
From: Kriste Dragon [REDACTED]
Sent: Wednesday, May 3, 2017 7:49 PM
To: Scott Pearson
Subject: Citizens of the World

Dear Scott,

On behalf of Citizens of the World, thank you for your time on Monday. It was a privilege to present our model to the public and to engage with PCSB on the detail of our application. We continue to feel inspired by the intense focus on quality throughout this process, and we are grateful to be under consideration.

Reflecting on your question regarding D.C. based support, we've provided additional information about our structure and plan below. Understanding that PCSB's process is designed to ensure full transparency to the public, we are open to thinking about how or whether to include these thoughts in the public record, with the board, or with your staff. If there are additional steps we can take to be helpful, please don't hesitate to let us know.

As shared on Monday and throughout our application, we have long debated the delicate balance between local control and national support. Based on our engagement over the past few years, we believe D.C. is a unique environment, one that demands understanding of local context and nuance. We hope we have proven through our years on the ground and research of the regulatory environment that we seek to poise our work for success by engaging and partnering with local experts and families.

Our decision to hire a local leader was based, in large part, on feedback from community members, suggesting that "outsiders" have a hard time climbing the D.C. learning curve and often don't understand the material differences in the D.C. context. We engaged in a rigorous search process to find this local leader who is fully aligned with our purpose, core values and core elements of the CWC model.

Additionally the relevant strengths and expertise of the CWC D.C. founding group and founding board, all of whom are based in D.C., are worthy of note. Cynthia Robinson-Rivers, for example, leads a highly model aligned early childhood program at Van Ness elementary and is ready to engage with our leader throughout the planning year. Identifying Cynthia as one of the first three founding board members was intentional and represents the kind of local and national partnership that we believe is necessary for a high quality opening.

It has always been our plan as the network national team to intensely support and work alongside the local leader. Our network team includes multiple people who will engage directly and on the ground in D.C. with our local leader. We've highlighted a few specific positions here in case an additional level of detail is helpful.

- Vanessa Rodriguez will directly supervise our leader, which will include regular check-ins and trips to Washington. Vanessa will lead an onboarding and training plan tailored to immerse our leader in the CWC Way and Model. The plan intends to leverage strengths and target areas for additional support identified in the hiring process. Vanessa is based in New York.
- Keely Ball, CWC's Executive Director of Academics, who has been leading our academic model codification work and related school quality reviews, will work with our D.C. leader to ensure that the core academic model is represented in all decisions made in the D.C. planning year and launch. Keely is based in New Jersey.
- Kristin Droege will be a partner to the CWC D.C. Executive Director on implementation of the academic model and professional development plan for the CWC D.C. region. The age and stage of our Kansas City schools provide a terrific context for our D.C. leader to see a school early in formation—one that is developing local teachers to understand our model and implement it with fidelity. Kristin is based in Kansas City.
- Andrea Arroyo will continue to support our local leader in community engagement, facilities planning, and enrollment of a diverse student population. Andrea is based in Atlanta.
- Kriste Dragon, CEO of CWC Schools, will remain engaged in building the CWC board leadership and onboarding our local leader. Kriste personally leads the modules related to what we call the CWC Way with new executive directors, and continues direct support in this area during executive director retreats and full network gatherings. Kriste is based on Los Angeles.

We are ready to deploy additional resources as needed. Please view the above positions as our initial plan and know that we are committed to flexibility and adaptability where necessary.

Again, we appreciate the thoughtfulness of the process to date and look forward to continued school visits in the coming weeks. Please do let us know if we can provide any additional information.

With gratitude,

Kriste

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