

CEN is a learning organization that makes transformations possible through continuous improvement, increased communication, professional development, and enhanced services. CEN embraces the future by focusing on the “new” college and career vision, achieving affordable access and educational attainment, integrating transformative educator development, and providing exemplary stewardship.

CEN ANNUAL REPORT 2020

COLLEGIATE EDU-NATION

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WE’VE GOT GRIT.

Students in CEN Network schools benefit from a resilient growth-oriented mindset that helps them succeed academically and in life, while making meaningful contributions to their community.

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EXECUTIVE SUMMARY

Rural Americans are experiencing difficult times. "Rural" defines 97 percent of the nation's land area but contains less than 20 percent of the population. Still, 1.2 million children under 18 live in rural Texas and experience disproportionately higher poverty rates and lower educational achievement. Roscoe Collegiate ISD has doggedly challenged K-12 tradition since 2002 and, in 2019, created a non-profit network called Collegiate Edu-Nation (CEN).

The CEN transformation produces 100 percent high school completion. At the same time, 90 percent of the high school graduates earn associate degrees and industry-recognized certifications with expectations for 80 percent to earn bachelor's degrees within three years and 70 percent to earn post-graduate degrees—all with little or no debt.

CEN, together with network schools, aims to transform public education for all students to provide affordable access to college-ready, career-ready preparation leading to degrees and industry-recognized certifications and serve as a community, state, and national resource for such efforts.

WELCOME

“ Welcome to CEN. We invite you to dig into the annual report. The changes that have occurred in CEN networked schools is impressive. CEN is using our defining strengths to tackle significant challenges and make life better for our students and communities. You have to live it to believe it. You have to put what is best for students first, every day—even when it is not convenient for the adults in the room.”

Jacob Tiemann
President, CEN Board of Trustees

“ 2020 brought previously unimagined changes. While the COVID-19 pandemic demonstrates how susceptible our world is today, it has revealed our educational system's vulnerability. CEN is assisting rural districts in meeting these college, career, and community attainment challenges. The P-20 concept has moved from a model to a test-bed and now a network of schools.”

High aspirations and high expectations encourage districts to form partnerships to build from innovations to practice. Communities and faculties join in collaboration and professional development. In 2021, Texas looks dependently upon an educational network to prepare students who can compete globally for jobs and careers. Texas meets the Texas Higher Education Coordinating Board 60X30TX goals to prepare students for real-world careers and challenges.

Dr. Kim D. Alexander
Chief Executive Officer

WE'VE GOT PURPOSE

CEN's purpose is simple—to dramatically improve rural education for students, parents, and communities. The essential ingredients include a blend of innovation, critical thinking, creativity, collaboration, communication, and persistence. The *raison d'être* is to improve schools and communities by changing the status quo.

MISSION AND VISION

CEN intends to educate, train, and empower rural communities to reinvent their local economies for 21st-century success. This support begins from the first day of Pre-K through postsecondary success and into the start of a meaningful career.

Finally, CEN demonstrates exemplary stewardship by procuring and managing all types of resources with ethical fidelity and accepted best practice standards. Vision-related outcomes are optimized only when logistics and resources are managed with dedicated stewardship.

OUR CORE BELIEFS

- ▲ Students from rural communities should have every opportunity to access challenging career paths and achieve high postsecondary success levels.
- ▲ The best teachers in America should mentor rural students.
- ▲ Rural schools are stronger through collaboration and networking.
- ▲ Rural communities nurture big dreams by applying innovation.
- ▲ Optimal student learning is always predicated on optimal educator learning.

Just Like Students—Every District is Distinct

CEN partners directly with network schools to create a custom implementation plan; therefore, this report is not intended to be an exhaustive resource for a single district. We will continue to learn and lead as we work together in the coming years.

SCHOOL CULTURE & CLIMATE

Culture and strategy are the primary forces that affect organizational viability and effectiveness. Culture expresses goals through values and beliefs. The strategy offers logic for the school's purposes and orients people around those goals. Unquestionably, culture broadly describes who we are. There are macro-differences between Paris, Texas, and Paris, France—not better or worse, but très différent. Equally valid, there are micro-differences among rural stakeholders. Progress is more likely when we collectively clarify, understand, communicate, and honor our diversity. CEN seeks to understand rural school cultures and community values that shape schools for the 2030 future.

FAMILY INVOLVEMENT & SATISFACTION

An African proverb says it takes a village to raise a child. The adage is true, but the community includes an array of parents, relatives, friends, and neighbors working, playing, and facing obstacles together to make the best better. A parent said, "We moved into the district so our daughter could earn her associate's degree and a veterinary technician certification." A grandparent said, "Montessori has been wonderful for our grandson's development." A youth advisor observed, "The research project engaged the fifth graders in environmental conservation." A pastor confirmed, "It is great to see kids earn degrees and certifications from home with no debt."

This model ... seems too good to be true some days. We are making it happen. Exciting for our rural communities!

Dr. Michelle Cline
Superintendent, Throckmorton Collegiate

This new model prepares rural students to fill workplace gaps, with a focus on STEM training."

Alton Frailey

Keeping our rural communities depends on education and development.

Dr. Craig Rotter

Good stuff. Thanks for sharing the good news.

Dr. Randy Burks
Superintendent, Hamlin Collegiate

CEN is helping rural schools break the rural poverty cycle and preparing for our community to prosper."

Dawna Fullwood

It is essential that we strengthen post-secondary connections and partnerships with community colleges and industry.

Dr. Susan Holley

I love hearing about and seeing all of the work being done for rural schools, students, and communities! Makes me excited and proud to be part of this amazing network.

Shelly Slaughtor
Superintendent, Cumby ISD

The CEN strategy strengthens public funding and philanthropic connections.

Eric Reeves



COLLEGIATE EDU-NATION

BOARD OF TRUSTEES

Excellent service and performance are always the downstream effects of having committed and visionary servant leaders at the helm. Let us introduce you to the thought leaders of CEN.

Stephen Bailey - Secretary

Alton Frailey

Dawna Fullwood - Treasurer

Stephanie Garcia

Susan Holley

Emily Perdue

John Perdue

Eric Reeves

Craig Rotter

Jacob Tiemann - President

Johnny Veselka

The Chief Executive Officer (CEO) is the organizational position responsible for carrying out the strategic plans and policies approved by the Board of Trustees. The CEO reports directly to the Board of Trustees. The CEO provides timely information to the executive leadership team to facilitate efficient decision making.

Kim D. Alexander, CEO

The Chief Operations Officer (COO) is the organizational position responsible for oversight to carry out the logistical plans as approved by the Board of Trustees. The COO reports directly to the Board of Trustees while providing timely information to the executive leadership.

Marsha Alexander, COO

ORGANIZATIONAL OFFICERS

Nelson Coulter

As Chief of Organizational Learning Officer (COLO), Nelson Coulter assists in long-term strategic planning and administrative activities for the CEO and COO. The COLO organizes, monitors, and prioritizes critical issues and information for the executive to facilitate efficient decision making. The COLO collaborates with the CFO in funding strategies and procurement. The COLO reports to the CEO and COO.

Lupe Singh

As Chief of Schools Officer (CSO), Lupe Singh liaisons with networked CEN school administrators to assist in long-term logistics, communications, and operational activities. The CSO monitors and advises administrators on innovative learning practices, teacher effectiveness, and professional development to facilitate efficient campus decision making.

Rita Fried

As Chief Financial Officer (CFO), Rita Fried provides financial planning, monitoring, managing, and reporting activities for its CEO, COO, and Board of Trustees. The CFO maintains general and 501c3 ledger accounts, including TEA, networked school accounts, philanthropies, grants, and contracts. The CFO provides information upon request for the Board and executive leadership team to facilitate efficient decision making.

Greg Wortham

As Chief Marketing Officer (CMO), Greg Wortham is responsible for planning, developing, implementing, and monitoring the overall business marketing strategy. The CMO conducts market research, pricing, marketing, communications strategies, advertising, digital communications, and public relations.

Darrell Dromgoole

As Chief Community Development Officer (CCDO), Darrell Dromgoole assists the CEO and COO in long-term strategic community planning, administrative, and operational activities. The CCDO collaborates with Texas A&M AgrLife Extension and organizational personnel to identify rural needs.

CREATING A SCHOOL OF CHOICE

THE TRANSFORMING CURRICULUM

Texas has adopted curriculum standards that are to be used in all of the state's public schools. These standards, the Texas Essential Knowledge and Skills (TEKS), outline what students are to learn in each course or grade.

A future-ready curriculum must be more explicit than courses. The CEN curriculum embraces and accentuates the community and school culture—the attitudes, expectations, behaviors, and pride that exemplify that culture. The CEN model meets the TEKS but embraces a new mindset of authentic learning, collaboration, critical thinking, problem-solving, and appropriate use of technologies, including cross-disciplinary teaching, reasoning, analysis, interpretation, and synthesizing information. The CEN curriculum embeds unique practices, procedures, and skills that result in a successful P-20 method.

The P-20 model had its genesis in 2002, with the Roscoe Board of Trustees reviewing trends and practices and asking, "Is this the best we can do?" Roscoe Independent School District (RISD) was a small and getting-smaller school district. 15 years ago. Eighteen years later, Collegiate Edu-Nation, a non-profit entity, was created to scale that developed and still evolving P-20 model.

In 2009, one high school senior earned an associate degree concurrently with their high school diploma. By 2010, that number had increased to 20. By 2015, with innovation and persistence, 25 students had earned associate degrees, and 14 earned a bachelor's degree within three years of high school graduation. Today, 99 Roscoe CISD students have earned their high school diplomas, an associate degree, and bachelor's degrees; and 15 have earned post-graduate degrees.

The Collegiate Edu-Nation P-20 Model for 21st Century School Transformation comprises a series of innovations and interventions in schools to increase student aspirations, expectations, hope, engagement, and accomplishments.

5-Year Priority Targets for Networked Districts

Upon entering into a partnership with CEN, network schools set clear performance goals. These targets are approved by the school's Board of Trustees and serve as primary accountability measures.

PERFORMANCE GOAL #1

Break the cycle of generational poverty by creating a sense of high aspirations and expectations among students, families, and communities for college and career success, especially in STEM-based workforce shortage areas critical to solving global challenges. Student research on community-based problems, community-based internships, and entrepreneurial activities/opportunities lead to lifelong learning and community economic development—all with a focus on college and career success.

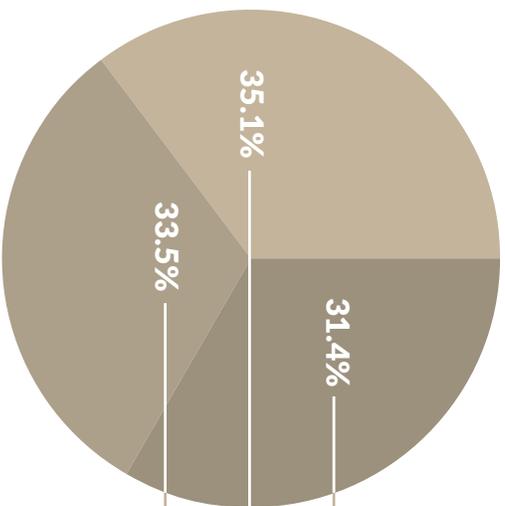
PERFORMANCE GOAL #2

Provide affordable access to a relevant, rigorous education that leads to 90 percent of students concurrently earning high school diplomas/associate degrees and industry-related certifications. Continuing, support 80 percent of students proceeding to earn a bachelor's degree, and 70 percent attaining postgraduate degrees and certifications. CEN assists network schools in defining community core values and better understanding social forces. The intent is to clarify vision, mission, and timelines, while increasing access, engagement, and workforce/career readiness needs.

PERFORMANCE GOAL #3

Strengthen a spirit of innovation to transform and extend educational best practices, advance rural school research, and promote P-20 faculty preparation, reward, and professional development. CEN assists network schools in efforts to retain, develop, and recruit highly effective educators by providing a system for educator improvement that continually improves student learning outcomes.

CEN 2020 Financials



Sources of Income

Carryover From Previous Budget	\$375,300
Management Fees from CEN Network Districts	\$420,250
Grant Funds	\$400,400
TOTAL REVENUE	\$1,195,950

Categories of Expenses

Program Expenses	\$370,400
Contracted Services	\$235,000
Direct Expenses	\$221,500
Payroll	\$326,750
TOTAL REVENUE	\$1,153,650

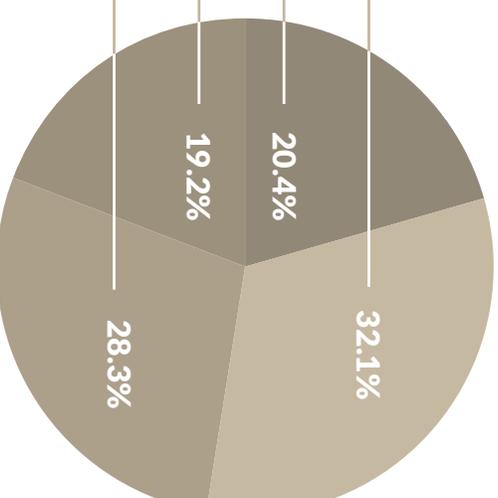


TABLE 2

CEN Network District Enrollment and Demographics, Fall 2020

	Total Enrollment	Low SES	Special Ed	ELL	Hispanic	White	African American	Two or More Races	Other
Roscoe	644	290	45	64	348	277	6	12	1
Hamlin	417	274	53	22	182	199	17	15	4
Throckmorton	147	101	9	0	25	118	3	1	0
Floydada	720	598	66	66	580	102	29	8	1
Cumby	386	224	54	19	52	306	10	13	5
TOTALS	2314	1487	227	171	1187	1002	65	49	11

CEN Network District Enrollment and College Credits, 2019-2020

	Total Enrollment	P-8 Enrollment	9-12 Enrollment	Total Students Earning College Credit	Total Students' College Credit Hours	Industry Certifications	Associate Degrees
Roscoe	644	517	127	120	1547	15	19
Hamlin	417	312	105	59	370	0	0
Throckmorton	147	105	42	36	277	8	2
Floydada	720	546	174	105	339	0	0
Cumby	386	281	105	47	513	23	1

Academic Performance Indicators

Academic Performance Indicators are based on information/data collected annually by the Texas Education Agency.

	A-F Score	Student Academic Achievement	School Progress	Closing the Gap Score	HS Graduation Rate
Roscoe	88 = B	A	A	C	100
Hamlin	85 = B	B	B	C	90
Throckmorton	79 = C	C	B	C	100
Floydada	89 = B	B	A	B	93
Cumby	87 = B	B	A	C	100

THE FUTURE IS IN PLAIN VIEW

For more than 75 years, the United States has enjoyed a prolonged period of privilege and general stability bolstered by innovation and work ethic. In the post-WWII era, it has experienced extraordinary prosperity and world leadership. Today, eight American universities are ranked in the top ten world universities. A 2020 U.S. News survey¹ concluded, “North American and European countries are seen to provide the best education in the world’s future leaders.”

While we have come to view this as the norm, education levels still vary widely among states and districts. In a separate 2020 U.S. News survey² Massachusetts was recognized as the top educational system while Texas was ranked 34th. Improvements are needed.

The Texas Higher Education Coordinating Board’s 60X30TX plan³ was launched in 2015 with a clear and bold vision: to be among its highest-achieving states. Goals focus on an educated population measuring postsecondary credentials, college readiness, career readiness, and low student debt.⁴

The 60X30TX plan calls for a P-20 educational model. CEN embraces that future by focusing on the “new” college and career vision, achieving affordable access and educational attainment, integrating transformative educator development, and providing exemplary stewardship.

Today, “new colleges and universities” increasingly focus on an array of job-driven to life-driven outcomes. A new P-20 model must replace the antiquated K-12 system and redefine post-secondary education and careers to meet the future. CEN has a solution that welcomes the future.

1 <https://www.usnews.com/news/best-countries/best-education>

2 <https://www.usnews.com/news/best-states/rankings/education>

3 <https://www.highered.texas.gov/about-us/60x30tx>

4 <http://www.60x30tx.com/goals/>

CEN
HAS A SOLUTION THAT
WELCOMES THE FUTURE

CEN
COLLEGIATE EDU-NATION

**ZIP CODES SHOULD NOT DEFINE
AN INDIVIDUAL'S OPPORTUNITIES**

Join us—there is a place for you!

CEN is a growing network of rural school districts using our defining strengths to tackle our biggest challenges. We empower young people's creative spirit to build a future with more opportunity, prosperity, and impact.

CEN anticipates serving more than 4,000 students in seven Texas Independent School Districts next year. The intention is to grow that number across Texas and the nation. Partnerships bring together public and private stakeholders to support pathways out of poverty and improve student outcomes. With a proven track record, CEN is committed to further preparing rural communities to connect and thrive in a fast-moving future.

For questions or ways to get involved, contact Dr. Kim Alexander, kalexander@edu-nation.org or 325-236-5427.