



Five Year Education Plan, 2016-2021

Collegiate Edu-Vet — A Veterinary Teaching Hospital

A public-private Early College STEM Academy initiative

Roscoe Collegiate ISD
Roscoe, Texas

May 2016

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Executive Summary

This education plan is focused on Collegiate Edu-Vet – a veterinary teaching hospital – located at Western Texas College’s Roscoe Campus in Roscoe, Texas.

The goal of the Roscoe Collegiate P-20 System Model for Student Success is to develop a collaborative, sustainable and replicable model for breaking the generational poverty cycle through higher education (Early College), while supplying critical workforce (STEM) shortage areas that will be essential to meeting the daunting challenge of feeding and clothing 9 billion people on the planet by 2050. Two things that help one move out of poverty are relevant rigorous education and positive relationships.

In its eight year, RCISD Early College has experienced consistent success since Western Texas College awarded the first RCHS Associate Degree 2010. Completion rates of RCHS students for the Associate Degree included 38% of the Class of 2010, 52% of the Class of 2011, 58% of the Class of 2012, 73% of the Class of 2013, 89% of the Class of 2014, 90% of the Class of 2015 and 92% for the Class of 2016.

Agriculture industries and engineering technologies are the context of the living, working and learning environments of Nolan County, Texas. RCISD provides learning pathways through biomedical sciences and engineering. Featured in this Business Plan, the biomedical pathway includes clinical, One Health, laboratory and business certificates through the Collegiate Edu-Vet Teaching Hospital and certifications through Texas Veterinary Medicine Association (TVMA).

RCISD assumes the responsibilities to be an open enrollment public school of choice and agrees to educate any student/parent who desires the curriculum. The biomedical curriculum of Collegiate Edu-Vet engages public-private partnerships through a private Collegiate Edu-Vet Veterinary Teaching Hospital Practice that connects the student’s academic work with rigorous and relevant experiences necessary for high-value careers.

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Five-Year Education Plan 2016-2021

Collegiate Edu-Vet – A Veterinary Teaching Hospital

Glossary

AVID – Advancement via Individual Determination

CoS – Chief of Staff of private Roscoe Veterinary Teaching Hospital Practice

CVA – Certified Veterinary Assistant

ECD – Early College and STEM Director

Educate Texas – a public-private initiative of Communities Foundation of Texas

ESP – Elementary School Principal

Hoofstock Genetics – a private animal genetics firm

HSP – High School Principal

INOVA – a private veterinary practice management group

One Health - co-equal collaborations between physicians, veterinarians and other scientific-health and environmentally related disciplines

RGHS – Roscoe Collegiate High School

RCISD – Roscoe Collegiate Independent School District

STEM – Science, Technology, Engineering, Mathematics

Strat Aero – an international aerospace services company focused on the UAV including software, hardware and services.

TEA – Texas Education Agency

Third-90 – Populations with 90% of the students eligible for free and reduced lunch; 90% ethnic minority groups; and 90% met district or state academic standards in reading

TSTC – Texas State Technical College, Sweetwater

TVMA – Texas Veterinary Medical Association

WTC – Western Texas College, Snyder

1.0 Mission of the Roscoe Collegiate ISD

Roscoe Collegiate ISD (RCISD) believes that all students will learn and be successful, regardless of their previous life experiences. We believe that it is the purpose of our school to educate all students to their highest level of academic performance, while nurturing positive growth in social/emotional skills.

RCISD is responsible for the preparation of students to meet the challenges that they will face in tomorrow's world. It is our responsibility to: "Produce productive, active and social members for society."

1.1 Mission of the RCISD Collegiate Edu-Vet Teaching Hospital

Foremost, the mission of the Collegiate Edu-Vet Teaching Hospital is to provide a relevant and rigorous learning environment for RCISD and other Western Texas College students. Coupled with the rich learning environment is a commitment by adjunct faculty board-certified veterinarians to supervise student internships and improve and promote the health and well-being of people, animals, community and ecosystems we share.

1.2 Vision of the RCISD Collegiate Edu-Vet Teaching Hospital

This eight-year vision has evolved through six educational interventions including AVID, Common Instructional Framework, Instructional Coaches & Common Planning, Harvard Instructional Rounds, the Third-90 and project-based learning in relevant STEM areas of engineering and biomedical science.

The vision is to prepare students for rewarding careers in the broad biomedical sciences while engaging students and providing the public with access to referred private veterinary patient care, particularly food animal species, but including population health and wellness for all species.

1.3 Educational values of the RCISD Collegiate Edu-Vet Teaching Hospital

Education is the core of our mission and vision. Collegiate Edu-Vet Teaching Hospital will provide the best possible environment for the intellectual development and professional education of our students.

- We adhere to the highest principles of trust, respect and courtesy in all things.
- We recognize that human resources are our greatest strength. We strive to foster an organizational culture that promotes personal and professional development by recognizing and rewarding contributions and celebrating achievements.
- We respect the capabilities and the contributions of veterinarians practicing in the rural communities we serve. We view the Collegiate Edu-Vet Teaching Hospital as a resource to their practices and honor the highest standards of professional conduct and integrity throughout the referral process.
- We recognize growing relationships with private business and public schools. We strive to create transparent mutually beneficial partnerships with those who share our goals.
- We recognize that we are an organization that operates with public funds to serve the public good. We complement rather than compete with private businesses who are Nolan County taxpayers and stakeholders. We are prudent and responsible stewards of our human, fiscal and natural resources.
- We recognize our responsibility to work closely with agricultural producers and consumers to uphold the safety, abundance, quality and affordability of our food supply.

1.4 Objectives

First year objectives—2016-17:

1. Counsel students, teachers, parents and stakeholders on the STEM/Early College curriculum and career development.
2. Deliver a veterinary sciences curriculum to RCISD students and other Western Texas College (WTC) students, including 200 hours of internship and 300 hours of externship experience required for TVMA-CVA certifications.
3. Create a public-private business model and relationships among RCISD, teaching faculty, board-certified food animal veterinarians and the community.
4. Promote broad stakeholder understanding of the public-private business model and its relationship to high-value career success.

5. Launch a public communication plan that describes the mission, vision, educational objectives and impacts of the Collegiate Edu-Vet Teaching Hospital.
6. Modify the Collegiate Edu-Vet Teaching Hospital facility to accommodate a relevant and rigorous learning environment.

Second-Third year objectives—2017-18 / 2018-19:

1. Sustain and adapt all first year objectives with enhancements based on performance data.
2. Enhance public-private business relationships among RCISD, teaching faculty, board-certified veterinarians, neighboring referral veterinarians and the community.
3. Systematically expand the curriculum among RCISD, teaching faculty, board-certified veterinarians and the community to include biomedical sciences, equine sciences and companion animal clinical sciences.
4. Adopt effective teaching pedagogies based on competence, engagement and impact. Emphasis will be placed on experiential learning opportunities.
5. Increase the time of meaningful engagement of students through experiential learning cycles created through virtual experiences and reflective observations.
6. Establish a forum of value-added education for stakeholders and the public.

Fourth-Fifth year objectives—2019-20 / 2020-21:

1. Sustain and adapt all second-third year objectives with enhancements based on performance data.
2. Promote public-private business relationships among RCISD, the private veterinary practice, board-certified veterinarians, practicing veterinarians and the larger community.
3. Become recognized as a distinguished Collegiate Edu-Vet educational program in biomedical sciences and related career development.

2.0 Personnel

People are the key to educational success. Teamwork and coordination increases the likelihood of success. Although RCISD is a hierarchical organization, talented individuals contribute to specific tasks and overall excellence. Personnel crucial to the Collegiate Edu-Vet Teaching Hospital include the Board of Trustees, administrators, teaching faculty, adjunct faculty veterinarians and supporting staff.

2.1 Board of Trustees

The RCISD Board of Trustees acts as the school district's policy-making body and is the official representative of the people for all public education in RCISD. The Board functions according to state and federal laws, the rules and regulations established by the State Board of Education, the Texas Education Agency and the will of the people as expressed in district elections.

The RCISD Board of Trustees elects a president, vice president and secretary to serve one-year terms. The Board selects and employs the Superintendent and delegates the responsibility and authority for the operation of the school district to that chief executive officer.

2.2 RCISD Administration

The Superintendent is the educational leader and chief executive officer (CEO) of the district and performs the duties of the Superintendent of Schools for the RCISD, as prescribed in the job description. The Superintendent may be directed by action of the Board of Trustees and shall comply with all board directives, state and federal law, district policy, rules and regulations as they exist or may hereafter be amended. The Superintendent advises board members on all matters concerning school management.

The Dean of Academic Affairs is responsible for managing general education, creating course schedules, assisting with faculty and student issues, coordinating professional development, conducting research, preparing program reviews and participating in other special projects. The Dean of Academic Affairs reports directly to the Superintendent with liaison with the Early College Director and the principals.

The Early College and STEM Director (ECD) is the educational leader with responsibilities and authority delegated by the Superintendent. The ECD coordinates the RCISD Early College High School/STEM Academy and has responsibility and authority for program management, coordination, liaison with Western Texas College (WTC), data management and financial monitoring. The ECD reports directly to the Superintendent.

The High School Principal (HSP) is the chief operating officer of the high school with responsibilities and authority delegated by the Superintendent. Specific responsibilities are identified and described in the employee handbook. The HSP reports directly to the Superintendent and liaisons with the ECD.

The Elementary School Principal (ESP) is the chief operating officer of the elementary school with responsibilities and authority delegated by the Superintendent. Specific responsibilities are identified and described in the employee handbook. The ESP reports directly to the Superintendent and liaisons with the ECD.

The Chief of Staff (CoS) of the private Roscoe Veterinary Teaching Hospital Practice is a board-certified veterinarian and a representative of the private veterinary practice. The Chief of Staff, as an adjunct faculty of RCISD, reports directly to the Superintendent and liaisons with the ECD and HSP. Specific responsibilities as adjunct faculty are identified and described in the position descriptions and the plan of work.

2.3 RCISD Faculty and Staff

While education is the key to success in life, teachers make lasting impacts in the lives of students. RCISD includes experienced teachers who are committed to student success. The 2015-16 staff of RCISD included 34 full time teachers, three part time teachers, two teachers that split time as teachers and instructional coaches, nine paraprofessionals, one counselor, six administrative team leaders, four office personnel, one Texas AgriLife Extension Service 4-H specialist, one part-time Chiropractor, one STEM specialist and two Technology personnel. Six of these faculty members are adjunct professors for WTC and one is an adjunct professor for Texas State Technical College (TSTC). One or more board-certified veterinarians will join the RCISD faculty in 2016-17 as adjunct faculty members.

RCISD is designated by the Texas Education Agency (TEA) as Highly Qualified in the following four measurable objectives: 100% Highly Qualified Teachers; 100% of classes taught

by Highly Qualified Teachers; 100% of teachers receiving Highly Qualified professional development; and 100% of classes taught by Highly Qualified Teachers in high poverty schools.

3.0 RCISD Ownership

Education is often regarded as the most local of all public utilities. Moreover, the Roscoe Collegiate System is a P-20 Systemic Model for 21st Century School Transformation in Texas and the United States. RCISD has a transparent public financial and operational structure. RCISD and the Collegiate Edu-Vet curriculum are financed by taxpayers and sources include local property taxes, local bonds, federal and state appropriations and supplementary grants and contracts. The district is partially supplemented by Educate Texas, a public-private partnership established by the Governor's office to support Early Colleges and STEM Academies, as a P-16 college and career readiness initiative within the Texas Public Education System. Additional revenue will come from facility use of RCISD capital assets. The Roscoe Collegiate Edu-Vet Teaching Hospital is intergral to the public RCISD district and the taxpayers of the district.

There is a need to investigate public-partner relationship in an emerging environment that is experiencing declining parity in public funds. These emerging relationships are defined as a long-term contract between a private party and a government entity (RCISD) for providing a public asset or service. In which, the private party bears significant risk and management responsibility and remuneration is linked to performance.

3.1 Services

The RCISD Collegiate Edu-Vet Teaching Hospital has two complementary functions. The Collegiate Edu-Vet Teaching Hospital is an educational facility that provides and supports a relevant and rigorous learning environment for RCISD students. The Collegiate Edu-Vet Teaching Hospital has all the services for P-20 students and other WTC students that are expected within an innovative public system, including universal education, high-level high school courses, STEM pathways and platforms with public agencies including Western Texas College (Snyder) and Texas State Technical College (Sweetwater), Angelo State University, Texas A&M AgriLife Extension Service, Texas 4-H , Texas A&M University (College Station) and the Texas Tech University (Lubbock). Other partnerships are emerging.

Coupled with a rich learning environment is a commitment to join in a public-private partnership to improve and promote the health and well-being of animals and ecosystems. The services to be provided under the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice are described in a separate business plan.

3.2 Competitive Comparison

This education plan focuses on the public education elements of RCISD and the Collegiate Edu-Vet Teaching Hospital. The business plan focuses on the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice associated with the facility.

3.2.1 Direct Competition

RCISD is recognized as an innovative distinguished public school. Roscoe Collegiate High School (RCHS) reported zero dropouts from grades 9-12 in 2014. State accountability ratings are based on four performance indexes: Student Achievement, Student Progress, Closing Performance Gaps and Postsecondary Readiness. The 2015 indexes for RCHS show each substantially beyond the TEA target. The TEA target for Student Achievement was 60 with

RCCHS achieving a score of 90. The TEA target for Student Progress was 15 with RCCHS achieving a score of 33. The TEA target for Closing Performance Gaps was 31 with RCCHS achieving a score of 47. The TEA target for Postsecondary Readiness was 57 with RCCHS achieving a score of 87. Of the seven distinction designations, RCCHS receive a rating of “Met Standard” for all seven designations.

Direct comparisons of the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice are described in a separate business plan.

3.2.2 Indirect Competition

In the case of public school systems, indirect competition is the conflict between districts whose products or services are not the same, but that could satisfy the same consumer need. As a result of the developmental process for the Roscoe Collegiate Model, the district has evolved away from the 20th Century concept of an Independent School District into more of a System Model approach.

“School Choice” is a term used to describe a wide array of programs aimed at giving parents the option to choose the schools their children will attend at taxpayer expense. State and federal laws give Texas students choices among public schools.

In 2015-16, there were 618 students enrolled in RCISD PreK-12 grades. Of those, 247 (40%) are out-of-district children. Clearly, these choices are based on academic quality of the school-curriculum-teacher rather than convenience or cost to the student or parent.

3.3 Emerging Environments

Futurists describe a rapidly changing society in the 21st Century. Communicated as grand challenges, societal imperatives with immediate implications for Texas include education, energy, environment, disease and water.

To respond, RCISD is developing a P-20 systemic model for 21st Century School Transformation in Texas and the United States. This approach will enable RCISD to better provide students with the integrated resources, including the Collegiate Edu-Vet Teaching Hospital, that are necessary to engage in a much more globally competitive educational and workforce environment. The goal of Educate Texas is for RCISD to become a model that can be replicated by other small and rural schools interested in 21st Century School Transformation.

Negotiations are ongoing to engage INOVA, a practice management group, to assist with strategic planning, sound hospital management, software, bookkeeping and accounting and planning for profit. Surveys indicate that approximately one-third of full-time private practitioners are affiliated with a management group. An integrated resource management (IRM) team consolidates the administrative and management functions of smaller practices. Groups that deliver effective services in line with marketplace realities are better positioned to thrive in the emerging environment. The services to be provided by INOVA are described in a separate business plan under the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice.

Negotiations are also underway with Hoofstock Genetics, an innovative private genetics firm, that specializes in superovulation and embryo transfer (ET), *in vitro* fertilization (IVF), laparoscopic and traditional artificial insemination (AI) and related reproduction services. This venture in cutting-edge laboratory technologies increases the learning opportunities for RCISD students in biomedical sciences and the opportunity to earn certificates in Clinical, One Health,

laboratory, and business and Texas Veterinary Medicine Association certifications. The services to be provided by Hoofstock Genetics are described in a separate business plan under the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice.

The investment in the Collegiate Edu-Vet Teaching Hospital coupled with a RCISD-Strat Aero partnership provides opportunities for public-private partnerships to increase relevant and rigorous learning in innovative career pathways in engineering. RCISD-Strat Aero partnership involves the use of unmanned aerial vehicles (UAVs) and will focus educational strategies on the cutting edge of aeronautics, including the use of UAVs, training UAV pilots and creating software designed to work onboard UAVs which reports back their findings.

4.0 Marketing Summary

Two dimensions of marketing correlate in the public-private RCISD Collegiate Edu-Vet Teaching Hospital. This analysis focuses only on marketing public education biomedical sciences through Collegiate Edu-Vet. The biomedical pathway includes clinical, one health, laboratory and business certificates coordinated through the Texas Veterinary Medicine Association.

PESTLE, as a forecasting tool, enables educational leaders to carry out a more comprehensive analysis and to make better decisions. PESTLE analysis provides information in the analysis of the changes in the school's environment that may impact future finance, planning and management decisions. Dimensions of the PESTLE analysis include political, economic, social, technological, legal and environmental forces.

4.1 Market size. RCISD has a 2015-16 student population of 618 students in Pre-K through Grade 12. RCISD is included in TEA Region 14 Education Service Center. Region 14 serves over 3,900 professional educators and 200 administrators who impact the lives of all of our children on 160 campus sites. In the TEA Region 14 Educational Service Center, there are seven institutions for higher learning including three universities, three colleges and one technical college.

4.2 Market Segmentation. The educational segments can be grouped as private and public schools and include private home schools, charter schools and elementary, secondary and community colleges. Public marketing includes all segmentations with strategies that include enrolled students, students who may potentially enroll, parents and stakeholders who are directly linked to RCISD, Western Texas College and stakeholders who have indirect but important linkages.

4.3 Target Market Segment Strategy. The market is made up of schools within commuting distances of less than 50 miles in Nolan, Mitchell, Scurry, Fisher and Taylor counties. School districts include Blackwell, Colorado City, Hermleigh, Highland, Loraine, Robert Lee, Roby, Snyder, Sweetwater, and Trent ISD.

Opportunities exist to scale this P-20 System Model in other schools, particularly those in rural settings. The public-private combinations can be designed for unique contextual settings, student aspirations and partner collaborations.

5.0 Summary

Increased parental school choice has become a popular education reform strategy, but evidence of its effectiveness in improving student achievement is mixed. Findings by Loeb, Valant and Kasman suggested that school leaders feel competitive pressures from certain types of schools but often respond by improving their marketing efforts rather than their educational programs. RCISD has chosen a different pathway—producing productive, active and social members for society.

5.1 Competitive Edge

The P-20 System Model for Student Success has developed educational differentiation over an eight year development period. Six interventions that underwrite RCISD’s ability to outperform its competitors include Advancement via Individual Determination (AVID), Common Instructional Framework, Instructional Coaches & Common Planning, Harvard Instructional Rounds, the Third-90 and project-based learning in relevant STEM areas of engineering and biomedical science.

5.2 Marketing Strategy

In the public education segment, RCISD Collegiate Edu-Vet curriculum will initially target schools that have expressed interest in scaling this model. Additionally, marketing will include opinion leaders and early adopters in the political, economic, social, technological, legal and environmental segments of the workforce. Parents of RCISD are crucial in the marketing strategy. Tools used in the marketing strategy include peer campus visits, instructional rounds, local media, public surveys, student surveys and social media.

During the first year, Collegiate Edu-Vet would like to have at least four schools who endorse this educational model and six veterinarians who refer patients of clients.

5.3 Sales Strategy

A traditional sales strategy will be developed by the private veterinary practice imbedded in the Collegiate Edu-Vet teaching hospital. A separate but complementary private Collegiate Edu-Vet Veterinary Teaching Hospital Practice Business Plan describes the sales strategy as well as sales forecasts and milestones.

6.0 Management Summary

Four strata of engaged managers guide RCISD and the Collegiate Edu-Vet Teaching Hospital: 1) RCISD taxpaying community, 2) the Board of Trustees, 3) administration and 4) the faculty and staff. Each has unique roles in the policies and practices of RCISD. The primary responsibility for policy and fiscal management rests upon the elected Board of Trustees. It is the responsibility of RCISD Board of Trustees to ensure that every child has access to a quality education and taxpayers receive cost-effective programs. The commitment to innovative Early College and STEM curriculum initiatives demonstrate this board responsibility.

In an emerging era of public-private partnerships, practices should be implemented in ways that promote and sustain the integrity of the school district and the community, earning the trust of citizens and citizens practicing civic responsibility. Transparency is crucial in order to avoid conflicts of interest or even the appearance of conflicts of interest.

6.1 Policy Management

Areas of the policy agenda include 1) increasing public awareness and participation in program and facility planning, 2) creating and supporting RCISD as a center of the community that manages public-private partnerships and provides support for an optimal learning environment, 3) improving facilities management, including maintenance and capital improvement programs and 4) securing adequate and equitable facilities funding.

6.2 Fiscal Management

Making effective and efficient use of resources is crucial to success given limited levels of resources and a commitment to provide all children with high quality learning opportunities.

RCISD has implemented a fiscal management system that provides parents and community members with financial and accountability system information that is clear and easily understood.

The financial management authority of RCISD resides with the Board of Trustees and responsibilities are delegated to the office of the Superintendent. The Superintendent and staff follow TEA site-based decision making, budgeting, accounting, purchasing and activity fund accounting procedures. The financial records are subject to regular review and auditing practices. Transparency in this context refers to an openness with regard to school finance matters.

Financial management of public-private ventures follow the same rigorous standards as TEA.

Collegiate Edu-Vet Teaching Hospital budgetary descriptions include allocations and projections for expenses (operating, maintenance, improvements, expansions, student insurance, adjunct faculty veterinarians' salaries, building insurance) and income (lease agreements with private veterinarians).

Financial management of the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice will engage INOVA, a practice management firm, to assist with strategic planning, sound hospital management, software, bookkeeping and accounting and planning for profit. Financial practices and services to be provided under the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice are described in a separate business plan.

7.0 Assumptions and Constraints

We make assumptions and are bounded by constraints and unintended consequences.

Assumptions are accepted as true or as certain to happen, but without proof. Constraints are limitations or restrictions to preferred action. Unintended consequences are outcomes that are not foreseen and intended. Unintended consequences may be benefits, drawbacks or perverse effects contrary to what was originally planned.

7.1 Important Assumptions

Assumption #1 – RCISD personnel are caring competent professionals.

Assumption #2 – Every child has the ability to learn and to be successful.

Assumption #3 – Students, parents and the community will increasingly value and support quality education as a sound investment.

Assumption #4 – Schools will continue to respond to public need. The Collegiate Edu-Vet curriculum and Edu-Vet Teaching Hospital are examples of response to public need.

7.2 Anticipated Constraints

Constraint #1 – Politics often change the focus of the curriculum and student achievement measures without sufficient attention to academic aspiration, performance and development.

Constraint #2 – Short-range economic changes impact long-range missions and strategies that compel schools to do more with less. Poverty makes it difficult for families to provide the resources children need.

Constraint #3 – The diseconomies of scale between large urban schools and small rural schools.

Constraint #4 – Societal and cultural constraints include safety, nutrition, health, crime, drugs and limited public-private partnerships.

***Forward-Looking Statements.**

This education plan may contain forward-looking statements based on current assumptions, constraints and forecasts made by Roscoe Collegiate Independent District or their consultants. Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of RCISD, the Collegiate Edu-Vet Teaching Hospital, the private Collegiate Edu-Vet Veterinary Teaching Hospital Practice and the estimates given here. These factors include those discussed in public reports which are available on the RCISD website. RCISD assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.

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