine weeks on Oct. 23; grades on cards by Wednesday, Oct. 28.

Solicited suggestions from Faculty concerning a future half-day workshop.

Use field trip lists prepared for them; do not count these people absent.

Made mention of the P.S.A.T. exam to be given to Juniors on Oct. 27, periods 1-4.

Made final arrangements for parent conference day.

Arranged for several substitutes for the week and scheduled several class and club meetings.

Oct. 26, 1981 - (brief week)

Asked Carroll Hilliard about some gym floor repair work.

Asked for and received no new ideas for inservice for half-day workshop.

Asked again that grades be on cards by the end of school Wednesday.

Arranged for Drama Club, Student Council and I.T.C. meetings.

Nov, 2, 1981 -

Arranged for Wednesday 2:50 dismissal and Curriculum Committee report.

Made final arrangements for parent conferences on Friday.

And, made mention of the following future events:

WIVC Choir Festival at Carrollton next Tuesday, Nov. 11.

The possibility of a student exchange day with Carrollton during National Education Week.

Nov. 9, 1981 -

Made final arrangements for WIVC choir Tuesday.

Made final arrangements for Mr. Goetze to attend the National F.F.A. Convention in Kansas City on Thursday and Friday.

Reminded everybody that midterm reports are due on Wednesday, Nov. 18.

Thanked everybody for their cooperation during last Friday's parent conferences, as they seemed to go very well.

Arranged for several substitutes during the week.

Nov. 16, 1981 -

Made mention that we were celebrating National Education Week with a student exchange scheduled for Thursday, Nov. 19.

Reminded everybody that midterm reports were due on Wednesday afternoon.

Mentioned the fall athletic banquet to be held on Sunday, Nov. 22 at 6:30 p.m. in the grade school cafeteria.

Mentioned to faculty that 50 students would be participating next Tuesday, Nov. 24 in the WIVC Band Festival at Greenfield.

Reminded faculty that the school secretary would not be writing activity club checks on Friday.

Reminded everybody of next Wednesday's early 2:30 dismissal for Thanksgiving.

Asked faculty to turn course outlines into Mr. Kaiserman by Wednesday, Nov. 18 for use in the new curriculum guide.

Nov. 23, 1981 -

Made final arrangements for WIVC band on Tuesday.

Arranged for a pep assembly on Tuesday.

Congratulated fall coaches on a nice banquet Sunday night.

And, extended my wishes to everybody for a happy Thanksgiving vacation.

Nov. 30, 1981 -

Reminded all involved faculty to turn in bills to the school secretary today.

Mentioned our early dismissal Wednesday afternoon and asked all faculty to report to Mr. McCall's room for a computer demonstration.

Reminded everyone that Fox Photo would be here Thursday shooting group pictures.

Reminded all faculty that final exams would be commencing in about four weeks and that they should plan accordingly.

Arranged for a Student Council meeting Thursday during 7th hour.

Dec. 7, 1981 - (short week)

Discussed briefly the concept of "Gifted Classes," something other than accelerated classes as a possibility for the future at W.H.S.

Reminded all faculty to be sure students are on a pass when they leave their particular classes.

Arranged for a F.H.A., Drama Club and Speech Contest meeting during the week.

Dec. 14, 1981 -

Mentioned the Christmas concert to be held on Sunday.

Reminded faculty that pre-arranged absences still need to be counted absent and that students on a school trip do not need to be.

Had Mr. Roth discuss his noon hour badminton tourney.

Discussed second semester class changes and indicated that they should be, for the most part, teacher initiated.

Discussed the concept of having the semester end before Christmas vacation.

And, made mention of the fact that Mrs. Harr's mother was facing serious surgery today.

Jan. 4, 1982 -

Indicated that we would use Wednesday afternoon early dismissal to get ready for final exams rather than having a faculty meeting.

Had to move finals ahead due to snow days -- eventually had them the 12th and 13th of the next week.

Had Mr. Moore announce the final plans for the 60th Winchester Tourney set to begin on Saturday.

Jan. 11, 1982 -

As mentioned above, finals were moved to Tuesday and Wednesday due to missing school with second semester classes starting on Thursday. Asked faculty to turn in copies of semester exams.

Asked faculty to have grades on report cards by the end of school Monday, Jan. 18.

Jan. 18, 1982 -

Made final arrangements for the last night of the 60th Tourney. (Tourney schedule upset due to weather.)

Arranged for Mrs. Ranft's field trip to Jacksonville on Friday.

Reminded teachers to put grades on cards by the end of school Monday. (Both final exams and cards late due to bad weather.)

Thanked everyone for their help during the tournament.

And, told teachers about buses running where possible; thus, student attendance might be lower to some extent for a few days.

Jan. 25, 1982 -

Made final arrangements for sophomores to receive their class rings at 12:35 on Wednesday.

Made arrangements for a Junior class meeting 4th hour Monday.

Feb. 1, 1982 -

Reminded teachers that the Josten's representative would be performing a ring service in the library today.

Asked senior sponsors to have the seniors finalize their gown color selection.

Made arrangements for Tuesday and Friday pep assemblies.

Heard for Mr. Goetze about F.F.A.'s plan to attend John Deere Days on Friday at noon.

Made final arrangements for Mr. Herrin and several students to attend All-State Music Festival on Thursday and Friday.

Reminded faculty members that midterm reports are due in the office a week from Wednesday in the afternoon.

Arranged for several substitutes during the week.

And, made plans for a Student Council and a Club President's meeting Thursday and Monday.

Feb. 8, 1982 -

Reminded vocational teachers of the Pre-vocational Evaluation meeting to be held on Tuesday after school.

Asked again for midterm reports on Wednesday.

Made final arrangements for the Club Volleyball Tourney to be held on Wednesday night.

Made final plans for the pom pon and cheerleader squads to travel to Jacksonville on Thursday.

Feb. 15, 1982 -

Made final plans for our T.E.A.M.S. group to compete at Lincoln Land Jr. College on Thursday.

Asked faculty to take care while reporting attendance each hour.

Made final plans for Mr. Hilliard and Mr. Fisher to attend Vocational Conference on Thursday and Friday.

Arranged for a girls' track meeting on Tuesday.

Feb. 22, 1982 -

Regional tournament week -- arranged for possible pep assemblies.

Worked out final details on our Thursday early dismissal for teachers' workshop in Career Awareness.

Made mention of the fact that all sophomores will be participating a week from this Thursday and Friday, March 4 and 5, in a "Defensive Driving" program.

Arranged for a boys' track meeting to be held Wednesday.

March 8, 1982 -

Reminded those involved of the WIVC meeting to be held Wednesday night at the Blackhawk.

Made arrangements through the week for basketball coaches to attend the Class A Tournament in Champaign on Friday and Saturday.

Reminded all faculty that this coming Friday marks the end of the third nine weeks and that grades should be recorded on cards by the end of school next Wednesday, March 17.

Asked that all faculty be considering schedule changes that they would like to see for next year, as the time was rapidly approaching to begin pre-registration activities.

Arranged meetings for basketball team members and the Junior class officers.

March 15, 1982 -

Reminded faculty to have grades on cards by Wednesday afternoon.

Talked about Potpourri scheduled for Saturday.

Had Mr. Goetze talk about his schedule for Thursday Agriculture Day activities.

Asked the Athletic Director, Mr. Moore, to see that the Director of Transportation gets all spring bus schedules.

March 22, 1982 -

Had music director Sam Herring outline the schedule of events for his jazz band tour schedules for Friday and Saturday.

Reminded faculty of the Freshmen S.R.A. testing scheduled for next Tuesday and Wednesday, March 30 and 31.

Reminded faculty that capital outlay requests for next year are due in the office by Tuesday, March 30.

Talked a bit about the Vocational Evaluation scheduled for this Tuesday and Wednesday.

Cleared up details of having Freshmen, Sophomore and Junior English students sign free textbook usage forms.

Congratulated Sam Herring on the Potpourri program held last Saturday.

March 29, 1982 -

Reminded Freshmen class sponsors of the class ring competitive to be held Tuesday evening beginning at 6:45.

Reminded faculty of the S.R.A. Freshmen testing taking place on Tuesday and Wednesday.

Asked faculty for their cooperation in taking attendance each hour, and pointed out to them that we were still having a number of errors.

Made arrangements for several substitute teachers during the coming week.

April 5, 1982 -

Made final plans for S.R.A. Junior testing to be held on Tuesday and Wednesday, April 6 and 7.

Discussed the 2:50 early dismissal teachers' meeting to be held on Wednesday.

Called for midterm reports to be handed in by the end of school on April 21.

Asked for preferences for next year's Christmas vacation and school start-up combination.

Talked about the summer computer workshop and asked for an indication as to how many would be interested in participating.

Called a short vocational staff meeting for after school Monday.

Arranged for several substitutes during the week.

April 12, 1982 -

Made final preparation for Freshmen to order their class rings Thursday from 3:30-8:00 p.m.

Reminded faculty of the midterm reports due on Wednesday.

Made plans for Freshmen, Sophomores and Juniors to complete some pre-registration activities in English classes on Friday.

Reminded faculty that E.S.R. Superintendent Paul Keller's staff would be here in the district next Tuesday, April 20, to register certificates.

Arranged for both a Senior and Junior class meeting during the week.

April 19, 1982 -

Reminded faculty about certificates being registered on Tuesday.

Talked about the co-op banquet scheduled for Wednesday evening.

Reminded everyone of the Spring Concert scheduled for Sunday afternoon at 3:00.

Mentioned band tour to Nashville and Knoxville, Tennessee, on Thursday and Friday, May 6 and 7. Students should be working ahead in classes in preparation for this trip.

Asked faculty interested in district computer workshop to sign up in the office.

April 26, 1982 -

Made final preparation for the Auto Mechanics Basketball Tourney scheduled for Wednesday, April 28.

Talked about Prom Banquet and dance to be held on Friday and Saturday.

Asked spring sports' coaches to please notify the Director of Transportation when an event had been either cancelled or rescheduled.



Reminded faculty to pick up their registration packets and to bring them to the meeting after school on Wednesday where we would work on scheduling conflicts and changes necessary for next fall.

May 3, 1982 -

Talked about the early dismissal on Wednesday and the making of final plans for pre-registration on Tuesday, May 11.

Reminded faculty to be thinking about Honors Assembly coming up so that appropriate plans could be made.

Arranged for several substitute teachers during the week.

May 10, 1982 -

Finalized plans and procedures for Tuesday's pre-registration.

Planned for a Senior class meeting to be held on Tuesday morning at 9:45.

Talked about the National Honor Society induction ceremony to be held on Wednesday evening.

Had Miss Jud finalize her plans for the play to be presented on Friday evening.

Went over the final exam policy with the faculty.

May 17, 1982 -

Congratulated Miss Jud on the play that was presented last Friday night.

Had Mr. Kaiserman finalize plans for the 8th grade visitation to be held on Wednesday afternoon.

Again reminded faculty to be thinking of Honors Assembly.

May 24, 1982 -

Reminded faculty that a list of Juniors and Seniors eligible to option out of finals would be posted by noon Monday.

Talked about the final schedule for Tuesday and Wednesday.

Voted on the American Legion Citizenship Award winners from the Senior class to be announced graduation night.

Asked faculty to do the following:

All grades finished by the end of school Thursday.

Leave grade books in the office before leaving.

File a copy of the final exams in the office.

**APPENDIX C**

**WINCHESTER HIGH SCHOOL**

**TEACHER**

**INSTRUMENT**

WINCHESTER COMMUNITY UNIT #1  
OBSERVATION AND EVALUATION GUIDE

60  
Key:  
E-Excellent  
S-Satisfactory  
N-Need Improvement  
U-Unsatisfactory

Teacher \_\_\_\_\_

Class Observed \_\_\_\_\_

Time Spent in Observation \_\_\_\_\_ Date \_\_\_\_\_

I. Personal Characteristics:

- 1. Personal appearance.....
- 2. Voice.....
- 3. Enthusiasm.....
- 4. Patience.....

II. Professional Characteristics:

- 1. Professional growth.....
- 2. Recognition and acceptance of responsibility as a teacher.....

III. Instruction and Management:

- 1. Planning and organization--lesson plans.....
- 2. Control of learning situation.....
- 3. Has appropriate classroom climate.....
- 4. Has respect for student differences.....
- 5. Uses textbooks and curriculum as guides and tools.....

	E	S	N	U
1. Personal appearance.....				
2. Voice.....				
3. Enthusiasm.....				
4. Patience.....				
1. Professional growth.....				
2. Recognition and acceptance of responsibility as a teacher.....				
1. Planning and organization--lesson plans.....				
2. Control of learning situation.....				
3. Has appropriate classroom climate.....				
4. Has respect for student differences.....				
5. Uses textbooks and curriculum as guides and tools.....				

Comments:

Signatures:

Principal \_\_\_\_\_

Teacher \_\_\_\_\_

WINCHESTER COMMUNITY UNIT #1  
OBSERVATION AND EVALUATION GUIDE

**I. Commendations**

**II. Areas Where Improvement Is Needed**

**III. Recommendation**

Signatures: \_\_\_\_\_  
Principal Date  
\_\_\_\_\_  
Teacher Date

## BIBLIOGRAPHY

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