



PATHWAYS
IN EDUCATION

New Mexico Public Education Department
Attn: Linda Olivas
300 Don Gaspar Avenue
Santa Fe, NM 87501

RECEIVED

JAN 13 2015

Options for Parents

1/12/15

Dear Linda,

Please find the attached notice of intent to apply for a charter application with the New Mexico Public Education Department. Pathways Management Group is applying to serve students in the Albuquerque Public Schools. Please let us know if you have any questions. You can reach me at (626) 710-3456. Thank you and we look forward to hearing from you.

With Best Regards,

A handwritten signature in black ink that reads "Barbara Duncan".

Barbara Duncan
Assistant Superintendent, Pathways Management Group



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EDUCATION DEPARTMENT
300 DON GASPAR
SANTA FE, NEW MEXICO 87501-2786
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HANNA SKANDERA
SECRETARY OF EDUCATION

SUSANA MARTINEZ
Governor

**OPTION FOR PARENTS
CHARTER SCHOOLS DIVISION**

NOTICE OF INTENT TO SUBMIT CHARTER APPLICATION

A large, empty rectangular box with a thin black border, intended for the submission of a charter application.

**New Mexico Public Education Department
Options for Parents, Charter Schools Division
NOTICE OF INTENT TO SUBMIT CHARTER APPLICATION, 2015**

1. General Information

- Name of Proposed School

Pathways in Education – New Mexico

- Grade levels to be offered and enrollment projections

Grade Levels to be Offered	Projected Total Enrollment
9-12	1,500

- Primary Point of Contact

Name	Barbara Duncan		
Mailing Address	320 N. Halstead Drive, Suite 220		
City	Pasadena	State	CA
Phone	626-710-3456		
Email	bduncan@emsofl.com		

2. Names, roles, and current employment of all persons on the applicant team, and qualifications of the team members to establish a high-quality charter school

Name	Role on Team	Qualifications: Education, Employment, Experience
Barbara Duncan	Founder	PhD in Education, Assistant Superintendent of Charter Development for Pathways Management Group, served for seven years as the chief development officer of one of Arizona's highest performing charter schools and also served as a principal for over 10 years.
Jessica Ray	Founder	Masters in Educational Administration, Assistant Superintendent of Pathways in Education which operates charter schools in Illinois, and Tennessee.
Jamie Donahue	Founder	Vice President, Pathways Management Group, which provides management services for over 30 charter schools in California and charter schools in Tennessee and Illinois.
Craig Smith	Founder	Chief Financial Officer, Education Management Systems, has over 20 years of CFO experience, including time at The Walt Disney Company as the VP of Planning and Control.
Jill Wells	Founder	EdD, MBA, Director of Charter Development for Pathways Management Group, has over 20 years of education reform experience as a charter school administrator, consultant, teacher and director of the Charter Schools Development Center.

3. Model or focus of the proposed school (e.g., performing arts, dual language, college prep, STEM, Montessori, IB):

Pathways In Education (PIE) New Mexico will serve students in grades 9-12 who are at risk of dropping out, experiencing academic failure, are over aged and under credited or who have dropped out of school and need to make up credits in order to graduate from high school. The school will provide individualized intensive instruction, mentoring and feedback by incorporating the most innovative concepts of blended learning, flipped classrooms, project based learning, tutoring, and small group instruction. Additionally, experiential learning will be an integral part of the student's learning. Students will have the opportunity to attend field trips, college tours, two week STEM-infused trips to either a farm or a ranch, and will be required to complete community service events. The education model supports struggling students' individual needs for academic support as well as their social and emotional needs,

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which are equally important to their ability to make academic strides and to make high school graduation an increasingly real possibility. Students who are likely to not have considered college to be a viable option are exposed to multiple opportunities to explore and redefine this option.

4. Does the school expect to contract with another entity for either management, or substantial oversight or direction in the school's operation? Yes: No:

If YES, describe the entity and the role it will have in the school's operational plan.

PIE - New Mexico plans to contract with Pathways Management Group to provide school management services. PMG's leadership team has a long history of providing education, fiscal and operational services to charter schools that serve an at-risk youth population. PMG's leadership team, which comprises individuals who provide direct leadership to PMG-managed California based Options for Youth Charter Schools, Pathways in Education - Illinois contract schools, Pathways in Education-Tennessee contract school, and Pathways in Education- Louisiana Charter School, currently manage five charter schools in California that operate 32 schools sites that successfully serve a highly mobile student population each year. PMG has been influential in students' quick recovery of academic credit, increasing performance on state standardized tests, and producing high school graduates in numbers that far exceed the options students have in the traditional education system.

5. Does the applicant team or any members of the team currently operate any other schools? Yes: No:

6. If the charter proposal is a replication, identify the school(s) you are replicating and the data that you have that support why this model should be replicated.

Pathways' education program is research-based, rigorous, focused and sequential. Learning is enhanced because the content, learning activities, and feedback are meaningful to students at their individual level of readiness, and relevant to their overall personal growth. PMG is seeking expansion of its network of charter schools because the education model has proven successful with the targeted student population in California. The schools that utilize this model show strong results on the California high school exit exam and credit attainment rates. For example, from 2011-2013, over 85% of 10th grade students passed the English Language Arts section and over 80% of 10th grade students passed the mathematics portion of the California High School exit exam. The California Department of Education publishes an annual report listing the 25 highest-ranking schools serving the same targeted population of at-risk students that Pathways serves and, those schools using the Pathways model were ranked in the top thirteen for 2012. From 2008 to 2013, over 15,000 of our students coming from California's largest school district, Los Angeles Unified, were recovered (caught up on credits) and had the option to transfer back to their home school for graduation. Of the Los Angeles Unified School district students we serve, 63% enter our school with a credit deficiency. Of those credit deficient students, 64% are 30 or more credits deficient. Our goal is to continue to move students with a similar student demographic up to the top 50%, as well as provide college and career opportunities.

7. Vision/Mission statement. (2-3 sentences)

Pathways in Education - New Mexico will provide a comprehensive high school education, programs and support services to at-risk students that lead to their attainment of a diploma and acceptance to college and/or gainful employment after graduation. Our vision is to provide at-risk students with a research-based, proven innovative model for education that reignites their desire to learn and empowers them to achieve goals for graduation and post-secondary opportunities.

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8. Student population and geographical setting of the school

- Define the targeted geographical area of the proposed school from which you expect to draw a significant number of your students.

International District Zone of Albuquerque

- Describe the targeted student population including key demographic data (academic performance, home languages, ELL, and special education populations).

PIE - New Mexico will serve at risk students including but not limited to: students with behavioral problems, students who are over aged and under credited, students who have dropped out or been expelled, pregnant or parenting teens, students who work full time, and students who are in foster care, homeless or adjudicated. We expect demographic and performance levels of incoming students to reflect the performance levels and demographics of those schools in the International District Zone, including Highland High School and Albuquerque High School. These schools serve over 50% ELL students where Spanish is the home language, approximately 15% special education students and over 80% of students who qualify for free and reduced lunch. Highland High, the school closest to our anticipated location, received an F on the graduation section of the 2013 School Grade Report Card¹. Only 29.4% of all students achieved proficient or advanced scores in reading (57.1 % of those students were white), and only 21.6% of students reached the level of proficient or advanced in math. Based on 4, 5 and 6 year cohort graduation rates, only 53% of students graduated within four years, only 54.7% of students graduated within 5 years, and only 53.4% of students graduated within 6 years. Based on this data, we expect that most students will be under-credited and off track to graduate, and in need of a highly individualized, differentiated learning model.

- Identify where these students are most likely being educated currently and why they are expected to choose the proposed charter school for their future educational needs.

Students who attend Pathways will likely be in the attendance area of Highland High and Albuquerque High School. PIE will offer students a common-core aligned high school curriculum, including advanced placement courses in a small, safe blended learning environment that is conducive to one on one attention and leads to academic success, especially for students in the target population who need highly personalized instruction and flexible learning schedules. Students will be able to earn credits through a combination of guided independent study, online learning and small group instruction supplemented with intervention specialists and subject area tutors

This model is well-suited to the needs of students who are not succeeding in the traditional comprehensive high school setting. Pathways is more than just a program to attain a high school diploma. We are dedicated to ensuring that our students will have an individualized learning plan and experiential learning opportunities that intrinsically motivate them to develop and act upon college and career goals.

- 9. Provide evidence that the applicant team has assessed community need for a school of the nature that will be proposed in the application (e.g., objective surveys or other measures of local demand for the proposed educational program).**

The leadership team at Pathways Management Group has conducted initial outreach and spoken with several key community and educational leaders, including the Coalition of Charter Schools, who report that a blended learning program with a proven track record of success is highly needed in the International District Zone. Although there are other programs serving a small portion of this student population, the dropout rate among Albuquerque Public School students remains higher than average and the four year high school graduation rate in the target location is still just over 50%.

- 10. Identify significant innovative features that the school will implement in order to help it realize its vision / mission (e.g., non-traditional school year, longer school day, partner organizations, etc.).**

Since 1987, Pathways' proven formula for educational success entails a multi-faceted, innovative approach to learning. Some of the key differentiation features include: pre-assessment/diagnostic testing to determine learning gaps in order to customize instruction to meet the needs of students to achieve mastery; individualized learning plans for every student; blended learning model with individualized instruction aligned to common core state standards that incorporates multiple curriculum modalities, e.g. online, independent study, small group instruction; tutoring and immediate feedback; experiential learning through unique field trips featuring hands-on STEM based activities coupled with leadership and character development; state of the art technology including ipads, smartboards; concurrent enrollment with colleges; and in-house college scholarships along with cohort programs for support

¹ Source: New Mexico Public Education Department, School Grade Report Card 2013.
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and retention post- high school.

In addition, Pathways promotes student engagement through a year round instructional program. Students can enroll at any time of the year and are offered extended hours of learning once enrolled. The educational model is designed to allow for 24/7 learning at the student's own pace. Pathways will partner with probation officers, social workers, and therapists as well as other educational institutions, such as school districts and colleges to ensure that students are comprehensively supported and re-engaged in the learning process to make their dreams a reality.

11. Describe how the school will be more effective than the schools currently serving the targeted student population, and/or plans to improve student achievement and exceed the academic performance of existing public schools in the targeted service area and any data you have to support this assumption.

Our network of schools spans four states, successfully serving over 50,000 students in either year round or summer school instruction. Students who attend PIE-NM will have access to a comprehensive educational plan and support services to re-engage and return to school, catch up on credits, graduate, and pursue post-secondary college and career opportunities. Pathways Management Group has developed and is able to disseminate an education program that provides the following components:

- Focus on the target population which is similar to the population of the schools within the International District Zone;
- Classroom instruction is provided in small classes in order to maintain close personal relationships with students;
- Schools are able to operate year round without interruption to remove the impact that loss of momentum can have on students who are learning to thrive in an environment designed to meet their needs;
- Full comprehensive high school program, including sports, clubs, student council, ropes courses, camps, competitions, vocational training, life skills, college tours;
- Multiple layers of support for leadership and staff, including ongoing professional development; and
- A facility that can accommodate the needs of the education model in order to create an environment and culture conducive to the unique features of the program.

We believe the measurable impact of Pathways on students will be an increased high school graduation rate as well as post-secondary opportunities that provide immediate and future benefit for students.

Please Note: Should your charter be awarded, the founding governing body could undergo a background check to determine if it qualifies to be a board of public finance in the state of New Mexico.

Signature of founder(s)

Barbara Duncan
Barbara Duncan
[PRINT NAME]

Date: 1/12/14