

Stakeholder Input Report for

Compass Charter Schools Thousand Oaks, California

submitted by

MCPHERSON  JACOBSON, LLC

11725 Arbor St., Suite 220
Phone: 888-375-4814/402-991-7031
Email: mail@macnjake.com

Omaha, Nebraska 68144
Fax: 402-991-7168
Website: www.macnjake.com

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MCPHERSON *M* JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

Compass Charter Schools Thousand Oaks, California District Stakeholder Input

Executive Summary

During the weeks of September 12th and 19th the consultant from McPherson and Jacobson conducted meetings with various stakeholders to gather information to aid in the selection of the best superintendent candidates. The following is the summary and the notes from these meetings.

Summary and key take-away points.

It is clear from all the stakeholders that they are deeply invested in the programs that serve the scholars. The different programs meet the need of the scholars and families. The staff are committed to the programs and felt that they are on the cutting edge of the next wave of education. There is a strong feeling of family even though there are cracks in the unity and working of the system, none seemed insurmountable or beyond the ability of the next superintendent/CEO to correct. Key take always for the next leader will be to improve upon communication and unify directions from the leadership staff. There are misunderstandings and confusion about direction from different leadership staff. There are some concerns about retaliation from some members of the leadership team if the staff do not always agree with their directions. Moreover, there were concerns that some members of the leadership team did not understand the context of the work that is being done by staff and give directives that create a great deal of additional work for staff.

All groups appreciate what Mr. Lewis has done and his warm welcoming style. He will be missed by all concerned. The next leader will need to follow in his footsteps and emulate his leadership and communication style. All groups were concerned about the next leader making changes prior to understanding the context and success of the current programs. The next Superintendent/CEO must be a creative bold leader and advocate for the Compass programs and Charters in general. They will need to thread the needle between running Compass as a school and a business. There will be some difficult fiscal decisions to be make in the near future. Staff report that due to the growing special education population, it would be helpful if the next leader had SpEd experience.

Name of Stakeholder Group: Compass Charter Classified Staff, September 13, 2022

1. What's good about the Charter system?

- You have control of your schedule.
- We have clubs and interact with other students.
- A lot of communication. A Family.
- A place with a lot of respect. People understand you.
- I feel comfortable in the charter.
- We feel we belong.

2. What's good about Compass Charter?

- We like our teachers.
- They let me advance on my own schedule.
- They support us outside of school.

3. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- Nice, sweet.
- A good communicator.
- Open minded.
- Open to change.
- A person that allows us to have a voice, share our opinions.
- Accepting

1. What's good about the Charter system?

- Charter environment is great.

2. What's good about Compass Charter?

- A lot of flexibility for staff and scholars. It's a bonus part of the job.
- Personalized learning sets us apart from other schools.
- Scholars are paced on their own.
- There is a good sense of community. A sense of pride.
- Options staff are from all over the country.
- Programs are tailored to the needs of the scholars.
- JJ has put a lot of work into the processes to deliver the best customer services.
- A warm and welcoming culture from people on the front lines, a sense of family.

3. What are the issues the new superintendent/CEO will face upon their arrival?

- Working from home is not for everyone. Some people need the face-to-face interactions.
- Cabinet must be held accountable like everyone else. High standards.
- The next Superintendent/CEO needs to access if people are in the right positions/place for their skills.
- A person with a high level of trust and lets staff do their jobs.
- Decisions are being made by people who don't know the work and that creates extra work/frustration for staff.
- We need a person who has experience with education.
- There is a schism between the cabinet and the rest of the program.
- Issues are not addressed directly and communication isn't good.
- A leader must make decisions and stand their ground.
- Strong character.
- Enrollment issues must be addressed.
- Cabinet is disconnected.
- Senior staff don't understand the program and that causes families to leave the charter.
- There is a lot of mixed messaging.
- Some cabinet members have a demeaning and aggressive attitude toward staff.
- While some are responsive and helpful, others reply "that isn't my job."
- Staff feel burned out because of the leadership issues.
- The restructuring several years ago placed individuals into positions that they were not qualified for or capable of performing. They received no training for their new positions.
- The cabinet is not following the Arctic Values, lack accountability.
- The Superintendent/CEO needs an educational background.
- Staff pull back and are afraid to say something because they fear being punished.
- We need to work on communication.

4. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- The next superintendent/CEO needs to understand school culture.
- They must have a clear vision and trust staff to do their jobs.
- Transparent, open.
- Knowledge and an understanding of laws and legislation for schools.
- Ability to make collaborative decisions.
- A leader who listens to the ideas and respects the knowledge of staff.
- Ability to make a decision and stick to it.
- Open minded.
- Ability to bring staff together.
- Ability to be human, admit making mistakes.
- A servant leader.
- Deep commitment to the charter.
- A leader who does not see us as a stepping-stone.
- A person who does not make change for the sake of change.
- A person with experience with remote and homeschool learning.
- Someone who understands the politics of charters.

Name of Stakeholder Group: Compass Charter Leadership Team, September 14, 2022

1. What's good about the Charter system?

- Diverse scholar population. We hone-in on the needs of the scholars.
- We have a large number of EL scholars.

2. What's good about Compass Charter?

- Staff is very committed to the Compass values and moving the agenda forward.
- The staff are committed to serving the needs of our scholars.
- Our community is very diverse.
- Families come to us to have their problems solved. They come to have their social and emotional needs met.
- We target the learning to meet the needs of the scholars.
- We have personalized learning so the scholars will be successful in their life beyond Compass.
- Our scholars can be very mobile, they don't stay in one place.

3. What are the issues the new superintendent/CEO will face upon their arrival?

- Our special education population has grown dramatically. We are at 15%.
- The communication among and between the executive level is not aligned.
- We often have very different direction from different supervisors, and it is confusing.

- The executive level needs to communicate with each other and align their message and direction to us.
- Budgeting policies and procedures are not in place.
- The executive team must understand educational budgeting.
- The last two years there has been a reactive response to budgeting issues, instead of a planned approach.
- We are asked to help solve problems we didn't create nor were we asked for our input during the budgeting process.
- Leadership needs to have an educational perspective in order to make good decisions for Compass.

4. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- The next superintendent/CEO needs a clear vision and experience with educational systems.
- A great communicator, clear, frequent communication.
- Competent in making hard decisions.
- A person who inspires confidence
- A person who can pick up the pieces.
- An experienced organizational leader.
- A leader of people.
- The ability to deescalate conflict and build trust in difficult times.

Name of Stakeholder Group: Compass Charter Cabinet, September 19, 2022

1. What's good about the Charter system?

- The opportunity for choice.
- We want to be the best at providing for our scholars
- We enable scholars/staff/parents to build a community.
- Families find what works for them within Compass.
- Personalized leaning with a lot of flexibility
- We have a unique set of skills
- Parents choose to attend. They have a vested interest and are more involved.
- Our counseling team is the gold standard, the best.
- Scholars take responsibility for their own learning.

2. What are the issues the new superintendent/CEO will face upon their arrival?

- Charters can be fiscally difficult.
- No unions.
- Very dedicated team with strong opinions.

- The next superintendent/CEO should take into consideration the skills and experiences of the staff.
- We don't need blanket change.
- Build partnerships with the cabinet
- Support and build the brand.
- We are living in a house of cards fiscally. We are using grant money to run our programs and the grants will run out soon creating a fiscal crisis.
- Schools are very different from private industry.
- We are going to have trouble with reauthorization because our California Dashboard scores are not good.
- We have no real fundraising program and that is a problem.
- Based upon our enrollment we are overstaffed and there is no plan to address the issue.
- A person who can deal with the internal politics.

3. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- A salesman and skilled at marketing.
- Has a big personality and a cheerleader for Compass.
- An advocate for building the brand.
- A thick skin for the charter system is a tough game.
- Ability to talk with people about what is wrong and what is good.
- Excellent public speaking skills/communication skills.
- We need a person who knows how to keep a charter open.
- We need a person who knows and understands finances.
- We need a mature leader.
- Being bilingual is a big plus.
- Ethical beyond reproach.
- We need someone who is great a public relation, someone who knows how to sell the program.
- The next superintendent/CEO needs to be able to speak to the lobbyists and the elected officials.
- A person who is proactive and knows how to network.
- The next leader needs to be good at developing systems and processes.
- They need to be able to bring in new blood not just recycle the old staff.
- A collaborator who creates systems, plans and procedures then sticks to them.
- A person who learns from their mistakes.
- A transformational leader.
- A great communicator with the ability to develop trust and loyalty.

Name of Stakeholder Group: Compass Charter Parents, September 19, 2022

1. What's good about Compass Charter?

- Compass has family options that meet the needs of the scholars.
- We are not all about the paycheck, but the passion for the program for scholars.
- Staff love their job. They are passionate about the format.
- Compass brings together scholars of all types, diverse peer groups.
- Very personalized options for families and scholars.
- They are working on transparency; we don't feel in the dark.
- We love meeting with JJ in the annual retreat.
- Compass has 15% of their enrollment in Special Education upon entry.
- They are very creative servicing the Special Education scholars.
- Compass personalizes the program to meet the needs of the scholars.
- They have weekly SEL labs and small group discussions that are well attended.
- Compass fills in the social gaps.
- The strong relationships with families and scholars builds trust.
- Families come because they trust us and we are their last resort.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- We want a listener who cares.
- The next leader needs to understand there is a fear of big changes.
- They need to take time to understand the current programs and structures prior to making changes.
- They must understand and have experience in the world of charters and on-line education.
- They must work closely with staff and scholars as an advocate for Compass.
- Don't make changes for the sake of change.
- They must make things better for us.
- They must be an effective communicator.
- The new superintendent/CEO will need to bring all departments together as a single team.
- We are all grass roots people, we created the vision/reality of Compass.
- Communication is key to our success and key to the success of the departments.
- Learn the dynamics prior to making changes.
- They will need to shadow staff to understand their work.
- They must have experience with special education.
- They will need to bring all of us together, departments, different programs, families and scholars.
- Compass Charter is the next wave of education and they must understand and support us.
- A cheerleader.

- Support and understand the two very different programs, online and options.
- We are a school but we need a business mindset.
- A strong leader.
- They must cultivate diverse perspectives and perceptions of the way of doing things, non-traditional but effective.

Name of Stakeholder Group: Compass Options Parents, September 20, 2022

1. What's good about Compass Charter?

- We want a unique global education and that is what Compass is about.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- There have been a lot of changes and we don't want more.
- A real leader not a wanna-be authoritarian
- A servant leader who can get rid of the bad apples.
- A person who never talks down to people or scholars.
- A real person who does not pull rank.
- A humble strategic partner.
- A leader who appreciates what parents want.
- The new requirements from last year were not helpful.
- Options is 75% of the Charter enrollment and it's the parents responsibility for scholar learning. The new superintendent/CEO needs to understand this partnership.
- The new person needs to have experience working with this type of partnership.
- They will need non-brick and mortar experience because parents can shop around.
- Parent expectations are high and we want the Charter to have high expectations for our scholars.
- The new person must have an innovative mind set.
- The new CEO needs to be open and available.
- A person who is caring about the future and achievement of all scholars.
- Values homeschool families.
- They must see the parents as a benefit

Name of Stakeholder Group: Compass Charter Certificated Staff, September 19, 2022

1. What's good about Compass Charter?

- Compass has family options that meet the needs of the scholars.
- We are not all about the paycheck, but the passion for the program for scholars.
- Staff love their job. They are passionate about the format.
- Compass brings together scholars of all types, diverse peer groups.
- Very personalized options for families and scholars.
- They are working on transparency; we don't feel in the dark.
- We love meeting with JJ in the annual retreat.
- Compass has 15% of their enrollment in Special Education upon entry.
- They are very creative servicing the Special Education scholars.
- Compass personalizes the program to meet the needs of the scholars.
- They have weekly SEL labs and small group discussions that are well attended.
- Compass fills in the social gaps.
- The strong relationships with families and scholars builds trust.
- Families come because they trust us and we are their last resort.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- We want a listener who cares.
- The next leader needs to understand there is fear of big changes.
- They need to take the time to understand the current programs and structures prior to making changes.
- They must understand and have experience in the work of charters and on-line education.
- They must work closely with staff and scholars as an advocate for Compass.
- Don't make changes for the sake of change.
- They must be an effective communicator.
- The new superintendent/CEO will need to bring all departments together as a single team.
- Learn the dynamics prior to making changes.
- Communication is key to our success and key to the success of the departments.
- They need three things:
 - Interpersonal intelligence and sensitivity
 - A personal home school background
 - Understand that we are not a business
- They need to shadow staff to understand their work.
- They must have experience with special education.
- They will need to bring all of us together, departments. Different programs. Families and scholars.
- Compass Charter is the next wave of education and they must understand and support us.

- A cheerleader.
- Support and understand the two very different programs, online and options.
- A strong leader
- We are a school but we need a business mindset.
- They must cultivate diverse perspectives and perceptions of the ways of doing things, non-traditional but effective.

Name of Stakeholder Group: Compass Charter on-line scholars, September 20, 2022

1. What's good about Compass Charter?

- More interaction with people.
- More freedom of environment.
- More tutoring and help.
- Compass provides more help and research.
- They provide me with more of what I need.
- Compass helps me understand things.
- Regular public schools didn't give me a lot of help, Compass did and I am able to get my work done.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- I would like the websites that we use to be more current or updated
- We need more present-day tutorials to do our work.
- The materials should be modernized.
- I would like more features on the website to make things easier.
- It would be nice to have teachers who were more intellectual, more like a university.

Name of Stakeholder Group: Compass Charter Certificated Staff II, September 21, 2022

1. What's good about Compass Charter?

- Parent/scholar choice of our virtual curriculum.
- Compass provides what people want.
- We are able to build great programs because of the choices available to scholars and parents.
- We have a great team. Fantastic teachers.
- We are the gold standard.
- Staff are able to lean on each other to provide support for scholars and other staff.
- All members of the team, scholars, parents, staff, have an equal voice.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- A superintendent who listens deeply and understands the different needs of each teacher.
- A CEO who has been a teacher and gets into the nitty gritty. Willing to get into what we do.
- A great communicator.
- Ability to build trust quickly and maintain it during difficult times.
- Compass has a business feel to it. Very organized structure.
- We don't want to be brick and mortar.
- Scholars should be our top focus.
- Businesses do more self-promoting, that's not the work of our teachers.
- The new CEO needs a "justice" view.
- Someone who is creative, intelligent and support teachers.
- Must have a foundation in education.
- A person who can continue keeping Compass as a family.
- We need to be set apart.
- Needs to have "a heart for kids."
- Need to understand Special Education

Name of Stakeholder Group: Compass Charter Option Scholars II, September 21, 2022

1. What's good about Compass Charter?

- The program is really flexible.
- I have a lot of support.
- Everyone is super nice.

2. What are the characteristics, qualities and experiences the next superintendent/CEO will need to be successful?

- When I ask for help, sometimes teachers don't answer for a week.
- When we "engage" the teachers do all the talking and I want to talk as well, but we can't.
- I use Google classroom with multiple teachers and sometimes it gets very disorganized.
- Sometimes we send emails with homework attached and the teachers don't get, so I get a zero grade.
- Teachers don't always follow-up.
- Sometimes teachers are not in their advisory/office hours. I thought they were in their office, and I was told I needed to make an appointment.
- Sometimes the CEO is not aware of what is going on.
- Students get lost in the system and get bad grades.

- My teacher didn't respond to my email.
- Scholars need a workshop available to them to learn how to connect with teachers.
- We have a communication problem.
- The new CEO needs to understand children.
- They need to make us feel important.
- My counselor is so very caring. He takes care of us.
- The superintendent needs to be intentional and understand that actions impact scholars and staff.
- We take a student survey but never hear back nor see any changes. Why are we doing this work?
- Keep the Options program and the Vendors program.

Survey Monkey Results for

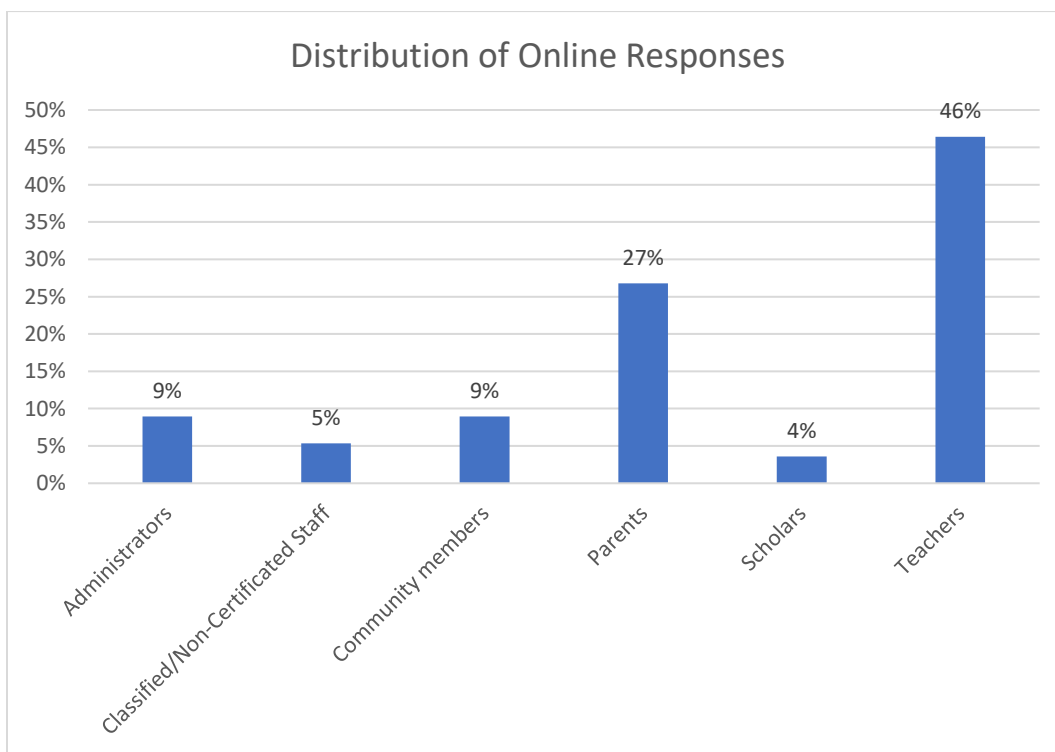
Compass Charter Schools

September 2022

*(NOTE—these responses have not been edited,
they are printed as entered by the stakeholders)*

57 English Responses

0 Spanish Responses



Q1 Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

Virtual education provides Virtual education gives individual offers time level one
Parents Virtual education allows great pace virtual work
allows scholars learn way Flexible schedule children teachers needs
flexible students support learning education allows scholars
families also flexibility allow best kids
virtual education work pace scholar environment
personalized lot school interest meet learners provide Compass
ability learning style fits brick mortar school choice

Q2 Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

virtual hard want see colleagues people work hard meets ground teachers still curriculum
program built ground services learning coaches values leader Options Program willing
best looking program share Compass Charter Schools choice care
educators student experiences school puts great love teachers
lot Compass students families support CCS
scholars counseling families vendors staff teach
needs education learning team children know work listened
provide resources also allows parents place things work together department
provides flexible working tutoring built ground teachers amazing passionate people work offerings
work hard want Options want see program heard

Q3 What issues should the superintendent & CEO be aware of as he/she comes to Compass? (This information is shared with the final candidates.)

everyone Parents Council change Many families recognize works support traditional direct reports think supervising teachers REASON approaches ways meet S teach public school environment
serve even TWO feel children learn well really good choose different many
communication important CEO within school understand charter schools
scholars always work focus Options program current
parents seems Options model teachers students
need big school giving Compass advocates
families want also often lot us support things make new CEO
staff brick mortar school allow know admin put charter homeschooling
education st going great departments keep issue currently programs positions
experience forced online program HR will superintendent needs ONE online side USE
worked teacher Compass Charter families choose day Compass CCS time see

Q4 What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

also don t want different students families want Options program Others fight Ability MUST work changing make virtual US homeschooling parents meet listen necessary COME stakeholders
know model new CEO integrity able new teachers state scholars
need someone Compass open someone first staff skills
school many understand honest need see
willing individual best new CEO needs families create
experience time programs help person build one heart learn lead
strong CCS charter schools feel value organization options serve education public
departments enough employees able listen way person also homeschool teachers front line
CEO

*Survey Monkey Results for
Compass Charter Schools
September 2022*

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57 English Responses

0 Spanish Responses

Administrators

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- flexibility, personalization, creativity, preparing scholars for 21st century education re: technology
- Flexibility is a key positive of virtual education
- One of the best things about virtual education is that it can be personalized to the scholar's learning styles and needs. Scholars can work at the time of day that best works for them and they can work at their own pace. They are not limited by their classmates.
- Flexibility for those who need it.
- Virtual education offers flexibility and a personalized approach for scholars that need that type of school environment.

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- my colleagues - I have built strong bonds with my coworkers, despite being virtual. we also have mastered virtual education, and other schools turn to us asking for support and how to administer testing remotely, for example
- We serve 18 counties across the state of California, bringing together scholars from urban, suburban, and rural communities. The teachers and support staff are cohesive and come from many different professional backgrounds with experience in education as well as other human service fields.
- Compass not only provides what I shared above, but it also looks at the whole child and school experiences. We have field trips, scholar clubs, an amazing counseling department that puts on sessions to support scholars with specific needs and SEL, a dedicated EL program and tutoring to help these scholars bridge the language barriers while continuing to work at grade level, a 504 Coordinator with knowledge and experience to support scholars with disabilities so they can be successful in school, an MTSS program to focus on the scholars that are struggling, and last but not least, an amazing SPED department where scholars are working mostly in 1:1 sessions with qualified/credentialed SPED teachers and making huge progress on their goals.
- Compass is organized and professional

- Compass Charter Schools is a school we staff and admin care about not only the scholars who are our main priority but CCS cares about it's staff as well.

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**What issues should the superintendent & CEO be aware of as he/she comes to Compass?
(This information is shared with the final candidates.)**

- the culture needs to be addressed - we cannot move forward with initiatives to increase scholar achievement until the toxicity is handled
- Issues include the differences between the Online vs. the Options program; the compliance requirements we are required to meet as an independent study charter, and the constraints that we face as a organization (time, finances, etc.)
- Compass is an amazing place, but it is not perfect. There is a strong teacher group that recruits new teachers into their group and tells them not to talk to others. They demand that everything is the way they like it and can be combative to other staff members that do not share the same philosophy as them. This is the main reason why they can not keep a decent director. We have some very vocal parent/advocates that are used to getting their way and try and stir the pot ALL the time. The SPED department is also struggling to maintain teachers because they are overworked. You can have a 28:1 ratio in a brick and mortar setting, but that is too many scholars when you are working mostly 1:1 with a caseload because that is what is most appropriate for most of the SPED scholars. They left the bigger groups at brick and mortar for a reason. There have also been some concerns from the finance department. It would be comforting to know that the money is being spent correctly and not borrowing from Paul to pay Peter. Payroll can also be an issue as there have been several issues that need to be reimbursed due to errors in the checks.
- NA
- We need a strong leader that will not be afraid to stand up and support the path of our school. Issues that I have observed is that a small number of employees complain without going through proper channels and get their way. This heavily disrupts the structure leads this small group to think that not only they can do what they want but that they have more power than others. This is a wrong message to send because that does not support our CCS Artic values.

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- strong educational background, strong leadership, strong vision, values personalizing learning, holds a firm ground but possesses empathy, charter school legislation knowledge, and alignment to our mission, vision, values, framework and blueprint
- Ability to understand the populations we are serving and the current structure of our school system. Furthermore, candidates should have a solid legal background in terms of rules and regulations that apply to charter schools.
- Honest! Charter schools are often targeted because the leaders do things that are not on the up and up. I would like to see someone with a background in education and business so they can understand why some of the asks are not appropriate educationally, and they can explain clearly why financially other decisions have to be made or laws enforced so that funding is not effective. The school is very resistant to changes so the person coming

in would need to be aware of this and approach the topic of changes carefully. I would also love for the person to understand that independent study is not appropriate for all scholars and those that are not capable of it need to be aware that they are not learning to their full capability and understand that another environment would be better suited for them. It would be great if the new leader was one who understood the value of data and how to use it to improve instruction and scores. I would love to see the school be successful and be around for a long time.

- They should have high integrity and communication skills.
- The new superintendent and CEO needs to have strong values, ethics and support administrators so that they can support all stakeholders. This person also needs to be strong at team building and have a background in education. There are a lot of decisions that have to be made that a person with an educational background understands better than a person with no educational background. That is the plain truth. For one to properly support and lead a school they need to have actually been a teacher that moved up into to admin and later into district admin. I feel that although JJ is a good leader and person, his lack of educational background was evident in many of the decisions that I observed. I say this with the utmost respect. I am being objective and thinking in the best interest of CCS moving forward. A person that has worked their way through education has a true understanding of how all departments work and understands areas that need improvement. Most importantly this person can also give feedback to problem solve.

Community Members

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- Flexible schedule, meeting students where they're all - scholar centered, collaboration with coworkers
- Virtual education allows students and families to utilize the method of education that works best for them. It gives them greater opportunity for individualized education, if and when it is applied correctly and wisely.
- Provides increased flexibility and individualization of student learning. Provides ability to use emerging technologies to redefine how we implement education to our learners, using technologies to re-envision education.
- Flexibility to meet students' needs as they arise and to give students the tools they need in order to catch up and grow in their educational process.
- It provides a high quality alternative educational choice for students and families. It's a rigorous program that has shown to be as effective as standard 7 hour per day school.

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- The teachers are amazing, they know their students and families. They meet them where they're at and know their needs. Their supervisors / options coordinators are a great support and know their team.
- Many of the STs really care about their students and families. They are ready and willing to give 110% to be sure the students are learning and thriving - in the way that works best for them, where they are.
- Provides individualized and personalized education that meets each student where they are in their learning. Recognizes the individual needs of learners and works through technologies to augment and personalize curriculum. Recognizes the need to understand new technologies and their impact on pedagogy. Ability to evolve and adapt to learning trends and new student and community needs.
- Compass is hungry for data and is excited to implement said data to improve outcomes in the classroom. J.J. has been fearless in this matter. He has looked at the high scores and the low with a heart towards continuous improvement for staff and student alike.
- Compass is high quality and ethical organization. It puts its scholars first and is constantly on the look out for new means of educating its scholars in the virtual world.

What issues should the superintendent & CEO be aware of as he/she comes to Compass? (This information is shared with the final candidates.)

- Communication breakdown from the top down, inconsistent objectives and direction from the top to the academic department from admin.
- There should be restructuring, no CAO, and all directors should be under the superintendent. Too many levels of admin and not enough respect or input from the teachers. Morale is at the lowest of lows. STs in the Options department are held to a different standard and are treated as inferior. Schoolwide leadership roles have been filled

with people from the online side, none from options. Even the Options director has no experience with an Options-type program. There is a clear bias against the Options program, despite the fact that they make up 3/4 of the school. Not one of CEOs direct reports, currently, has ever worked as a teacher in the Options program, nor has ever had a child in Options. There is a serious misunderstanding of how the program works and what support the STs need because of this hiring practice. If the CEO wants Options to thrive voices need to continue to be heard through Options advisory and our Staff Advisory Council representatives. I do believe it would be best for someone outside the school, with no connections to people inside and no preconceived biases was hired.

- Understand the charter policy landscape within the education sector, including charter law and legislative attitudes. Recognize the importance of building and maintaining positive relationships with districts, policy makers, and communities they serve. Understand and communicate clearly how online education improves student learning through data driven results - and also recognize the challenges associated with it to inform long term strategic planning and sustainability.
- The person who fills in for J.J. will need to continue the work of unifying the vision and communication within the staff of Compass Charter.
- Staff turnover and recruitment are always issues to contend. I think the CMO is currently sitting on too much money, public schools are provided with yearly funding to educate its students, they are not banks.

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- Collaborative, flexible, understand the Options program and what makes it so desirable for parents, acknowledge teachers are the heart of the school, organizational skills, ability to multi-task, willing to work with teachers to improve the school procedures.
- The new CEO needs to be open and willing to include ALL stakeholders, regardless of current position, when making decisions. They need to be aware of the laws affecting charter schools, especially curriculum and ordering. Currently, that department is run by finance and they have no experience actually working with the families or curriculum. They have business degrees, not education degrees. I believe they should be someone who has spent time in the trenches; on the ground level of education.
- Experience in charter school and public school industries Experience in institutional strategic growth initiatives and strategic planning Understanding of technology trends in education industry in public and private sector Experience navigating the politics of charters within districts and state relationships Demonstrate ability to provide leadership to staff Serve as visionary leader able to increase staff buy-in in shared commitment to mission, purpose and sustainability.
- Knowledge of and proficiency in data analytics as well as the ability to create an environment of trust between students, staff and admin so that information can be used for improvement and no one is afraid to look at where they need to grow.
- Public speaking, Integrity, strong work-ethic, well-educated, someone who will put the organization first.

Non-Certified Staff

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- This type of education allows our scholars to have the freedom to accomplish their school work at their own pace during the school day.
- CCS can provide virtual education to families that have or need special situations that allow them to have a successful educational path for their families.
- Its flexible and inclusive

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- The staff at Compass really care about the scholars, their Learning Coaches, and one another. We care about being heard (our voices matter) and we love to collaborate with one another.
- We are a highly experienced, talented, caring group, and willing to go the extra mile to ensure that we provide the best virtual educational experience (from start to finish) possible to all of our families.
- Great staff, employee input is appreciated, flexible, great compensation and its remote at home office space.

What issues should the superintendent & CEO be aware of as he/she comes to Compass? (This information is shared with the final candidates.)

- There are certain staff members that do not live the ARTIC values - they are intimidating towards staff. The heavy workload and balancing life around that are also problematic.
- The new CEO MUST reassess the qualifications, tenants, and job positions of the rest of the leadership group.

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- Great listener - big heart - calm - transparent - problem-solver - fair - involved - approachable.
- The new CEO must be knowledgeable and understand all standard processes and procedures of all departments. The CEO and his leadership group MUST be business professionals and be fair to what's best for the school and employees. The CEO MUST be fair and know what the leadership group does and says (to employees) and take 100% responsibility for all good or bad outcomes to avoid clicks within the organization.
- They should hopefully come into this position non biased-and not related to anyone here at compass. Also they should hold cabinet members accountable for their actions and any staff you have complaints against them including cabinet. There have been cases where issues have arose and nothing was done, no follow up, no meeting, no repercussions.

Parents

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- Youth involved in this setting are able to better adjust their day and academic schedule. Some children experience anxiety and other complicating issues and prefer to learn in an environment they are familiar with and that can adjust to their daily routine.
- The ability to homeschool my children with the support of virtual learning is invaluable. I am able to support the individual needs of each of my children.
- We don't use a lot of virtual education- but what little we do use I like that it adjusts accordingly to the children's strengths and weaknesses.
- Flexibility
- We appreciate being able to choose what curriculum best fits each of our learners. Them having a choice between different online programs and also book curriculum helps us to provide them with materials they learn best from.
- Ability to learn at student's individual pace and organize day to suit the child's time and style needs.
- Schedule flexibility, spending times with my kids as a learning coach. Seeing what they're studying.
- Flexibility and variety of materials and offerings. Scholars can learn at their own pace using a variety of material and have access to materials and events not given in a brick and mortar school. Better type of teachers and staff (not all, unfortunately) that are scholar centered. Variety of Teachers scholars engage with. Teacher/staff to student ratio much better. Eliminates the downfalls of brick and mortar- bullying, non-academic focus,
- (1) Free of the public school system, (2) Save on commute - gas money - and funds that would normally go to purchase of clothing, (3) Being more digitally aware and digitally literate so one is not apprehensive about computers, software, or technology
- Flexibility.
- It's flexible
- We love the charter school because it allows us to nurture and work with our children as individuals. We can focus on their strengths and weaknesses more appropriately. We can also invest in our community more as a family.
- The ability to work at own pace and level.
- The great part about virtual education is the ability to change curriculum as needed (Options program) and the flexibility it allows. If you need to book appointments, school can go with you.
- The best part of Compass is it allows parents to home school their children and be apart of their educational journey.

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- Compass has a hands on approach with involved staff. From the weekly check ins with the assigned teacher to tutoring services and counselling services for youth in need. There is a lot of support from the staff which is so important because many parents feel

intense pressure to have high levels of achievement and appreciate the guidance and support.

- Compass has been fantastic and my ST is a gem! Her support and care for my children is amazing. Compass has a great vendor list with access to top of the line curriculum - much better than public school offerings.
- I love that compass has supervising teachers that guide parents but does not tell them what to use or how things need to be exactly.
- Great ST support and freedom to the parents to choose the mode of teaching.
- Reasons we left our other Charter and joined CCS is most importantly freedom of choice in curriculum! Also not having to be required to do busy work or activities that do not support our children in their actual learning. I have a High School student that has an IEP and has many challenges in different areas but because we have freedom to choose his curriculum he not only is interested in learning the information but hits all the state standards he has been able to thrive. He is now on track to actually graduate early!
- Compass has allowed my child to be autonomous, has allowed a wide range of subjects study and individual attention.
- Good support when help is needed. Helpful staff.
- Support from staff and teachers, encouragement of Scholars, support for Scholars and parents and learning coaches. Flexibility of material and access to material and events and offerings. Scholars can learn at their own pace using a variety of material and have access to materials and events not given in a brick and mortar school. Better type of teachers and staff (not all, unfortunately) that are scholar centered. Variety of Teachers scholars engage with. Teacher/staff to student ratio much better. Eliminates the downfalls of brick and mortar- bullying, non-academic focus,
- (1) It is more stable than other California charter schools after JJ came in and fixed the issues and image from the previous CEO of Academy of Arts & Sciences. (2) It offers WASC-accredited educational opportunities for military families, Gifted students and their families, entertainment families (in acting, music industry, other types of entertainment industries e.g. traveling magic shows), young elite athletes training for international competition like the World Championships and the Olympics; (3) We already had the infrastructure and systems in place to digitally pivot at the most accelerated pace during the pandemic because digital transformation has always been part of Compass (CCS) -- and that has been the envy of many traditional brick-and-mortar educators
- 100% communication, interaction and assistance between the teachers and the parents and/or scholars.
- Our family utilizes the special Ed department for one of our children. They have gone above and beyond to meet her needs and willingly provide services. I hear other families that have to fight for services (with other schools) while compass seeks to meet the need. We also appreciate the materials and services we are able to get through the vendor department. Our primary ST has been extremely helpful and supportive of our family.
- Plenty of resources and staff that are working together to help each and every student.
- I like Compass Charter Schools for the freedom to teach what and how I want. Compass has the option to choose Online or the Options program. Compass Charter Schools takes time to assure Vendors are fingerprinted. I like the quality of vendors Compass has. You

know you will get quality services from the vendors. The staff truly cares for the children. The school's messaging is prominent and the children can see it.

- They are top in offering the most educational funds for teaching students. This allows parents to provide more learning experiences for their children.

**What issues should the superintendent & CEO be aware of as he/she comes to Compass?
(This information is shared with the final candidates.)**

- It's important to know that many parents are here because their children simply cannot handle traditional in person brick and mortar school settings. Children with emotional or behavioral issues can fluctuate throughout the day and need a schedule that is flexible. It's very important to recognize this and never put constraints on what time a day school work should be completed. This is crucial in my home.
- The superintendent needs to understand and value home education and the parents that choose it. He or she needs to appreciate that these parents have chosen what's best for their children and understand that each family is also unique in how they go about homeschooling - this is a benefit and should not be considered a hindrance to a strong school.
- In my opinion the school is a very well oiled machine. Honestly I wouldn't change anything. Allow the parents to make the majority of the decisions with out overpowering choices from supervising teachers.
- Provide support to Special Education scholars and their IEP services.
- They should understand that CCS is an amazing school of choice and has two very different and distinct ways for learners to thrive. Anyone that is offered and takes this Job needs to feel the weight of the responsibility to continue to keep each part of CCS thriving for all students in the Online program AND the Options program. It seems lately one of those has started to be neglected. With the hiring of employees that don't understand the importance of each of these parts of CCS separately and it will be very sad and detrimental to the Options program if this continues.
- Our biggest challenge so far is the limited local vendors and even more limited opportunities in Northern California.
- I have no idea
- Communication from supervising teachers to parents and learning coaches has been lacking for years. Teachers and staff that have a brick and mortar mindset and are against a virtual learning environment but yet they are on staff or are a Provider at compass, which is a Virtual School. No consistency across the board for what is required by ST's.
- Lots of good teachers are leaving which is a disservice to the families and students, so please make the Compass (CCS) environment a good workplace that attracts exceptional teachers who are not of the homogenized, compliant, mass-production, scarcity mindset, passive-minded, self-centered - codependent consuming ilk of the California public school system; rather, please grow the "Compass Way" culture that is about active creativity producing - minded fluid autonomy that promotes interdependence, student-centered (not teacher-centered nor administrative-centered) personalization of learning with abundance mindsets; (3) Please be a strong adherent of the charter school system and bring into Compass (CCS) innovations (and exceptional personnel) from the private school, preparatory [prep] school, and magnet school sectors.

- Always put the necessities of the students and families first.
- Nothing is black and white. They always leave a gray area.
- This year we have a TK child. This has forced us to have two supervising teachers. I have absolutely hated this new dynamic. I hear that Compass might pursue grade level rosters which would push us to leave the school. It has made my days much more complicated working with two ST's and grade level rosters would move me to four ST's. My days need to be focused on working with my children and not communicating with four separate teachers. Having emails, meetings and samples for just two teachers has made the charter dynamic exponentially difficult for our family. I can't imagine subjecting myself to double of that. We would sadly leave compass if the school pursued that dynamic.
- Although, my experience with Compass is great, I know other parents that voice discord based on their experience/opinions. So, maybe be prepared or ready to start off with the concept of nipping out any rumors before he/she gets started to help unite the parents with the school and each other.
- I think a good CEO should be able to navigate through the CA Legislature as it pertains to charter schools. I think the CEO should pay attention to the SPED department and not wash it aside. I also think the CEO should recognize how large Compass is compared to other charter schools. Compass spans almost all of CA. The candidate should recognize challenges for rural students vs non rural.
- A lot of parents are concerned with how the finances have been handled at the school. It looks like the school is currently upside down with their financials and no one is explaining anything to parents regarding it. One of Compasses charters was shut down some years back after being on probation with the state. We need a superintendent that takes the filings and hearings seriously. Hundreds of families lost their school because of this. From my understanding San Diego Charter is currently on probation right now. As parents we should be kept in the loop of what's going on with filings that could potentially close our charters down. There's a big lack of transparency within the school. I'm happy to see we'll be getting new leadership and hoping the new super will be more transparent with the happenings at Compass. The fact that only one currently enrolled school parent is allowed on the school board is ridiculous. The school board should be changed to allow anyone within the school to apply. The parents should also have a vote on who is to be on the school board just like how it's done in public schools. There's a reason for that voting power- it allows the families that are most impacted by the school board's decision to have a say through voting rights. The Parent Council also needs to be run like a parent council. There is never time for parents to voice their opinions or concerns unless it's regarding an agenda item. And even that is limited. Either extend the PAC meeting out longer or allow for longer times for parents to talk and express themselves.

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- They need to be well versed in following legislation and looking out for Senate Bills and Assembly Bills that attempt to strip away options for home schoolers. Need to know and have an understanding regarding IEP and services that can be provided. Recognizing that

a parent does know best because we are with the child every day, standing up for teachers when the State creates policy after policy making the job seem impossible. Being very comfortable speaking out against mandates.

- Value home education, value parents, value school choice, appreciate diverse learning styles, appreciate parent input
- I thinking insuring that the way the school is being run stays as similar as is it running now would be the best way to insider success. We love compass and we don't want our homeschool options to look like classrooms. Understand that homeschool, is very different for each family, and that is the way we like it.
- They need to understand the wide range of students and families that CCS enrolls and supports. They need to realize the importance of hiring employees with first hand background and knowledge in both areas of traditional schooling and homeschooling. They need to be able to find and respect the value when employees from those different areas give suggestions because usually that has come from the families themselves that don't always feel comfortable expressing the negative or shortfalls of the school. They need to be able to listen for the quiet voices along with the loud. They need to be available for not only the employees but also the parents and scholars, being able to problem solve and not immediately pass off the solving of problems to others. The best candidate will be the one that can see the big picture and support all the scholars not just those that make the most and loudest noise. They should be able to discern between the truth and emotional responses.
- Open mindedness. Compassion for children's needs and individual learning styles. We value someone who listens to our concerns and continues to allow students a variety ways of learning.
- I have no idea
- Fully understanding the virtual environment. It should not be someone who only ever was forced into the virtual education Arena during covid. It should be someone who has extensive knowledge of the virtual education world and how it benefits our Scholars. Maybe come in a shake things up a bit, can get a bit old and stale every year. Maybe the shake up will let some of those staff and teachers that don't meet our vision and mission go and fall away to open the door to better team players and ones that are better equipped to be around our scholars.
- Focus more on the students and their families and teach+train all the teachers and administrative staff to be student-centered and family-centered -- because the school's purpose is to serve the students and families -- examples from corporate USA include Trader Joe's, Waldorf Astoria, and the Ritz-Carlton; (3) Accessibility and Quality of Communication are highly imperative -- for JJ was always open and available for students and families no matter what walk of life - no matter what socioeconomic rung, and we'd appreciate that high-level customer service and customer experience -- so the less bureaucratic red-tape and the less bureaucratic gatekeeping the better it will be.
- Relatively young, bring new ideas to the table, people person, friendly, knowledgeable, be hands on.
- Being g eloque t in zoom meetings and well versed in speech would be awesome to see. The last CEO was a terrible speaker.
- They need to understand homeschool families not just brick and mortar families. It's hard to understand the dynamic of homeschooling if you've never invested in it yourself.

These families are pursuing charter because they don't want their kids in brick and mortar. We don't want the charter to mirror brick and mortar. If we did we would just stick our kids in the local school.

- The ideal candidate in my opinion is: energetic, has vision/goals for the school and students, accountable, resourceful and wise in financial decisions for the school.
- Since most of us only see the CEO over Zoom, the candidate should have some charisma. The CEO should be good at politics and good with children.
- Good listening skills, an understanding and want of true transparency, a background in education not just a business degree, experience as a previous superintendent or teacher or principal of a school, a good grasp on financials and state filing requirements, the understanding of the importance of why homeschool charters exist, the want to fight the state to keep charter schools open, the want to meet parents on their needs not the schools wants.

Scholars

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- learn and study at your own pace, more free time for yourself, and convenience and flexibility

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- Compass offers families an alternative to the traditional school system. The options program in particular is something that sets Compass apart from typical virtual schools or district independent learning or virtual academies. Options allows families to truly customize their scholar's learning.
- all the learning coaches are very nice and effective, there are many resources for each scholar

What issues should the superintendent & CEO be aware of as he/she comes to Compass? (This information is shared with the final candidates.)

- The options program is often shoved into molds that fit better with our online program. I think a big part of that is that employees in the highest level of our organization really don't understand how the families who choose options choose to school. The intention is to provide a "school at home" experience, but to allow scholars to learn in both non traditional and traditional ways that work best for them.
- improving instruction and create a great environment for everyone a

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- They need to be able to think outside the box in, be willing to spend time learning the hearts of our programs, be willing to listen and change course if needed. They have some very big shoes to fill.
- i would like someone talkative that interacts with scholars, someone that can help us all success

Teachers

Tell us the good things about virtual education. (This information is used to help us recruit quality candidates.)

- Virtual education provides a safe, nurturing and engaging landscape for students to learn and grow.
- It usually has a small group setting in any class or tutoring session on Zoom. Hours are also flexible, not a typical 8am to 3pm day. Sessions are also short and can be personalized.
- Virtual education gives freedom to learn at your pace, to dig deep on themes or subjects of great interest and allows for focus on real world education.
- Parents and scholars have choice. There's many reasons why families pick virtual (bullying, busy schedules due to singing, acting and/or sports, to name a view). Flexible schedules. More hands on for parents or if online hands off for older kiddos. Flexibility and choice!
- It allows scholars to spend more time on things they are passionate about. The flexibility to work at your own pace and not be confined to curriculum that may not work for your scholar.
- One of the amazing things about virtual education is the ability for families to choose what works best for their specific children and family systems. They can do this with our guidance and support.
- Virtual education gives a family and their students the opportunity to take advantage of public school resources without the the public school headaches. Students learn in a safe and comfortable environment with out all the negative social aspects of an in person school
- Virtual education provides families with the flexibility to school in a manner that best fits their child(ren)'s learning styles, modalities, and preferred environment. It provides full support and guidance for homeschoolers without them having to meet in-person, which can be a struggle for families with multiple students. Virtual education, specifically in our Options Programs, allows the teacher, parent, and scholar to collaborate on a regular basis, ensuring the scholar's education is personalized. It avoids putting the scholar "in a box." It also allows the teacher and family to build a deep relationship that builds a high level of trust, which may have not been created in the brick and mortar setting.
- I really like how we can personalize things for students. We can help them to choose a curriculum that fits their needs, and then they can complete activities in a way that is interesting to them. There is a lot of choice and differentiation.
- Virtual education fulfills FAPE for many scholars and their families. Without schools like Compass many students would either have to participate in a public school environment that did not suit them well or leave them to opt out of public school education and deprive them of the presence of credentialed teachers, counselors, and other caring professionals in their lives.
- flexible scheduling allows scholars to learn when they feel the most ready, allows for personalization of learning to meet scholar needs and learning style, promotes strong family connection, ensures parent involvement, provides for a comfortable learning environment and relaxed scholar which promotes better learning, honors our freedom as citizens to educate our children according to our values rather than cultural trends.

- Virtual education provides flexibility to families and allows them to educate their child(ren) in the way that is best for them. It provides full support and guidance for homeschoolers without them having to meet in person, which can be a struggle for families with multiple kids. We are able to personalize their education and not put into a box. Develop strong relationships that build trust with families, which they may not have happened with a brick and mortar school esp because we have the families the whole time at Compass.
- Virtual education provides flexibility to families who want to educate their kids in the best way for them. It allows them to homeschool their kids with full support of a teacher, without having to fit into a box like a brick and mortar school. Virtual education allows teachers and families to make a stronger connection as they talk more frequently and work together to help each student. Virtual education allows teachers to support students in multiple ways without having to stick to one certain program/policy/curriculum. There is a lot more freedom and focus on individualized support.
- Virtual education provides an alternative to the traditional school modes. Students can complete their school work when and where it meets their needs. They can work at an accelerated pace, or if remediation is necessary they can get those supports too.
- Flexibility, countless options, self-paced.
- It can be flexible and self-paced and allows for scholars and staff to work synchronously and asynchronously.
- Education is tailored to each student. Flexible schedule.
- Virtual education allows scholars to learn at their own pace. Some families prefer to teach their children their own religious or family values, so virtual education gives them a space for that. Virtual education is also great for those individuals and/or families who have needs that cannot be met by brick-and-mortar schools, such as pregnancy, illness, disability, military, etc.
- I think it is important to know that Compass is a virtual school, but not all of our scholars partake of virtual education. Many attend live classes, or are receiving in person instruction from their learning coach. But either way a scholar interacts with their curriculum, this style of education allows for personalized learning, it allows scholars to pursue their passions, and allow them to move at their pace and their ability level. There is not one size fits all education, and every day has the opportunity to look and feel different.
- Virtual education has many good qualities, but I think the most important one is that not only can learning take place anytime, anywhere, but it can be tailored to an individual family or scholar to meet their learning needs, interests, values, and priorities.
- Flexibility
- Virtual Education makes learning accessible to a lot of people. This paves a way for personalized learning for families that need an individualization path for their children.
- Virtual education allows scholars to learn in ways that fit their learning style better and at times and places that fit families lifestyles.
- Personalized learning offers a way for families to meet the educational, social and emotional needs of all of their very unique scholars. It allows for customization and differentiation in a way that is simply not possible in a traditional brick and mortar setting. Oftentimes a personalized learning program can be a lifeline to a family or child

struggling in our traditional school system, allowing them to flourish and explore their interests, learn at their own unique pace and discover their talents.

- I enjoy the flexibility and that we are not one size fits all.
- Virtual education allows the scholar to learn in a way that is most meaningful to them. All kids have a unique gifting and way of learning. Virtual education allows them to tap into their preferred learning method while having flexibility of timing to learn when and where it is convenient for them.
- Virtual education allows scholars and teachers to personalize the one on one instruction in a way that meets the needs of all types of learners. We also can provide diversified resources in various languages which is something that was not always readily accessible in K-12 brick and mortar.

Tell us the good things about Compass Charter Schools. (This information is used to help us recruit quality candidates.)

- Compass Charter Schools is an organization of integrity that truly puts the students and parents in the forefront of education. It also cares about its staff as it provides a very flexible work environment.
- The educational experience is/can be individualized and personalized to everyone's likes, strengths and preference. Another benefit is that changes in the curriculum can be made throughout the year if something isn't working out. These are some things one doesn't find in a traditional brick & mortar setting.
- Compass is a team dedicated to the personal learning of each scholar. Each stakeholder has the opportunity to build and interact with a group of caring and focused educators who truly care about the needs of each family.
- growing family not just colleagues. I appreciate the transparency and while I don't always agree with decisions, I do feel heard and when choices were made that didn't work. We were listened to and things were fixed.
- In Options you may be assigned 1 ST but you have over 90 teachers who share resources with each other. Our Engagement Department is always looking for exciting field trips, virtual workshops and scholar clubs. Our counselors provide morning meetings and our Academic Support Team provides great tutoring sessions.
- Compass meets families needs in ways that traditional brick and mortar schools often fail to do. The ways that we support our families allow them to take the lead to educate their children in the ways that makes the most sense for them while feeling supported.
- the staff is truly dedicated, loving, reading help and lend a helping hand. The students and families are great to work with
- As a Supervising Teacher with Compass' Options Program, I can attest to our program's uniqueness and our teachers' passion and love for the work they do. The Options Program was built from the ground up by teachers who are still employed at Compass. These teachers are passionate people who work hard and want to see the program continue to succeed. It provides a flexible working and learning environment for both staff and scholars. Options teachers are involved and enjoy ideating and problem solving. We immerse ourselves into our job, ensuring our scholars are successful and supported. Options teachers have the opportunity to build relationships that last for years with families. Compass is truly scholar-focused!

- Compass has great teachers who work together and support each other. They work hard and always try new things. The students are also hard workers who are great communicators.
- There are a lot of employees who really believe in the heart of Compass, not just to be the best, but a place where ARTIC values are lived and colleagues are treated with kindness and scholars are met where they are, families are valued, and children meet their full potential because of deliberate partnership with their parents.
- Promotes individualized learning, provides opportunities for virtual school community involvement but honors individual family values and learning methods, offers in-person field trips to encourage connection among scholars and families, has tutoring and support classes in place for families to choose, has an online side for those who wish to have a teacher lead the learning virtually, provides funds for educational materials and experiences, a community of colleagues that support one another.
- The homeschool program was built from the ground up with teachers who are still at Compass. They are passionate people who work hard and want to see the program succeed. It provides a flexible working and learning environment for staff and scholars. Options teachers are involved and enjoy ideating and problem solving. We get to build relationships that last for years with families. We have a lot of very talented teachers with so much knowledge and most of the time are willing to share and support.
- Compass has two good programs that are very different and unique. The homeschool program was built from the ground up with teachers who are still at Compass. They are passionate people who work hard and want to see the program succeed. The Options teachers make strong connections with families and support them in all aspects. The teachers at Compass are problem solvers who always find a way to make things better for families. Compass is a place of flexibility for both staff and scholars.
- We need a CEO who supports and exhibits the ARTIC Values. Someone who is willing to work with the team and not just provide directives (especially if they don't align with our mission/values)
- Always learning as a staff, great resources and experience amongst staff.
- Caring administration that puts the needs of the staff and scholars as priorities. Listens to needs and works out solutions to support the needs. Allows for flexibility.
- CCS provides tons of resources for educators and students to succeed. Great benefits. Flexible schedule. Professional development workshops. 8am-9am & 4-5pm focus hours (great idea by JJ. Do not remove!).
- Compass Charter Schools are awesome! It is a great place for families, scholars, and teachers/employees. JJ is a wonderful leader. The compensation is fair. The framework has been well thought-out and is a clear direction for our future. We model ARTIC values, we don't just say them. The teachers work together. Many people in the Options department value families, homeschooling, independent learning, etc. and even have their own children attend Compass.
- Compass Charter Schools & staff really do live by their mission "To inspire and develop innovative, creative, self-directed learners, one scholar at a time." Scholars are not numbers. They are unique individuals that need to be fostered and supported along their unique educational journey. Another great thing about this school is that the Superintendent really listens to staff and takes proactive measures to solve problems. As

a staff member I know my voice is heard, and I can look around and see some of the changes that I have been a part of over the years.

- Compass has two thriving programs, Online and Options. We support our scholars and families well not only through these programs, but through our counseling and engagement departments as well. Online is a typical virtual school program, with rigorous curriculum and pacing coupled with teacher support. Our Options program is where I think we are misunderstood, as it is a unique program. It is a personalized learning program, however it does not fit into a traditional independent, virtual learning box. It is truly a personalized learning program in that the supervising teacher is guiding and supporting the education of a scholar with a trusted learning coach (parent) that is providing a rigorous and full educational experience, even though it may look different than a typical independent learning education.
- We are scholar and family focused. Teachers want to support families, but also need to be supported by admin and other departments.
- Compass Charter Schools is a leader in virtual education. The school highlights personalized learning not only via the Online Program but through the Options Program, making it a great choice for alternative education. The success of each scholar in their educational journey is what the teachers and other departments strive for. CCS is also a place where each person gets the support they need both from colleagues and leaders alike. There is professional growth for all staff here at CCS!
- Compass Charter Schools works hard to try to create unity and cohesion even as we work in our homes with posts on Workplace and a willingness to answer questions, even if the answer is "I don't know." We celebrate families with all of their different approaches to learning, and allow them creativity in their methods to teach the state standards.
- The great thing about Compass Charter Schools is that we are a school dedicated to the success of our scholars. We all genuinely have the same goal - to foster a love of learning to watch our scholars grow. We want to partner with and support families as they provide a personalized education for their child. We also offer two very different and unique programs that allow for further customization and personalization, even within our own organization.
- I enjoy working at CCS because we are valued as employees and are open to adjusting to make things work or function best for families and staff.
- Compass is an amazing school that champions independent learning. The school offers unparalleled flexibility and opportunity. The teachers care quite a bit about their program and will do anything to see its success. Teachers also build wonderful relationships with the families they serve.
- We have an Excellence standard! Meaning we strive for excellence in all that we do from the bottom to the top. I love that we care about our team and scholars simultaneously making all stakeholders equally important. We are more like a Family Unit moving as one on a share accord.

**What issues should the superintendent & CEO be aware of as he/she comes to Compass?
(This information is shared with the final candidates.)**

- Communication has been by far the # 1 problem and challenge facing Compass Charter Schools particularly communication between departments. I am hoping the new CEO will

bridge this gap and finally come up with a solution to bring our staff in solidarity as there has been a culture of toxicity in the organization.

- That their job is to support the teachers in helping their scholars reach their full potential. Make sure that they do everything they can legally and morally to support that goal. Basically flip the triangle/pyramid.
- Our incoming superintendent/CEO needs to be aware that although we are established and have been around for a while, we don't need change for changes sake, but we do embrace change for the betterment of ALL. We need everyone to be treated as professionals and everyone to be supported. There is no room for egos at Compass.
- Having a background in both homeschooling and online schooling would be really helpful. They have big shoes to fill.
- He/she needs to know that a large percentage of our scholars are in Options. He/she must really understand the role of the ST
- Whoever comes to Compass needs to realize there are two very distinct programs that exist. They need to recognize that this is not a brick and mortar school, but an alternative school that serves a lot of students who were not served well in a traditional school setting, which is why many of them sought out homeschooling in the first place. Giving parents the power to choose their own path for their children and being willing to fight for that privilege is paramount in this school.
- They should be aware that our model of learning is under attack from CA. Legislature, the public school system, administrators within the school and they should be a great advocate of independent home learning-virtual schools and "homeschooling", advocates of "student centered models
- Compass has seen ongoing change that tends to affect the Options Program the most. With current administration not fully understanding and/or valuing the homeschool model, Options is often blamed despite having 75% of enrolled scholars. We are a unique program that does not fit into the Online school model, and we need to be treated differently and with different supports. We need a CEO who is willing to come in and learn, understand, and be open to supporting our model. Compass also falls short in its communication between, as well as within, departments. Many times, Coordinators (my direct supervisor) are notified of changes hours before, if not at the same time, being expected to deliver the information to their teams. This has caused a lack in trust and a feeling of "being caught" when a concern comes up. Our work environment, at times, feels hostile, unprofessional, and micromanaged because of this. Compass also currently has numerous excess positions that do not directly support our scholars. This has affected our financials and needs to be evaluated. Qualified employees, specifically in education, need to be hired to ensure success.
- There are a lot of people in the top of the school who aren't very supportive and just focus on giving more work to teachers. When JJ steps down, there isn't anyone else at the top who will support teachers and listen to concerns. Morale is very low in teachers.
- Despite the many kind, caring, professionals who are employed within our school, there is a toxic environment that has arisen, in part, because of a de facto decision to only promote from the online side of the school and not the Options' side. There has been clear, consistent communication that teachers from the Options' side are not valuable enough, or not worthy enough, of leadership roles within the school, and even within our own department. To say that this is demoralizing is an understatement. People who are

responsible for this situation will argue that there are simply not qualified candidates from Options who are applying for the positions. Some of us believe that it is the responsibility of the people who are responsible for not hiring anyone from Options for any position above coordinator to facilitate the growth and development of people who are wanting to grow into positions of leadership. Indeed, even one of the Options' coordinators was brought over from the online side of the school, and while he is well received it is just another indication of how little respect is given to veteran Options' teachers. The new CEO needs to be aware that not one of their direct reports has ever worked as a teacher within Options, nor has ever had a child enrolled in Options. There is a serious misunderstanding of how the program works and what supports the teachers need because of this hiring proclivity. If the new CEO wants Options to thrive, Options' teachers need to have paths toward advancement, and voices need to continue to be heard via Options' advisory and our Staff Advisory Council representatives.

- There is an elephant in the room that is just ignored. A majority of families who attend Compass Charter are homeschooling for one or more of the following reasons: 1, they have struggling/different learners who don't "measure up" to standards and standard pacing in public schools, 2, have opposing values than those taught in the public system, 3, are Christian families who choose to educate according to their value system. Compass Charter, being a publicly funded program, defines the organization as a public school that offers personalized learning rather than a homeschool program. So, families see Compass as a way to homeschool and Compass CEO says we are not a homeschool program. Many families, if not most, are not happy with being forced to teach to standards and at the public school pace. As homeschoolers who also pay taxes, they are interested in using some of their tax dollars to fund their children's educational expenses; but the strings attached are too heavy and are becoming heavier. Many families at Compass do not believe that using assessments is necessary and they find it invasive and stress-inducing, unproductive. As families use their right to forego state testing, Compass is forced to enforce an internal benchmark to meet compliance requirements. Many families forego the internal benchmark as well, and due to lower than preferred enrollment, Compass is not enforcing any consequences for not participating in testing. Additionally, parents feel it is still their right to refuse testing. It's a difficult seat to fill, as charter programs like ours are in the middle of political battle arena. Those who support our brick and mortar school system would like to see schools like ours come to an end.
- Current upper admin who don't understand/value homeschooling. Often the Options program is blamed, despite it having 75% of enrolled scholars in Options. There is constant change without good explanations and often very last minute with short deadlines. Constant lack of communication. (Many times coordinators are notified of changes or information hours before being expected to deliver the information to the teachers) Numerous excess positions, including specialists and leadership, that don't directly support scholars. None of the current directors truly understand and embrace the Options program. Stop trying to make the Options program fit into the online program, recognize we are different and need different support. We have had a lot of turnover in Options coordinator positions and director position during the 21-22 school year.
- There are a lot of admin at Compass that don't understand independent study and want to change it into a one-size-fits-all approach. Admin doesn't understand that our program is different, and they always try to compare us to a traditional public school. At Compass,

the Options program gets blamed for a lot of things, despite having over 75% of the enrollment in Options. Compass punishes many for the mistakes of few - there is lots of directives because a few people didn't do something correctly. There is a big communication gap. Often times directives are given that don't make sense and just make more work for everyone. Scholars sometimes seem like the last focus of the school, with admin the main focus. Sometimes it feels like we do things just to make admin happy. There is a level of deceit that occurs in higher administrative positions - where things will be blamed on others or situations will be made up that didn't really occur, but the administrators then act extremely nice and boast achievements to appear good. There just seems to be a lot of ego-boosting in administration and not a lot of serving staff or scholars or caring how they feel. A lot of staff are scared to contact certain admin because they have had prior instances where people are mean and respond in a harsh way. There are a lot of extra positions at Compass that don't really help scholars. Sometimes it feels like we just make up positions for people. There is a lack of trust amongst employees because of a history of lying from admin. The two big programs aren't at the fore-front of decision making. Instead, they are on the same level as support departments and all bundled under one huge department. These two programs need direct report to the CEO since these two departments are basically the core of the school - they should be cabinet. Teachers are not treated as experts - their ideas and wanting to help families is constantly blocked by support departments.

- The administration team seems more in support of the Online Program. We have more Options Scholars and need the same level of support.
- JJ's easy going, but firm nature is a great fit for CEO of our school. These will be big shoes to fill.
- It is important to listen to the staff and be involved, but not to micromanage. A caring, fun personality doesn't hurt. There are lots of components that make CCS work and lots of departments that have to be collaborative yet autonomous. The staff need to feel supported but not smothered. It is important to understand what each department needs.
- Communication! Be transparent: answer questions openly and honestly.
- 1) As an Options ST, the main issue I see is that the superintendent needs to value independent learning (i.e. homeschooling) and the reasons families choose compass for an educational path. Families want to impart their values to their children, that is why they pull their children out of public brick-and-mortar schools. Some families have scholars with learning issues or social/emotional issues so they want their children to be at home for a period of time so they can heal and/or meet their needs. The superintendent needs to allow as much flexibility and autonomy for our families to teach their children and select curriculum. 2) The second issue is respect for religious freedom. Compass used to have an anti-bias committee that was anything but anti-bias. They asked questions about how we felt about January 6th, 2020 and how we teachers speak to our own children about race at home. That is totally unacceptable, as that is an invasion of privacy. I appreciate that the anti-bias committee has gone away. JJ has been gracious enough to allow teachers some freedom, such as choosing NOT to put our pronouns in our email signature lines. I am deeply grateful for the freedom he has afforded us. I ask that the next superintendent focus on education, academics and not politics. Many of our families and many of our STs are Christian people and we do not want to have to lose our

jobs, compromise or values, or be forced to make a decision that would violate our conscience.

- There is a lack of top down information, and often the people at the top are not aligned, and so the information that is coming down is inconsistent and often contradictory.
- The Options program has not been able to keep an Options Director for long, due to pressure and stress this person has caused, as well as to stand up against pressure to transition the Options program to a more traditional model, which people within Compass with prominent positions would like to see happen, although that is not what Options was created for and would not serve families and scholars well. There has been a lot of turnover for the Options Director position and I hope the reasons for the will be revealed to the new CEO so it won't continue.
- Mistrust of some members of upper administration, inter-departmental friction, budget concerns
- The CEO should be aware of the needs of the Options Program being different with that of the Online Program. He or she will also need to be aware that various departments need to work together in harmony in order to help scholars succeed in their educational journey. Lastly, the lines of communication should always be open so that information are disseminated in an orderly fashion from the top down to the staff.
- The biggest challenges with Compass have to do with families and the balance between giving families space to create interesting and personalized lessons and also staying within the guidelines of the state and school requirements that we have to have as a charter. To put it another way, it is important to pick the battles, with a focused intent on ensuring scholars are getting a quality education, even if it looks different than the education in brick and mortar schools.
- I think that our online program is amazing and very straightforward - the teachers in that program do an excellent job implementing the vision for virtual learning and supporting scholars. Our Options program is more complex and requires a familiarity of personalized learning and even more unique homeschooling approaches. I think it is easy to want our Options scholars to be able to fit into a traditional box, with test scores and curriculum choices and modes of instruction, but to do that is to take away from the premise that this program was founded on. The idea is to truly allow for a personalized approach to learning, trusting that the learning coach, with the guidance of the supervising teacher, is providing a rigorous and rich educational experience for their scholar - even if it does not follow traditional educational paths. I also think that because of the complexity of the Options program, we have struggled to find a director in recent years that can really carry out the Options vision and remain strong under the pressure of other influences in our administration to follow a more traditional model. There has been a lot of turnover and burn out, with a job that seems simply undoable for many as Options Director, and I would encourage the new CEO to really dig into that and try to understand what common factors come into play when it comes to the professionals eventually leaving that position. I think there are several prominent positions within our school that would like to change the nature of the Options program and it has caused a lot of anxiety and strife for directors attempting to lead Options.
- We are a unique program with two separate programs that work differently.

- There is a rich depth of experience here among the staff, more so than at any B&M school I've been to. The next CEO should really tap into this rich experience. The staff here really care about the outcomes of CCS scholars and policies, and are ready and willing to help. The next CEO should have experience with charters, homeschooling, and a virtual setting. Also the superintendent & CEO needs to be an effective communicator, and needs to be an advocate for personalized-learning. The new CEO should be aware that there has been a high turnover of Options admin. in recent years. They need to do some work to determine why this is happening and be prepared to do work to support a manageable workload, communication issues etc. with Options Admin. The new CEO should also be prepared to ask the hard questions such as why are scholars leaving? What's going on in other charters, and how can we keep the good things that we have going on continuing.
- The CEO and Sup should be aware of how to connect and collaborate with a diverse group of stakeholders who will challenge the non-traditional and traditional approaches. Try to remain open but also standing firm in meaningful connections. Leadership qualities should match and reflect the team you serve.

What skills, qualities or characteristics should the new superintendent & CEO possess to be successful here? (This information is used as we screen potential candidates.)

- It is paramount and might I deem imperative that the new CEO coming in to Compass is very well versed and has experience with personalized learning and homeschool as this is the bread and butter of our school. It is also essential that the new CEO is open-minded and is willing to learn and take the time to get to know the staff; it is also vital that the new CEO has strong traits of empathy, integrity, and cultural awareness.
- *Someone who went into teaching for the right reasons, the scholars. *Who does what is morally and legally right and very important, admits mistakes and is not afraid to ask for help. *In a typical brick and mortar school we only have the scholars for one year and then they move on. In our model, the options teachers can have the scholars and their families for many years. *We build relationships, get invited to family events (prior to Covid) and REALLY get to know our scholars/families. *We've laughed, we've cried, shared milestones and life. *If that is not something you can get behind and support - Do you really want to 'work' here?
- Our incoming superintendent/CEO needs to come to listen, learn and observe every aspect of Compass. Leave your agenda at the door. Get to know each department; - directly from that department, not by what you are told. Talk to your stakeholders and become "Compass" before you tell us what is best for us.
- Organized, good communicator, good leader, servant leader...
- Great communication skills, honest, trustworthy, a good listener, caring, compassionate, team player, understanding of how each program works.
- The new superintendent and CEO should be able to listen first and be willing to understand the needs of our families first and foremost.
- They should have sound business experience understand how to handle finances so as not to burden the staff unnecessarily with over or under staffing, understand and navigate the political climate in regards to our school needs, stay out of political activism when not necessary, CEO should have the staff's "back" in all things and not ultimately throw staff

under the bus on behalf of other things like state mandates that do not apply to our model, CEO should be widely respected because he/she is caring, leads from the front and gives due respect and acknowledgement to the work of all departments and staff not just their favorite ones. The CEO should lead and be for all staff.

- To be successful at Compass, our new CEO needs to listen with intent and act upon concerns. This person should be able to take feedback and input from staff, at any level, and determine the best course of action. Our CEO should have experience in education, including a virtual model and homeschooling. I believe it is important that our new CEO understands Compass' history and will not treat education as a business, but rather have an understanding of funding and a balanced budget to properly support our scholars and staff. The CEO should have zero tolerance for rude, micromanaging, and mean behavior from staff. This person should be able to "get in the trenches" and learn from our teachers who are the front line of our school. It is my firm belief that our new CEO should NOT be a current employee of Compass, but rather an individual who has applied from outside of the organization.
- I think we need an outside candidate who is new to Compass - not someone in a current leadership/cabinet role at Compass. We need someone with a fresh perspective who can fix our morale issues and provide support, without changing our programs. We need someone who can make tough decisions and keep teachers and scholars at the heart of these decisions - since they are the ones necessary for the success of the school.
- The new CEO needs to be passionately committed to hearing from all stakeholders, be a creative thinker, be willing to read laws, and figure out how Compass should comply with them so that we can continue to serve scholars.
- must be tough-skinned, understand that our population are largely freedom-minded and choose to educate in ways that are not in alignment with the public school agenda. Many families came to Compass as a result of masking mandates in schools, vaccination law, the gender topic, creation vs big bang theory difference, the absence of cursive instruction in schools, you name it. There are many reasons families choose homeschooling with Compass. The CEO should be an open-minded individual who respects freedom of school choice, who can go to battle for the existence of our school, who can honor our ways of homeschooling and fight for us to continue to have the freedom to school in our individual ways. They're big shoes to fill and all decisions made by a CEO will be hated by some and loved by others. It takes a strong person to lead this organization. I believe our enrollment is down because the requirements to attend Compass are becoming too rigid for the families we serve. Honestly, I think the person who leads this organization should have strong moral values and understand that a majority of both staff and families are Christian. The person who leads does not necessarily need to be Christian, but he/she should understand history and how God has been removed from public education over time. In our program, families can purchase materials and books about Buddha, Hinduism, Muslim and any other religion except Christianity. We would like someone strong enough to stand up for freedom to educate according to our values.
- A love of homeschooling and experience in homeschooling Truly listens and acts on concerns Takes feedback and input from the bottom-up (recognizes teachers are the front line) Ability to organize and reduce "excess" (positions, programs, etc) that doesn't directly support scholars No tolerance for rude, micro-managing, mean behaviors from

staff Understand CCS's history Doesn't treat education as a business, but who understands funding and a balanced budget Someone who gets in the trenches and understands what we do Someone who understands the difference between the online and options programs and different needs for scholars and teachers in each program.

- A love of homeschooling and a passion for personalization in education. Someone who truly listens to concerns and acts on them. Someone who takes feedback from the bottom up and recognizes that teachers are on the front lines of helping scholars. Someone who won't tolerate meanness, rudeness, lying, micro-managing etc from employees. Someone who can organize Compass and put our two unique programs at the fore-front of the school. Someone who cares about employees but also is able to make difficult decisions when needed. .
- Someone who is willing to understand the benefits of both of the Compass Programs and will see to it that our directors and coordinators receive the support necessary to lead their programs.
- Ability to make staff feel heard and posses the skills necessary to affect change and encourage growth.
- willing to be a part of the school. Open, caring, fun-loving, but good at managing, flexible, understanding, strong leadership without being overbearing or micro-managing. Understand the parts of CCS- how options vs online vs SPED work separately and together
- Upside pyramid: scholars come FIRST! too many people are hung up on titles. Open door policy; try to get to know us no matter what level you are in the org. chart. Keep your ideology and personal philosophies to yourself. A good leader builds up others and creates comraderie and builds his teams.
- The new superintendent must be a teacher of teachers, not a business person. He/she must care deeply about the state of education in the state of California and understand that the Compass Options program is a refuge from that. He/she must be a man or woman of the highest integrity, humble enough to listen to all stakeholders and make changes when needed, brave enough to do what is right even if it is counter-cultural, and wise enough to know the right timing for such decisions. He/she must not impose his/her will on the employees. This is a team, not a dictatorship. So, the superintendent must understand that he/she is part of a team, the leader of the team, but not the sole decision-maker.
- We need someone who is flexible enough to flow with the constantly changing charter laws, but someone who is strong and single minded about our mission to stand up and fight for scholars and teachers. We need someone who has been in educaion, has been in a classroom, and hopefully someone who has experience with homeschooling/independent learning so that this person can understand the staff and Learning coaches on a personal level. One of the things that JJ did extremely well was listen to his staff. His open door policy helped create a caring atmospere. I hope this tradition continues on.
- Honesty, transparency, desire to serve families and scholars as best as he/she can, listen to current employees of all positions to get a clear picture of each program, job, and all they entail
- Personal integrity, moral character, trustworthy, prioritizes communication and transparency, education and business sense

- Here are some but not limited to the following skills, qualities and characteristics: People skills, transparency, real, able to listen to others, good decision making and problem solving skills, positivity, able to teach others, able to lead others, kindness, sufficient experience and educational background.
- The new superintendent should be friendly, and approachable as this is a very people focused industry. This person should also be willing to answer questions that come up for parents or for staff. Also, this person should be flexible and willing to work in a setting of uncertainty with many different approaches by both the parents and staff.
- The new CEO needs to have a dedication to personalized learning, a willingness to hear and incorporate untraditional ideas, an ability to be open and honest with staff and a passion for charter schools and school choice.
- The new CEO and superintendent should have some background and experience with virtual schools, personalized learning and homeschool.
- The new CEO should have homeschool experience as well as virtual experience. They need to be an effective communicator who is a champion of their staff. The new CEO should also have a thick skin as they will receive many options from all of the stakeholders. While he/she needs a thick skin, they should also be open to feedback.
- Skills: ready to learn, adapt, open-minded, not afraid to fail forward and connect and collaborate so we find solutions together. Qualities: be honest, maintain a level of integrity and maintain the ARTIC values as we hold them high for our standard of excellence. Lastly, character; let it guide you in a way that keeps you above the nonsense but humble so we don't stumble! Maintain a level of intellectual humility so the team feels you are approachable and open to our feedback, suggestions, challenges and changes.