



2017 Charter School Application

2017 Charter School Application Cover Sheet & Enrollment Projection

Name of non-profit applicant: French and Montessori Education, Inc.

Primary contact person: Latoye A. Brown

Mailing address

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Names, roles, and current employment of all persons on applicant team (add lines as needed):

Full Name	Current Job Title and Employer	Position with Proposed School
Latoye A. Brown	CEO/Principal, Audubon Charter School	CEO
Justin Anderson	Director of Finance, Audubon Charter School	CFO
Alisa D. Dupre	Director of Operations, Audubon Charter School	COO
Adrienne Collopy	Assistant Principal, Audubon Charter School	N/A
Derek Bardell	Adjunct Professor, Delgado Community College	Board Chair
Dr. Erica Murray	Realtor, RE/MAX Real Estate Partners	Board Member

Proposed Principal/Head of School Information

Name of proposed principal candidate: TBD

Current employment: _____

Phone Number: Day _____ Evening _____

Email: _____

Governing Board Chair Information

Name of proposed governing board Chair: Derek Bardell, MLA, MA, CNP

Current employment: Adjunct Professor, Delgado Community College

Phone Number: Day _____ Evening _____

Email: _____



School(s) Overview

COMPLETE THE TABLES ON THIS PAGE FOR EACH SCHOOL PROPOSED TO OPEN IN YEAR ONE.

Proposed School Name		Opening Year		
Audubon Gentilly		2018		
Student Population				
Describe the school's anticipated student population.		%FRL: 80	%SpEd: 7	%ELL: 5.6
School Model/Specialty (check all that apply)	<input type="checkbox"/> Alternative	<input type="checkbox"/> Disability (<i>list</i>):		
	<input type="checkbox"/> Arts	<input type="checkbox"/> Language Immersion		
	<input checked="" type="checkbox"/> Blended Learning	<input type="checkbox"/> Military		
	<input type="checkbox"/> Career and Technical	<input type="checkbox"/> Montessori		
	<input checked="" type="checkbox"/> Education College Prep	<input type="checkbox"/> STEM		
	<input checked="" type="checkbox"/> Other (<i>list</i>):	<input type="checkbox"/> Virtual		

School Enrollment Projection:

Please update the school enrollment projection presented in Part 1 of the OPSB Charter Application.

Grade Level	Number of Students					
	Year 1 2018	Year 2 2019	Year 3 2020	Year 4 2021	Year 5 2022	Capacity 2024
Pre-K	70	70	70	70	70	70
K	40	40	40	40	40	40
1	40	40	40	40	40	40
2	40	40	40	40	40	40
3		35	35	35	35	35
4			40	40	40	40
5				35	35	35
PLANNED	190	225	265	300	335	415
MAXIMUM	190	225	265	305	340	430

<p>In 100 words or less, briefly describe the mission and vision of your proposed school</p>	<p>Audubon Schools' mission is to foster a culturally rich and academically rigorous program using a Montessori and Language Immersion curriculum and a comprehensive arts curriculum. Audubon students are actively and purposefully involved in learning so they become responsible citizens in a changing world. our vision for Audubon Gentilly is to provide an opportunity for more students in New Orleans to take part in an educational environment that will not only provide them with a high-quality, well-rounded education, but also develop the skill set needed to be successful in a shifting, globalized career landscape and society: creative thinking, problem-solving skills, collaboration and intrinsic motivation.</p>
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Orleans Parish School Board

2016 Charter School Application



Do any of the following describe your organization or any of the school(s) proposed in this application?

- Will contract or partner with an education service provider (ESP) or other organization to provide school management services.
If so, identify the provider: _____
- Will have a corporate partner as defined in LA R.S. [17 3991.1](#).
If so, identify the partner: _____
- The primary learning environment for students enrolled in the school will be virtual.
- Already operates schools in Louisiana.
- Already operates schools elsewhere in the US.

Does this applicant team have charter school applications under consideration by any other authorizer(s) in the United States? Yes No

If yes, complete the table below, adding lines as needed.

State	Authorizer	Proposed School Name	Application Due Date	Decision Date

Does this applicant team have new schools scheduled to open elsewhere in the United States in the 2014-2015 or 2015-16 school years? Yes No

If yes, complete the table below, adding lines as needed.

Proposed School Name	City	State	Opening Date

Does this applicant team have new schools approved but scheduled to open in years beyond 2014/15? Yes No

If yes, complete the table below, adding lines as needed.

Orleans Parish School Board



2016 Charter School Application

Authorizer	# of Schools	City	State	Opening Years

APPLICANTS WHO CURRENTLY OPERATE SCHOOLS OR PROPOSE TO PARTNER WITH AN ORGANIZATION THAT CURRENTLY OPERATES SCHOOLS, REGARDLESS OF LOCATION, MUST UPLOAD THE COMPLETED PORTFOLIO SUMMARY (ATTACHMENT EO-3).

**OPSB 2017 Charter School Application
Executive Summary**

What is your plan?

1. Why do you want to start a school? Identify and describe in detail the problem that you are starting a school to address.

Audubon Charter School is a highly unique and reputable New Orleans public school, offering dual French and Montessori curricula for students in Pre-Kindergarten through 8th grade. Our French School, which is one of only 57 in North America, is fully accredited through the Agency for French Education Abroad (AEFE) and is also designated by the Louisiana State Department of Education as a Certified World Languages Site. Our Montessori program also boasts a unique designation as an Associate Member of the American Montessori Society, and is the only public Montessori program in New Orleans that extends beyond the Kindergarten level. Audubon is also renowned for its robust Arts program which includes general instruction for students in various disciplines, and opportunities to be placed in a Talented program for additional formalized instruction in visual arts, music or theater. Audubon is proud of its reputation as an “A” rated school that was also named as one of New Orleans Magazine’s “Top of the Town” Elementary Schools 2016. We continue to maintain our status as one of the top five schools in the Greater New Orleans area. Audubon provides a culturally and academically unique curriculum that is highly sought after.

Unfortunately, the demand for our programs far exceeds the capacity of our current school. Audubon routinely receives between 800-1,100 applications for admission to our school each year. Of those applications, we can only accept a maximum of 200-250 students due to our capacity restrictions. This means that not only are we unable to accommodate hundreds of students who are seeking a high quality French or Montessori academic program, but there are also limited options for these students to pursue a similar educational experience elsewhere in the city.

Replicating our school will ensure that we are able to provide more high quality seats for a larger number of children whose families are seeking a non-traditional learning experience for their children. Our organization is seeking to create a network of high quality charter schools in Greater New Orleans over the next ten years, beginning with an initial replication Elementary School in the 2018-2019 school year.

In our desired neighborhood of Gentilly, high-performance public elementary schools are limited. Current education opportunities for families in this area include one B rated school, three C rated schools, and two D rated schools that will both be closing this school year. None of these schools offer the unique combination of non-traditional education options that Audubon is renowned for. There is also a clear void in the option of an A-rated school. Despite our highly-specialized programming, Audubon Charter School has consistently received an A-rating from the LDOE. Our students regularly exceed District performance scores on state assessments. Furthermore, our groups of minority students, students with disabilities, and economically disadvantaged students have nearly doubled the average District scores.

Over the past three years, Audubon has received the following scores:

2013-2014: 118.4 (A), 2014-2015: 116.9 (A), 2015-2016: 112.2 (A)

In providing a unique French and Montessori dual-curriculum for grades PK3-8, while also fueled by the structure and programming that has been such a success at Audubon Charter School, Audubon Gentilly will provide a high-quality learning environment that will enable more Orleans parish students to experience an Audubon education.

2. Provide the mission of your school.

Audubon Schools' mission is to foster a culturally rich and academically rigorous program using the French and Montessori curriculum and a comprehensive arts curriculum. Audubon students are actively and purposefully involved in their learning so they become responsible citizens in a changing world.

3. Provide a vision for your school that clearly illustrates how your school will put students on a trajectory for lifelong success.

Our vision for Audubon Gentilly is to provide an opportunity for more students in New Orleans to take part in an educational environment that will not only provide them with a high-quality, well-rounded education, but also develop the skill set needed to be successful in a shifting, globalized career landscape and society: creative thinking, problem-solving skills, collaboration, and intrinsic motivation.

Audubon is dedicated to the development of creative, constructive and disciplined learners. By allowing children to develop a meaningful degree of independence and self-discipline, with an emphasis on acquiring a 2nd language, a Montessori Language Immersion educational environment sets a pattern for a lifetime of global citizenship, good work habits and a sense of responsibility. Students are taught to take pride in doing things for themselves while understanding that their decisions have an impact on the larger community. Our curriculum is designed to help each of our students discover and develop his or her unique talents and possibilities. We know that no two students will learn at the same pace, nor will they necessarily learn best from the same teaching methods. Our goal is to be flexible and creative in addressing each student as a unique individual. Additionally, we have established a strong framework of support to assist our students in maximizing their personal and education growth. This framework includes the following resources: academic interventionists, gifted and talented services, school counselor, social worker, and nurses.

The additional assets of our tested school environment – those of an arts-based instructional focus, multi-cultural emphasis, an effective literacy component, the use of developmental strategies in the teaching of mathematics, a diverse student body, an arts-oriented after school program and a collaborative effort in school leadership, combine to provide a rich learning environment for our students. Measurement of test data shows a steady progression of growth over time and is testimony to the effectiveness of our methodology. Students who complete their elementary years at Audubon Charter School attend the city's best secondary schools, public and private.

4. Outline the key components of your scale strategy.

Audubon Gentilly will grow to reach full enrollment through grade 8 by 2024, building progressive grade levels starting in year three. It is anticipated that Audubon Schools will seek to pursue a third school site by the 2021 school year, with the ultimate long-term goal for Audubon Schools as a network to operate multiple elementary sites that can then feed into a high school site. This would not occur until all elementary sites have hit full capacity.

5. Detail your approach to mitigating the threats most likely to hinder your success.

As we grow our organization, we expect challenges specifically in the areas of personnel and facilities. One of the greatest obstacles we face is finding teachers who are uniquely qualified to teach within a Montessori environment. This is a challenge for a number of reasons, such as not having a local training programs and being the only public Montessori school in the city that extends beyond Kindergarten. It will be a challenge to find the right teachers to fill our staffing needs as we grow a new program. In the future, we hope to address this challenge by creating our own training center which will not only ensure that we can more conveniently and

thoroughly train our own personnel, but we can also be a resource for other schools in the state to receive training while creating an additional revenue stream for the organization.

Another obstacle we expect to encounter is with facilities. Due to the high demand for admittance into Audubon, we consistently maximize – and even exceed – the capacity of our school buildings. With our current school, although we recently underwent a large-scale renovation and expansion of our lower school, we are still at maximum capacity. We have faced several setbacks in finding a permanent home for our Upper School and have been forced to utilize offices and library space as multi-purpose learning spaces for our students. This challenge may also be present as we grow, but we are confident that being flexible in where the school is located will provide us with opportunities to face this problem efficiently.

How will you measure your plan's success?

1. Describe the performance goals that you will achieve to put students on the path towards achieving your vision. Provide the baseline data used in establishing all performance goals. Include the goals that you will reach in years one through five.

a. How will you evaluate school performance?

We will evaluate Audubon Gentilly's performance through a variety of sources, including, but not limited to: qualitative staff, parent, and student surveys, SPS scores and their individual components, STAR Reading and Math test results, school climate inventories and surveys, and retention rates (families and staff). Further, as we progress as a slow-growth charter, we will be utilizing our growth plan, timeline, and regular SWOT analyses to identify our areas of strengths and needs, and strategically plan accordingly.

b. What are performance goals for year 1 through 5? How did you get to these goals?

- 85% of our families will report being "satisfied" or "completely satisfied" with their child's education and experience at Audubon based on yearly parent surveys
- Average daily attendance will be at least 95%
- SPS score that qualifies for at least a "C" rating by year five
- 85% retention of students year over year
- 85% retention of teachers cumulatively by year five

These goals were developed by reviewing key data points that indicate school stability and quality within school ecological research. While they are not the only important areas in determining school quality, nor the only data points we will look to in evaluating our progress, they provided a concrete basis for measurable goals within our initial 5-year timespan.

c. What is your capacity to effectively measure success?

Audubon Gentilly will be operating on a 5-year plan that will be constantly adjusted and refined as a living document by the school leadership team and Audubon Schools leadership team. Regular progress monitoring will include qualitative assessment of culture, teacher, and family satisfaction, as well as quantitative data related to student achievement (STAR and testing data, student mastery of standards, screening and RTI measurements).

Audubon Gentilly will benefit from being part of Audubon Schools, in that they will be able to utilize already developed systems and procedures for internal measurement. This will include teacher observation checklists and rubrics, teacher improvement plans, operational checklists, staff memos and procedures, climate inventories and surveys, and intervention planning.

Shared organizational oversight will assist in refining best practices, and monitoring progress, as Audubon Charter School has already been monitoring and measuring internal school success in a non-traditional environment for over 30 years.

d. What will you do to address performance if you fall below these targets?

Audubon Gentilly intends to be reflective and responsive in their practices, and will utilize their own internal benchmarks as developed within their growth plan to conduct progress monitoring. If a goal is not able to be reached within the identified timeline, an action plan will be developed by Audubon Gentilly's leadership team, with approval and in coordination with Audubon School's senior leadership, to readjust a timeline and plan to meet that goal. While the action plan would differ depending on the scope of the goal (i.e. culture issues vs. math proficiency) initial steps will always include stakeholder involvement.

Why is your school critical for New Orleans?

1. What about your school positions it to uniquely address the needs you have identified?

As previously mentioned, Audubon offers an academic curriculum that is unparalleled in the city of New Orleans. The demand is evident based on the number of applications we receive yearly, and aligns with recent trends in New Orleans education, which has seen an increase in unique educational environments as schools of choice opening in the last 7 years (Lycee Francais, ISL, Bricolage, etc.). Audubon also fills an important gap in New Orleans as the only public school to educate Pre-K (3- and 4-year old) non-gifted children in a full day school program with both French and Montessori programs.

In line with our dual-curriculums that have been so successful, Audubon Gentilly will utilize a Montessori French Language Immersion Model. This model will feature aspects of both the Montessori curriculum as well as Language Immersion theories which have proven to be effective over the 37-year history of the current Audubon Charter School. Both our French and Montessori programs encapsulate the best practices established in educational research, such as conceptualization through hands-on learning and academic study through a foreign language. The high academic standards of these combined programs have consistently yielded excellent results on American and French national tests. Audubon's students consistently score in the top 10% of Orleans Parish public schools on statewide standardized testing as well as on or above the French national average on French national tests.

2. What do you know about the families you will serve? What do you know about other schools you may compete with? How will your school be competitive in New Orleans and attract families?

As a public charter school, Audubon serves all of Orleans parish. We intend to be a culturally, racially, and socio-economically diverse school that serves a varied population. We hope to enroll a population reflective of New Orleans youth demographics. As of 2015, the city's youth demographic was composed of 68% African-American, 21% White, 6% Hispanic, and 3% Asian¹. Due to our unique programming, we anticipate drawing families seeking non-traditional education for their children which may slightly skew our demographics, however we will also offer a preference for the Gentilly catchment zone, which will help our school be integrated into the community in which we will exist, as well as encourage local families to apply.

As illustrated in the table above, we are well versed in the current school options offered in the Gentilly neighborhood – including curricula, grade levels, and student and school performance. We strongly believe that we can successfully add an unparalleled academic and cultural learning environment to this community for families seeking a high-quality non-traditional education. Our closest competitor is Edward Hynes Charter School, which is not in

¹ U. S. Census Bureau. (2015). American community survey and Puerto Rico community survey: 2015 population estimates. Retrieved from <https://www.census.gov/programs-surveys/popest/data.html>

the Gentilly neighborhood, but just bordering in the Lakeview area. We anticipate that we will continue to compete with the top 5 elementary schools in Orleans Parish, but are confident that our French and Montessori approach to education will continue to distinguish us as a unique option for families.

Having been a well-respected and renowned school in the city for over 30 years, Audubon has an established reputation that has continually drawn more families to request admission each year than we can accommodate. Due to this overwhelming demand, we anticipate that we will be a strong competitor in attracting families in the Gentilly area. Furthermore, we plan to implement additional marketing and public relations efforts to increase awareness of Audubon and our curriculum. We will host open houses, attend various school fairs, participate in community outreach activities in the area, establish relationships with local daycare centers, and include advertisements in multiple media formats.

3. Who will your school collaborate with? What community support has the schools generated? Who will your schools work with to be well positioned within the city and community?

Audubon is a member of the East Bank Collaborative of Charter Schools, through which member schools share best practices and collaborate on everything from curriculum development to grant applications. We also plan to collaborate with the American Montessori Society, of which we are an associate member, the Center for Restorative Approaches with whom we contract with already, as well as extend our partnerships with local universities such as Tulane and Xavier. We further will look to local nonprofits that we partner with for our current afterschool programming, such as Young Audiences and FirstTee, to help craft our enrichment and afterschool programming at the Gentilly site.

Audubon is uniquely positioned for success in the Gentilly neighborhood due to our brief introduction to the community previously. When Audubon was forced to relocate to the Gentilly neighborhood while undergoing a comprehensive renovation of our Broadway campus for 2.5 years, Audubon had an opportunity to create relationships with local community members and gain presence in the area.

4. What external factors does the school expect to face in opening in Fall 2018? How does the school expect to address these external factors?

To mitigate external factors such as staffing and facilities, we will be having an incubatory year 0 to make sure we have ample time to exhaust hiring resources and secure a site. We can't be positive of our student demographics and needs until April of 2018, and will certainly use this data to inform staffing, but are also planning to utilize networks of contracted service providers if unexpected needs arise, or if enough qualified in-house staff cannot be procured in time. Further, Audubon Gentilly will benefit from the Audubon Schools network financially and organizationally in dealing with external issues as they inevitably arise.