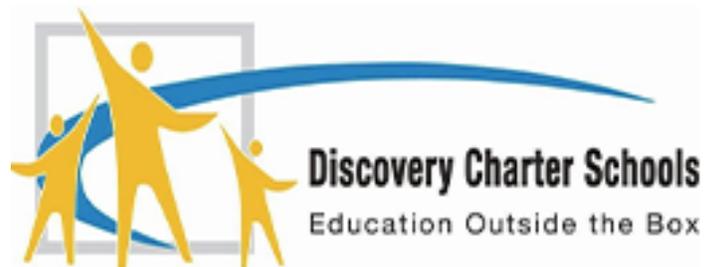


DISCOVERY CHARTER SCHOOLS LEADERSHIP PROFILE REPORT DECEMBER 15, 2021

Discovery Charter School Phoenix
Campus & District Office
4021 Teale Ave, San Jose, CA 95117

Discovery Charter School Falcon Campus
762 Sunset Glen Dr, San Jose, CA 95123



HYA | HAZARD
YOUNG
ATTEA
ASSOCIATES

HYA LEADERSHIP PROFILE
Discovery Charter Schools
December 15, 2021

The Discovery Charter Schools are located in San Jose, California. The first Discovery Charter School (Phoenix Campus) was launched in the fall of 2006 in the Moreland school district. Based on strong demand, a second school, the Falcon Campus, was opened in the fall of 2013 in the San Jose Unified school district.

Discovery Charter Schools serve over 1100 students Transitional Kindergarten through eighth-grade, including a home school program. The parent participation model has a primary focus on developmentally appropriate teaching methods that integrate the whole child with respect to individual learning styles, developmental readiness, and rates of achievement.

Discovery Charter Schools are proud to offer an educational program that offers students 21st century skills through project-based learning and tailors teaching strategies on students' individual learning styles. At Discovery schools you will see multi-age classrooms, small class sizes, a high level of parent participation, inclusive learning environments that lend to strong sense of community.

Executive Summary

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) in November and December, 2021 for the recruitment of the new Executive Director of the Discovery Charter Schools. The data contained herein were obtained from input the HYA consultants received when they met with individuals and groups in either individual interviews or focus group settings and from the results of the online survey completed by stakeholders. The surveys, interviews, and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new Executive Director. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of Discovery Charter and some of the challenges that it will be facing in the coming years.

Participation

The numbers of participants who participated in the Stakeholder Forums are listed below. The descriptor identifies a specific stakeholder group as well as the data gathered at a Town Hall meeting that was open to stakeholders across the schools.

Group	Personal Interviews or Focus Groups	Online Survey
Board (1)	6	
Administrators, Teachers, Support Staff & Certified Staff	62	6
Parents & Community (2)	46	58
Students	25	13
Total	139	77

1. The school Board members were interviewed individually and did not take the survey.
2. Community members included former board members, individuals without children in the Discovery Charter, and founding members of Discovery Schools.

It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are attributed. All of the comments were recorded as provided without additional editing.

The Community Survey Report is attached at the end of the group comment section. The responses from the survey were incorporated into the overall Executive Summary.

SUMMARY OF COMMENTS FROM ALL GROUPS

Strengths of the Discovery Charter

The majority of the strengths of the identified during the 2021 stakeholder engagement included the following themes:

- Dedicated and collaborative staff
- Focus on social emotional needs of students
- High levels Parent participation and engagement
- Project based learning and field trips

- Sense of Community- partnership between staff and parents to support student learning
- Strong commitment from staff and parents to the Discovery way
- Whole child approach to teaching and learning

Challenges and Issues

The major challenges facing the Discovery Charter identified in 2021 stakeholder interviews included:

- Need for refined processes and procedures as Discovery grows
- Increasing cost of facilities
- Technology support and capacity
- Fiscal concerns tied to declining enrollment in post Covid times
- Leadership changes
- Division between two campuses and perceived inequality of the two sites
- Relationship between Board and Administration and Board selection process

Desired Characteristics

Numerous perspectives were communicated during the stakeholder interviews, focus group meetings and stakeholder survey. The list below captures the range of experiences, skills, and abilities mentioned most often.

Many personal characteristics were highlighted by all groups. There was wide agreement that the new Executive Director be an individual demonstrating **honesty, trustworthiness, self-reflection, and communication skills** to engage all stakeholders in a **genuine and authentic** manner. Relationships are an essential part of the Discovery model.

There was also strong agreement that the new Executive Director should have the skills necessary to address the challenges facing the District, namely – bridging Phoenix and Falcon sites with an updated vision. Stakeholders felt the Executive Director will need to be visible on both campus sites and refocus on the needs of students, staff and parents of each community. Also stressed was the need for the new Executive Director to have the financial and political skills necessary to build a collaborative team effort to help the Discovery Charter move forward in a common direction while increasing external fundraising.

In addition, these themes emerged as essential characteristics needed in the next Executive Director:

- Ability to work effectively with the board
- Educational experience preferably with Charters and/or small schools
- Knowledge of budget, finance and fundraising specific to charter school funding
- Strong relationship builder
- Understanding and commitment to the Discovery Way
- Support creativity of staff and students
- Understanding of Special Education finance and delivery options
- Shared leadership style
- Proactive Communicator

HYA and the Board intend to meet the challenge of finding an individual who possesses the skills and character traits required to meet the needs of the Discovery Charter. The search team will seek new Executive Director candidates who can work with the Discovery Board to provide the leadership that embodies the characteristics listed above while meeting the unique needs of each of its schools and communities.

The search team would like to thank all the participants who attended focus groups meetings or completed the online survey. We would also like to thank the Discovery staff members who assisted with our meetings, particularly Board President Ilan Spieler, for his time and guidance. Debby Perry also helped organize the search team's time in the district and worked with us on the online survey. Miki Walker and Kim Salle also helped us with scheduling groups and individuals at the Phoenix and Falcon sites. Thank you all for helping us incorporate so many stakeholder voices in this report.

Respectfully submitted,

Dr. Diane Siri and Martha L. Martinez
Search Associates
Hazard, Young, Attea & Associates

Summary of Comments from Individual Interviews and Group Meetings

The HYA Consultants interviewed selected individuals recommended by the Board individually. The leadership at both school, school secretaries at both schools, counselors at both schools, staff at both schools, parents at both schools, students at both schools were all included in individual or group meetings. The structure of the focus groups was open, allowing for participants to build upon each other's comments. Participants in both the individual interviews and group focus groups were asked to respond to the following questions.

- What do stakeholders value regarding the school experience offered at Discovery Charter?
- What strengths do they desire to retain and build upon?
- What are the issues that Discovery Charter currently faces, and will face in the next three to five years?
- What personal and professional characteristics are most desired in a new Executive Director?

SUMMARY OF COMMENTS INDIVIDUAL GROUPS

BOARD- all members interviewed

Total 6

Strengths:

- Parent involvement in classroom, operations and fundraising
- Project based learning and field trips
- Sense of Community
- Social emotional focus
- Whole Child approach
- Ability to respond to new ideas and change- agile and proactive

Challenges/Concerns/Issues:

- Building community between two schools
- High levels of social emotional needs
- Parent participation and fundraising continues to be a strength but challenge to sustain
- Leadership transition

- Communication with all stakeholders
- Need for refined procedures as Discovery grows and beyond original site
- Recovery in post Covid times- supporting staff, students and parents

Desired Characteristics:

- Business acumen – budget & fundraising
- Educational experience
- Embraces the Discovery experience
- Knowledge and skills to lead
- Reflective learner
- Relationship builder across diverse stakeholder groups
- Strong work ethic

SUMMARY OF COMMENTS

Administrators, Teachers & other Certificated Staff

Total 62

Strengths:

- Dedicated and passionate staff
- Community as a whole – staff, parents, students
- Staff leadership and collaboration
- Field Trips
- High parent participation
- Trust in educators to be flexible and innovative
- Social emotional learning
- Whole child approach

Challenges/Concerns/Issues:

- Board relationship
- Rebuilding the leadership team
- Facilities- cost and location in two districts
- Perceived inequity at Falcon site
- Special Education needs

Desired Characteristics:

- Champion for staff and students
- Charter School or small school experience
- Classroom and special education experience

- Community builder across the two sites
- Financial knowledge and fundraising experience
- Fosters strong relationship with board and administration

SUMMARY OF COMMENTS

Parents & Community

Total 46

Strengths:

- Creative curriculum
- Parent involvement
- Parent fundraising
- Project based learning and field trips
- Culture of inclusion
- Parents, staff and students
- Positive discipline
- TLC center
- Students feel safe and secure
- Students are involved in their own education

Challenges/Concerns/Issues:

- Lack of equity - perceived favoritism
- Leadership visibility
- Need for greater knowledge of standards, processes and procedures
- Special Education
- Transition of staff

Desired Characteristics:

- Experience in teaching, charter schools and full inclusion model
- Knowledgeable in K-8 curriculum
- Understands the Discovery Way and Whole Child approach
- Visionary and passionate
- Honest, flexible, strategic and life long learner
- Visible at both campuses
- Inspiring
- Strong communicator
- Team builder

SUMMARY OF COMMENTS

STUDENTS

Total 25

Strengths:

- Caring community
- Freedom and choice
- Parent participation model
- School, teachers & students
- Strong math program

Challenges/Concerns/Issues:

- Board meeting conflicts
- Bullying
- Internet instability
- Messy bathrooms
- Playground problems

Desired Characteristics:

- Approachable and kind
- Empathetic and easy to talk to
- Helpful and fixes problems right away
- Listens to all points of view before making judgement