



June 2, 2017

Andrew Hodgson
5371 Wilshire Boulevard, Suite 210
Los Angeles, CA 90036

Dear Andrew,

Thank you for submitting an application to establish a public charter school in the District of Columbia. The District of Columbia Public Charter School Board (DC PCSB) has completed the Spring 2017 Application Review process. As you know, at its public meeting held on May 22, 2017, DC PCSB did not approve your application to establish Citizens of the World DC (CWDC). Please know that many of the existing public charter schools in DC applied a second time, with revisions to the application made in response to the reasons for the initial denial. We encourage you to consider reapplying in the future.

DC PCSB's decision was based on a thorough evaluation of the written application and information gathered from the capacity interview, and the public hearing. While there were some strong aspects of the application, the following findings were the basis for denial:

- Aggressive growth plan: The applicant's growth plan for the school is aggressive, including starting with almost 150 students in three grades, simultaneous vertical (adding grades) and horizontal (adding classrooms in existing grades) expansion in the first years of operation, and the opening of a second campus by year four. If the applicant were to re-apply, we encourage the applicant to temper its growth plans based on DC's history of successful school openings.
- Unclear/inadequate support from the school management organization: No individual with existing experience at the school management organization, Citizens of the World Charter Schools ("CWCS"), is planning to work full-time at the DC school in a leadership capacity, and personnel from the management organization who will be working with the school are sited remotely and have other responsibilities. Before reapplying, we encourage the applicant to better define what support CWDC would receive from CWCS and demonstrate that it has a clear leadership/staffing plan for successful replications.
- Founding group ability to replicate: The applicant has not demonstrated a history of strong academic results with student populations similar to those found in DC public schools. Before reapplying, we encourage CWCS to have demonstrated indicators of improvement in CWC New York and success in CWC Kansas City.
- Consistency of the model: Site visits across the network revealed a lack of consistency in instructional approaches and implementation of elements of the CWCS

diversity by design model. DC PCSB did not uniformly see essential instructional elements of the program, as described in the written application, including inquiry based learning and differentiated instruction. Before reapplying, we encourage CWCS to more clearly articulate how they are codifying and supporting their network schools to implement the model with fidelity.

- Articulation of non-academic outcomes: The applicant articulated that there are some non-academic benefits to the diverse-by-design model, but could not explain what these benefits are or how they could be measured. Before reapplying, we encourage CWCS to more clearly articulate the objectives and outcomes for students to demonstrate the benefits of its diverse by design model that may not be captured through statewide assessments.

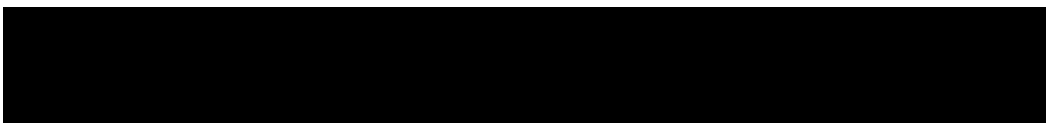
DC PCSB also had concerns about CWCDC’s governance structure. Based on the proposed governance structure, CWCS, CWCDC’s management organization and sole member, would have significant power over the local school that does not strike the right balance between local board authority and necessary control by the school management organization to ensure fidelity to the model. After submitting the application, CWCDC agreed to certain revisions to its governance structure that would afford more power to the CWCDC board. Had DC PCSB approved CWCDC’s application, such approval would have been conditioned on CWCDC agreeing to these and other revisions to its governance structure. Before reapplying, we encourage the applicant to further revise its governance structure to ensure control of the school to the CWCDC board.

Should you choose to file a petition again, that petition must meet the requirements of the School Reform Act. D.C. Code § 38-1802.02. Specifically, it should appropriately resolve the deficiencies cited above and establish: (a) a demonstrated need for the school; (b) sufficient progress in developing the plan; (c) alignment of the entire school program with the school’s mission and philosophy; (d) inclusion of and adequate support for special populations; and (e) the founding group’s capability to ensure that the school can meet the educational objectives outlined in the application. If you would like, DC PCSB staff would be happy to discuss with you in more detail your application’s strengths and weaknesses.

Should you want to appeal the denial of your application, you may seek review of this decision pursuant to D.C. Code §38-1802.03(j).

We recognize the hard work and effort that went into the development of your application. There were many positive parts of the application that are not mentioned in this letter. Thank you for your interest in public charter schools and your commitment to improving public education in Washington, DC.

Best,



Scott Pearson
Executive Director
DC Public Charter School Board

Darren Woodruff, PhD
Chairman
DC Public Charter School Board