

## **EXECUTIVE SUMMARY**

Gallup-McKinley County Schools (GMCS) has developed an early college academic program called McKinley Academy within its nine high schools. This innovative and rigorous program meets all the ECHS requirements set forth by the New Mexico Public Education Department. To support McKinley Academy, the district has developed partnership agreements with two postsecondary institutions and with local business/industry partners. The goal of McKinley Academy is to provide options for students to gain the highest level of education possible.

According to the District's School Report Card for 2016-2017, there was one A, seven C's, and one D for all high schools within GMCS. Overall, the district had a graduation rate of 65% for the 4-year cohort. For the district, 293 out of a total of 742 eligible students who earned a regular high school diploma in 2015 were enrolled in a state postsecondary institution and 63 were enrolled in out of state schools. These statistics document the need to provide options for students so they are more likely to enroll in college.

Within GMCS, there is a need to establish career pathways to prepare students for college and/or careers. District data shows 433 students took 266 dual credit courses in the high schools for SY 2017-2018 which is approximately 13% of the total population. Data also show that 1579 students took 52 different traditional vocational courses within their high schools. With approximately 47% of high school students taking college or technical courses, there is a need to establish a different option for students who wish to pursue an alternative path.

Within McKinley County, construction, educational services, hospitality and tourism, healthcare and social assistance, and manufacturing are the priority industries (NM Pathways Project, 2018). The partnership agreements for McKinley Academy document their willingness

to establish career pathways to help GMCS students and will benefit their industries by providing workforce ready employees.

According to the District's School Report Card 2016-2017, there was 11,597 students. Because 97% of the students qualify for free or reduced lunches, the district qualified for the Community Eligibility Provision program in which 100% of the students eat free. Out of the 11,597 total students, 79% were identified as American Indian, 5.2% were Caucasian, 0.4% were African American, 14.4% were Hispanic and 1% were Asian.

GMCS students from all the high schools have the opportunity to participate in this early college initiative starting as freshmen students. Under the University of New Mexico- Gallup agreement, 210 out of 3341 total high school students have been accepted into the program after an application and interview process. In the beginning of SY 2019-2020, two high schools serving 345 students will have the same opportunity once there a similar program with Navajo Technical University located in Crownpoint, NM. All students will be offered transportation from their respective home schools to either UNM-Gallup in Gallup, NM or Navajo Technical University in Crownpoint, NM.

Students in the McKinley Academy program will be held to the same academic standards for core high school courses and to the academic standards for UNM-G courses. The district curriculum for core courses will be used to teach the high school courses for the underclassmen in the program and students will be expected to take the PARCC assessment as well as the appropriate end-of-course assessments. The curriculum for dual credit courses is established by the universities/colleges. Our students will have additional supports so they can be successful in the courses.

For the non-dual credit college and career ready (formally vocational) high school courses, the goal of the district will be to develop courses that will fit into specific career pathways within three years. Standardization and establishing rigorous expectations that result in industry-certified outcomes will be the goal of the curriculum.

## **IMPROVEMENT AND ACCOUNTABILITY**

Gallup-McKinley County Schools serves 6 rural communities along with the town of Gallup. Spanning 4,957 square miles, the 34 schools have seen a decline in enrollment, especially in the 17 schools located on the Navajo Nation. The students and their families face an unemployment rate close to 50% as well as homelessness, racism, poverty and other obstacles. In order to provide more economical independence for students, GMCS will need to develop an innovative educational model that differs from the current traditional educational model.

According to the New Mexico Public Education Department's 2016-2017 School District Report Card, GMCS has a C grade. Of the nine high schools, 7 have a C grade, 1 has a D and one has an A. All the high schools have declined in math proficiency scores from 9<sup>th</sup> to 11<sup>th</sup> grade years. For reading, proficiency scores in 9<sup>th</sup> and 11<sup>th</sup> grades have declined, but the 10<sup>th</sup> grade proficiency scores remained the same.

The overall graduation rates and enrollment at colleges are lower than the NM rates. Despite the average graduation rate at 65% as a district, there are pockets of high 4-year cohort graduation rates. One of the high schools had a rate of 24% with the rest either at 65% or higher. The 5-year graduation rate is 2% less than the state average and the 6-year cohort is the same as the state. Of the total 742 students who are eligible to attend college, only 48% have enrolled in a postsecondary institution.

The statistics document that GMCS needs to make a change for students. The McKinley Academy program will open opportunities, not only for postsecondary options, but for workforce options for the participants. Using the early college high school model, students' engagement and student academic performance will increase. We believe that if students are more engaged in their learning, it will result in improved academic performance. The district will use the college and career readiness component and the graduation rate on the School Report Card to evaluate the program.

Students will be assessed with curriculum-based measures periodically, during their core subjects. All students enrolled in high school courses will take the district's interim assessments, PARCC and the end-of-course assessments. All lessons will be aligned to meet the Common Core State Standards and the district's curriculum. Each teacher will create unit plans for the semester, based on GMCS district curriculum.

All students will have access to rigorous curriculum that's aligned to college and career readiness standards. In addition, schools will gain points on their school's report card for dual credit enrollment and student success on college entrance exams.

McKinley Academy is striving to employ highly qualified personnel who will not only teach high school courses, but fulfill requirements to become adjunct personnel who can teach college courses.

## **PROGRAM OF STUDY/ STRUCTURE**

### **Description of Program of Study**

McKinley Academy students will graduate from their home high schools with the required 24 high school credits and earn college credits. The goal of McKinley Academy is for

every student to receive college credits associated with an Associate's degree toward a liberal arts or general education, as they simultaneously receive their high school diploma.

The district has plans to develop additional pathways in partnerships with businesses and the UNM-G. The proposed pathways are in the areas of health/nursing, culinary arts, education, hospitality, welding manufacturing and construction, small business, automotive technology and transportation. Our goal is for every student to receive an Associates' degree and/or certificate.

Students who attend McKinley Academy will attend their home high schools to participate in these pathways. In addition, they will have the opportunity to participate in extracurricular activities. Students will have transportation to and from their home high schools to UNM-G campus as well have breakfast and lunch provided for them.

The attached sample Next Step Plans show the sequencing of classes to support the program pathways.

As of May 21, 2018, there are 194 students who have been accepted to attend McKinley Academy. There will be more students who will have the opportunity for school year 2018-2019 with the goal of 400 students by 2021.

<b>All Grades</b>	Asian	Hispanic	Caucasian	Native American	African American
115 Females	8	25	22	60	0
79 Males	7	16	18	36	2
Total	15	41	40	96	2

### **Structure, Size and Scope**

The freshmen class will follow the GMCS district curriculum for the four core subjects: math, English, social studies and science. Each teacher will utilize the district's Year at a Glance

(YAG) to backwards plan each semester. The fall semester will cover the entire freshmen curriculum at an accelerated rate on the block schedule. The spring semester will cover the sophomore core subjects at the same accelerated pace. Students will take the same interim assessments as their peers at regular high schools for progress monitoring purposes. Teachers will have access to the YAG, unit plan templates, external resources, pacing guide templates, English Language Development standards, end-of-course blueprints, PARCC practice tests, multicultural resources and recommended readings provided by GMCS. Students enrolled in college level classes will be taught by UNM-G instructors and will follow the UNM-G curriculum.

The Freshmen cohort will have four core teachers who will teach math, science, social studies and English. We estimate the class size to be 18-25 per class. Students will rotate through a 75-minute block with a 30-minute lunch. Staff will take their lunch during the same time.

There will be two teachers assigned to teach required subjects for grades 10-12. The two teachers have multiple endorsements: one has nine endorsements and the other has three. The courses offered each semester will be based on student needs. One special education teacher will carry all the students with individual education plans to include students with disabilities and gifted and talented students. We will also have a secretary, counselor and principal. All GMCS resources will be available to McKinley Academy.

The school will be opened from 7:30 – 3:30, Monday through Friday. The staff will be on a schedule to accommodate early arrivals and late departures. The Freshmen cohort will have a traditional block schedule, which includes four core classes, 75 minutes long. At the end of the day from Monday through Friday, students will take their first college course, Topics, for one college elective credit. The course will include KUDER training (an online career exploration

program), test preparation, study skills, Next Step Plans, college success skills, and home school updates.

Sophomores, Juniors and Seniors will take a minimum of four courses, with at least one class at the college level. The other courses will be taught by high school teachers. Students will be strongly encouraged to test into college level courses by taking the Accuplacer at the end of each semester. On Fridays, the upper classmen will do one of the following: driver's education course, service learning, job shadowing, mentoring, work study or tutoring. This format will provide opportunities to customize schedules to fit the students' interests and needs.

All sophomore students will be enrolled in a University Studies class at the college level where they will receive one college credit. College instructors and McKinley Academy students will be discussing life decisions, study skill techniques, four-year plans, postsecondary testing, career and college choices. Juniors and Seniors will have the opportunity to enroll in a similar course.

Students will have the opportunity to be involved in work study, job shadowing, service learning and other mentoring opportunities to gain knowledge and experience from successful adults within their community. Those classes will count as elective credits. Tutoring services will be provided at UNM-Gallup and McKinley Academy for students.

Our special education teacher will implement several research and project-based Science, Technology, Engineering, Art and Mathematics activities to enrich science, math and art. All students will also have the opportunity to create high school portfolios which will consist of community service activities, career interest inventories, samples of academic work, college preparatory essays, college entrance applications, current transcripts and other interest survey

results. The purpose of the portfolios is to provide students with the documentation needed for further educational applications. The special education teacher will also be instrumental in preparing all students for college testing.

### Sample Master Schedule

9th Fall	English 9	Algebra I	Physical Science	NM History/Health	Topics - Elective
9th Spring	English 10	Algebra II	Biology	World History	Topics - Elective

10th Fall	Freshmen Comp	Math 120	Chemistry	US History	College Elective
10th Spring	English 101	Math 121	Physics	College Elective	Health/PE

11th Fall	Writing/Speaking	Math 129	Natural Science	Humanities	College Elective
11th Spring	College Elective	Statistics 145	Fine Arts	Humanities	College Elective

12th Fall	Foreign Language	HS Internship		Political Science	College Elective
12th Spring	Foreign Language	HS Internship		College Elective	College Elective

Internships/Work Study will be available for all students as their schedule permits.

The sample master schedule is hypothetical since schedules will be customized to students' needs, abilities and college/career aspirations. See attached course requirements for UNM-G Liberal Arts and General Studies degree programs.

### School year 2018-2019 Bell Schedule

141 full days (Mon-Thurs) and 37 half days (Fri) to start on August 8, 2018.

<b>FULL DAYS</b> Monday- Thursday 8:00 am - 11:00 am 11:35 - 3:00 pm Total: 6 hours, 25 min	141 full days X 6 hrs,25 min = 904.75 hours
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<b>HALF DAYS</b> Friday 8:00 am - 12:30 pm 4 hours, 30 min	37 half days X 4 hrs, 30 min = 166.5 hours
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2 Required Accuplacer Sessions	3 hours each X 2 sessions = 6 hours
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2 Required Family Night Sessions	1.5 hours each X 2 sessions = 3 hours
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$904.5 + 166.5 + 6 + 3 = 1080.25$  total hours

### POSTSECONDARY PARTNERSHIPS



The University of New Mexico – Gallup (UNM-G) is the postsecondary partner for McKinley Academy. The university is allowing the program to be housed on the college campus. By allowing access to the campus, staff will have office space, classroom space, and use of ancillary and conference spaces. In addition, students will take college courses through the dual credit agreement with the instructors being paid by the college.

The Memorandum of Understanding with University of New Mexico-Gallup is attached.

### **WORKFORCE DEVELOPMENT/BUSINESS PARTNERSHIPS**

McKinley Academy has various community and industry partners. All the current partners are committed to starting the program and willing to sustain the efforts.

Rosenbrough and Fowles, P. C. in Gallup, NM specializes in estate planning, probate/estate administration, real estate, guardianship, business formation, employment law, legal safety and name changes. Mr. Bob Rosenbrough and Mr. Doug Fowles are partners who own the company and willing to help with law, public safety, corrections and security career clusters.

Gallup- McKinley County Chamber of Commerce is a non-profit and business organization that has reached out to help the district develop a program that will bridge public education with their community organization. Mr. Bill Lee, CEO of the Chamber of Commerce, is willing to establish the program and provide input on hospitality and tourism as well as government and public administration and the business management and administration career clusters.

Rehoboth-McKinley Christian Health Care Services located in Gallup is a partner who will be helping with the health career pathway. As a medical service provider, the organization sees the need to help students with the health science career cluster.

Sundance Dental Care of Gallup is another health related community partner who is also willing to help the program. They specialize in dental care and orthodontics who also will provide input into the health science career cluster.

Four Corners Welding and Gas Supply is a business partner who specializes in welding, small engine repair, cylinder services and safety. They will be providing input on the architecture and construction cluster.

The first career pathway to be developed and initiated in Fall 2018 will be addressing General Studies and Liberal Arts degree. We will work directly with UNM-G on developing a plan for McKinley Academy students to earn college credits towards a Liberal Arts or General Studies degree that can be transferrable to a Bachelor's degree. The architecture and construction cluster and the health science cluster will be the next career pathways to be developed within the next three years.

The agreements with the various partners are attached.

## **SUSTAINABILITY**

Each industry partner will be providing input and expertise in the creation of their appropriate career pathway. In addition, they will be providing support for industry-specific teachers as well as providing classroom presentations. Each industry partner will provide short-term internships for students who are interested in the industry or field of work.

The industry partners will initially assist in developing the career pathway by providing input and expertise. Industry partners will be members of the McKinley Academy's Advisory Council. Meetings will focus on collaboration and continuing professional development, accessing resources, and providing outreach activities for students and teachers.

Through the post-secondary agreement with UNM-Gallup, UNM-G will provide the facilities on their campus for this program. In addition, they will provide services for enrolled UNM-G students to have access to internet, bookstore, library, tutoring center, student support center, student advisors, testing facilities, and computer lab. The college courses that the students will be taking will be listed on their home schools' dual credit master agreement between the university and the district.

In three years, the goal of McKinley Academy is to provide at least 400 high school students within the district an option of earning credentials from an industry and/or college credit and a high school diploma. The district presently provides and will continue to provide all salaries for the personnel of McKinley Academy. The district presently provides and will continue to provide additional individualized services for students with individual educational plans and English Language Learners.

Currently, there is a partnership with UNM-Gallup serving 7 of the 9 high schools in the district. There is a partnership with Navajo Technical University to serve Crownpoint High School and Tseyigai High School to begin services in SY 2018-2019. In addition to the university partnership, there will be industry partners with the businesses and agencies in the Crownpoint area.

Another goal is to get more industry partners will allow for career pathway options for the high schools. The traditional high schools within the district will modify their programs to align with the comprehensive program at McKinley Academy. This will allow high school students to earn high school diplomas, industry/technical certifications, and/or college degrees/credits.

## **FACILITIES**

McKinley Academy is a program that will use both the students' home high school and the University of New Mexico-Gallup campuses. Since the students in the program will still be enrolled with their home schools, students will be able to participate in extracurricular activities, thus using their home school campuses. The students will also use the college campuses located on UNM-G campus in Gallup and NTU campus, located in Crownpoint.

Under the Memorandum of Understanding with University of New Mexico- Gallup, McKinley Academy will be using office and classroom spaces in Calvin Hall located on the college campus. In addition, ancillary space of the campus and conference rooms will be utilized for the program. The designated spaces will also be used to serve breakfast and lunch for all students. The school district will provide transportation to and from their home schools to UNM-G campus. The use of transportation services is essential for students to take college courses on campus.

## **DESCRIPTION OF BUDGET**

The principal of McKinley Academy will be Ms. Sharmyn Munoz. As the principal of the program, she will be responsible for proper use of funding and other managerial tasks, decisions and curriculum and instruction.

McKinley Academy is requesting a total \$300,00 of which \$261,600 will be used to purchase equipment for the program. Laptop computers will be assigned to individual students for their use and staff will have laptops and desktop computers for their use. Copier/fax machines will also be purchased from this funding source for use by students and staff. There will be an allocation of \$38,400 for classroom supplies and offices.

Gallup McKinley County Schools will be using the following fiscal resources for McKinley Academy:

Operational Funds	Salaries and benefits for principal, counselor, teachers and clerical staff
IDEA-B	Salaries and benefits for staff to support students with disabilities
Instructional Materials	Textbooks and instructional material
NMPED Transportation Funds	Bus drivers salary and costs of busses to transport students to and from their home schools to UNM-G campus
Southwest Food Service Excellence	Breakfasts and lunches for all students
Johnson O'Malley	Culturally relevant field trips, culturally responsive learning and supplies, caps and gowns and incentives for students with a Certificate of Indian Blood on file
Title I	Supplemental books and material to help student to be successful
Title II	Professional development for teacher mentoring program
Title III	Professional development for teachers of English Learners
Title VI	Culturally relevant counseling and culturally relevant responsive education training for all staff
Title VII	Salaries and benefits for staff to support students identified under the gifted and talented program
ECHS Grant	Technology resources for staff and student use