



Executive Summary

Champions[®]



WHERE FUN AND LEARNING COME TOGETHER.

CHAMPIONS
BEFORE- AND AFTER-SCHOOL

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Description

Describe the institution's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the institution serves?

Champions®, a KinderCare Education® brand, has been providing children with enriching learning opportunities for over 30 years. We serve communities across the country but each of our programs is tailored to meet the needs of the individual community the school serves. We work directly with school systems to offer affordable, enriching before- and after-school and full-day distance learning, school break, and summer programs for grades K–8th, conveniently located on site at the school. Families can trust that their children transition seamlessly from their school day to a safe, nurturing environment where learning continues in a fun, hands-on, child-centered way.

Our unique program offerings, proprietary curriculum, and award-winning staff ignite the imaginations of over 30,000 children daily every year. We operate over 600 Champions sites in 23 states (plus Washington, D.C.) throughout the United States, although during the pandemic, we have approximately 430 sites open, serving over 8,000 children. 205 of these sites are providing full-day programming.

Like every business, neighborhood, and family throughout the nation, our vision of the future has changed in response to the COVID-19 pandemic. But we remain grounded in our pillars that reflect our priorities and have leveraged our unique national perspective to lead the childcare and before-and-after school industries with enhanced health and safety practices. Moreover, we built an educational infrastructure for our children that acknowledges how their world has changed and supports them through these changes. We responded with agility to the moment, while maintaining our core as educators, providing extra support for our dedicated teachers so that they can meet the increasingly complex needs of their children.

The demand for quality extended learning programs has never been greater, with so many families struggling to provide care for and educate their children. Champions has responded with:

- **Rigorous health and safety practices** that set a national standard wherever our programs are located.
- **35 “pop-up” sites** operating for essential care workers throughout the pandemic.
- **Structured yet flexible full-day distance learning support** in 217 schools, with more under consideration, to combat learning loss in online educational environments.
- **A vigorous curriculum layer, Rebuilding Our Learning Community**, for children returning to school, which includes a focus on trauma-informed care and anti-bias education. Project-based social-emotional learning is at the heart of this program.
- **An online At-Home Activity Hub**, available to every family across the nation offering suggested activities and educational content for promoting child learning and engagement at home.

We are committed to serving all children regardless of background and financial circumstance, and we are proud of the increasingly diverse group of children that attend our programs, which includes: 53% White/Caucasian, 15% Black/African American, 15% Hispanic/Latinx, 9% Asian, 1% Native American, and 7% other. The median income of the families we serve is \$80,000. Approximately one sixth of our children are from low-income working families who receive assistance under the Child Care and Development Block Grant (CCDBG).

To support the purpose and mission of our organization, Champions employs approximately 2,500 field and support staff (this includes about 600 on standby status due to temporary program closures). We are proud of the diversity of our staff and are taking pro-active steps to listen and learn about their experiences. We also recognize that the pandemic has impacted our educators personally and professionally, so our annual Professional Development Day (PDD) in Fall 2020 focused on building resilience in our teachers. Spring 2021 PDD is all about learning from the past and building a better future. Through videos, quotes, and stories, diverse and talented teachers from across the country will share their experiences with building trust with families, thriving through times of unprecedented change, and promoting children's learning and growth in intentionally equitable ways. Teachers will spend the day sharing strategies that help them do their best work and exploring resources for ongoing support, learning, and empowerment.

Each community expresses its character through its schools, and we recognize and embrace that diversity across Champions sites nationwide. Because we grow local roots with centralized support, our adaptable programs are developed with a nationwide scope that meets the standards of the highest common denominator, while our teams at individual schools curate each program to achieve a one-size-fits-one match for each neighborhood's culture.

Purpose

Provide the institution's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the institution embodies its purpose through its program offerings and expectations for students.

Our Purpose and Mission:

We foster a love of learning by creating engaging experiences for children to unlock their own potential.

We bring this mission to life through our focus on four company pillars that provide the foundation for all our work. We have long identified three pillars: Educational Excellence, People, and Growth, to unite our teams and our national support partners. Given the environment we're in, and the long-term implications of the COVID-19 pandemic, in 2020 we elevated Health & Safety to a fourth company-wide pillar.

1. **Educational Excellence:** We are committed to rigorous, meaningful measures of high-quality educational experiences. Aligned with KinderCare Education's commitment to 100% NAEYC and NAC accreditation in our early childhood education programs (we have achieved and maintained over 90% accreditation for the past 5 years in these programs), our pursuit of Cognia™ accreditation

exemplifies this strategic priority. We developed our Guide to Educational Excellence, implemented a research-based curriculum and student assessments, and incorporated Cognia's standards into our everyday practices. Our goal is for accreditation to be a seamless, organic validation of what we are already doing every day.

2. **People:** Our people bring our mission and Service Values to life with every child and family, and we are committed to helping our people grow through professional development and support. Our Employee Engagement survey scores are strong and growing and have helped us earn the distinction of being named a Gallup® Great Workplace the past three years in a row! At Champions, we envision a future where diversity is celebrated and everyone feels valued and heard, so we are taking steps, including partnering with outside experts, performing organizational assessments, and forming a Diversity, Equity and Inclusion Advisory Caucus to lead cultural change for racial equity within our organization. and beyond.
3. **Growth:** A natural outgrowth of Educational Excellence is the ability to serve more children and families. We value fiscal accountability and sustainability, building a stronger platform over time to be able to reinvest back into our business and support our other pillars. Champions experienced a strong period of growth that led the industry and expanded our number of children served from 17,000 in 2016 to over 30,000 at the start of 2020. We have nearly doubled our number of school partnerships since 2016. Our business thrives when we provide optimal environments for children, with quality assessment data demonstrating that higher quality ratings correlate with higher occupancy.
4. **Health and Safety:** We have always prided ourselves on the safest practices in the industry, but 2020 proved that Champions is doing the right thing! We worked closely with pediatricians and epidemiologists to create health and safety protocols that led the industry. With transmission rates in our programs at a fraction of national trends, our diligent and rigorous practices are working to maintain our commitment to keeping the children and staff safe in our programs.

Our Vision:

Champions partners with schools and families to support children's development and encourage success in school and beyond.

Our Service Values:

We developed our Service Values in partnership with our educators, our leaders, our families, and Gallup, a renowned global performance-management consulting company. These six core values define who we are and how we operate, and they serve as the North Star for everything we do:

- An important part of my job is talking with parents about their children
- I anticipate and quickly resolve parents' concerns
- I build great relationships with families
- I respond to the unique needs and interests of every child

- I genuinely care about every child in my classroom
- My team works together to make our program warm and welcoming

Our Beliefs:

Understanding children, we believe:

- Children are vulnerable, and the care of their social, emotional, and physical well-being must always be protected.
- Children go through predictable stages of development at their own pace and in their own way.
- The education and care of young children are inseparable.
- Every child is unique and important, but all children are shaped by their personal stories.
- Partnerships between schools, families, and programs are essential to a child's learning experiences.

In recognition that all children deserve the best possible start in life, respect is the foundation of all our actions and attitudes.

Inclusion Philosophy

Champions is dedicated to inclusion in our programs. We welcome children of all abilities, with the commitment to provide quality care and education to each child. We believe every child is a unique individual with varying needs, and we welcome the diversity this brings to our programs. All children and families deserve to be full members of their communities, to have the opportunity for development and learning, and to experience a sense of belonging. We support inclusion by providing access to our world-class curriculum programs, embracing inclusive participation in our programs, and offering support to our educators through training and consultation by our Education and Inclusion Services teams. Inclusion is not just a strategy for helping certain children overcome challenges; inclusion is a way of life at Champions.

Embodying our Purpose

Champions has been committed to improving child outcomes by offering fun and engaging programs that support education and whole-child development for over 30 years. We set high expectations because of the critical impact our programs can have on child success, as recognized by the David P. Weikart Center for Youth Program Quality:

“Champions’ before- and after-school programs are designed to meet individual needs and the interests of children and include a wide range of activities based in curricula and an instructional philosophy rooted in positive youth development.”¹

¹ Champions® Program Model Validation Narrative – David P. Weikart Center for Youth Program Quality, January 2014

Our developmentally appropriate proprietary curriculum addresses the cognitive, social-emotional, and physical needs of the children served in our programs.

Champions staff live our organization's mission, vision, service values, and beliefs every day, united around our Four Pillars. These shared values are at the heart of everything we do and challenge us to think critically about who we are as an organization. Every day in self-reflection, we ask ourselves, "How will I impact a child's life today?" This question drives each of us, from our Site Assistants to our President, to deliver the highest quality educational experiences for the children we serve in our programs, as exemplified by these words from our grateful clients and families:

"Through my direct experience as an administrator, I can attest to the thoroughness of their staff training, communication with the administration, and responsiveness to inquiries or concerns. The staff has gone out of their way to address any issues that arise. Upon visual inspection and visits to each site, I can also confirm that the core elements of the program from the use of the furniture to the enrichment experiences are consistently in place across the board." – Champions Client

"Working at a children's hospital, we are very aware of the second pandemic coming around child behavioral health. I am seeing this at work and we are seeing this at home with our own children, particularly my son. His teacher proactively provided some solutions for some challenging behavior she has been observing and experiencing with him. She brought up potential solutions in a compassionate way, acknowledging that this is such a hard time for the kids and that they express their frustration and anxiety through disruptive behavior. I have never had a teacher be so caring and compassionate toward our child. I wanted to hug her yesterday during our conversation (but obviously didn't! Ha!) because I felt an overwhelming sense of appreciation for her knowledge and understanding." – Champions Family

"Thank you for supporting families and children during this pandemic! Allowing kids to be with peers is so important to me and my son. It has made a world of a difference. I'm all about kids learning through play - the more they explore and have fun the more they will retain the information and hopefully be more interested. Thank you once again for your hard work and dedication to helping our little ones!" – Champions Family

Notable Achievements and Areas of Improvement

Describe the notable achievements and challenges experienced by the institution in the last three years. Additionally, describe areas for improvement or next step priorities that the institution is striving to achieve in the next three years.

Through engagement, recognition, and continuous improvement, we create an environment where community comes together to support children's success.

Notable Achievements:

In the five years since we began our Cognia corporation accreditation journey, we made strides across our organization in areas identified through self-study and those arising from stakeholder feedback.

Continuous Improvement Structures

- **The Champions Guide to Educational Excellence:** Specifically intended to promote implementation of Cognia accreditation standards, we developed this far-ranging resource for our educators in 2016 and updated it in 2018 to reflect our new Quality Improvement Tool and alignment to the Cognia standards.
- **The Champions Quality Improvement Tool:** Champions collects data on program quality with this instrument, created based on input from stakeholders and research from well-respected external sources². Aligned to our Standards of Excellence in Teaching in 2018, and with demonstrated reliability, the Champions Quality Improvement Tool (QIT) delineates expectations in building relationships, learning environment, curriculum and development (including assessment), and teacher professionalism, which guides improved practice and continuous improvement in our programs.
- **Assessment:** In Fall 2016, we implemented a comprehensive assessment system to track children's learning in our programs. This assessment system includes teacher and family observations of children's learning, individual student surveys and goal-setting forms from children in grades 3-6, and student progress reports. It was designed to provide information to inform classroom instruction and support family conversations. Selected sites also participate in BRIGANCE developmental screenings every fall and spring. At the company level, we use results from teacher observations, family reports of children's progress, and aggregated BRIGANCE results to track children's learning in our programs and to inform ongoing program improvements. In the past three years, we rolled out additional assessment training and support tools for teachers and used results of student assessments with other program quality and engagement metrics to better understand our areas of strength and opportunities to strengthen our programs and services to children and families.

² The National Institute of Out-of-School Time (NIOST) of Wellesley College, the National AfterSchool Association (NAA), Cognia™ Accreditation Standards of Quality, and the National Association for the Education of Young Children (NAEYC)

Educational Excellence

- **Curriculum Refresh:** Our research-based curriculum was refreshed and rolled out to teachers and program staff in 2016. This curriculum responds to the needs of our students and provides recommendations for differentiating instruction to personalize an approach for children of all ages and abilities. KinderCare Education’s refresh of the school-age curriculum aligned our approach across all brands, giving Champions’ school-based programs the same focus and intentionality as our center-based school-age classrooms. We filter all content through the lens of diversity, equity, inclusion, and trauma informed care. Through our responsive curriculum approach, we continue to ensure the rigor and relevance of our programs by infusing new content, including project-based units, to meet the evolving needs of children. We anticipate that the curriculum will continue to grow and evolve to ensure the children in our programs are equipped to meet these challenging times. For instance, we have a new summer curriculum in development that will be rolled out in 2021.
- **Rebuilding Our Learning Community:** Children need resilience and a sense of empowerment when returning to school after extended time at home such as they experienced during COVID-19. To meet immediate needs with agility, we created a 12-week curriculum layer incorporating social-emotional learning, anti-bias education, and trauma-informed care. Key components of this program are:
 - ◆ Building a positive classroom community
 - ◆ Cultivating resilience, empathy, optimism, ingenuity, and a growth mindset through project-based learning
 - ◆ Fostering academic skills to combat learning loss
 - ◆ Distance learning partnerships with schools
 - ◆ Social justice and social emotional learning as key components
- **Distance Learning:** Champions’ adaptable full-day programming is helping schools effectively implement distance learning, including support for our most vulnerable children. Our programs not only mitigate learning loss, they also encourage critical social engagement with peers during this challenging time.
- **Tech Track:** In response to a nationwide need for hands-on STEM,³ and to ensure that children gain mastery in their use of technology, we developed and introduced a robust technology curriculum, fulfilling commitments we made during our 2016 Cognia corporation accreditation. About half of our programs currently use the design cycle to teach 4-Cs⁴ skills through online modules and project-based learning. In this program, children learn to be active creators when using technology, rather than passive consumers. Our Tech Track program is interdisciplinary – while teaching technology, we also integrate math, language skills, and social-emotional learning.
- **Social-Emotional Learning (SEL):** Champions partnered with SEL experts at Sanford Harmony to implement their program (a collaboration with National University), aligned to core competencies designated by the Collaborative for

³ Science, Technology, Engineering, and Math

⁴ Creativity, collaboration, communication, and critical thinking

Academic, Social, and Emotional Learning (CASEL).⁵ Our Inclusion Services team provides consultative advice for children with special needs as well as challenging behavior, and nearly half of Champions sites contact Inclusion Services in a given year period. From March 2019-March 2020, Inclusion Services supported 389 Champions children, including 61 with diagnosed or suspected special needs. SEL is also an important component of our Rebuilding Our Learning Community program, and at many sites, we measure SEL through our BRIGANCE assessments.

People

- **Standards of Excellence in Teaching:** Based on extensive research and refinement, this instructional rubric defines four domains of great teaching for our educators: Relationships, Curriculum and Development, Learning Environment, and Professionalism.
- **Recognizing Passionate Professionals:** Champions and KinderCare Education are dedicated to identifying and celebrating educational excellence from teachers who bring dedication and creativity to their craft every day. The Champions Quality Achievement Award is an honor for a handful of teachers who cultivate high-quality programs, demonstrate high-quality teaching skills, and exemplify dedication and service to children and families. KinderCare Education's Legacy Awards are given to our best educators, nominated by our field based on input from field leadership, families, and clients. Champions is consistently represented among the annual winners. Both awards include travel to participate in professional development experiences, and honorees are acknowledged and highlighted as leaders for our organization and influencers of our company culture in front of their peers and our National Support Center. Individual sessions are also scheduled with senior leaders including KinderCare Education's CEO, Chief Academic Officer, and Dan Figurski, the Champions President.
- **Employee Engagement:** We have educators who are engaged and recognized for performance, work with passion and feel a meaningful connection to their schools and the communities they serve. Champions' Employee Engagement Survey measures growth, teamwork, management support, basic needs, accountability, and our commitment to our Service Values. Overall Employee Engagement scores increased from 2017 to 2019, and our current engagement level approaches that of world-class companies. In 2020, we introduced survey questions to better understand the experiences of Black, Indigenous, and People of Color (BIPOC) in our organization. Survey results reflect how our employees feel in three key areas related to job satisfaction: learning and growth opportunities, company mission, and the opportunity to use their full potential. Employees across Champions rated these three areas highly year-over-year. This suggests our employees are satisfied at work, and employees across Champions feel more satisfied now than in previous years.
- **Employee Retention:** Over the past four years, annual turnover has decreased by an average of 5% every year. This suggests that employee engagement, which

⁵ CASEL – Sanford Harmony Elementary SElect Program: <https://casel.org/guideprogramssanford-harmony/>

has increased yearly in areas related to job satisfaction, may be keeping teachers at Champions longer. Turnover among Area Managers has decreased since 2017, with the lowest turnover rate in 2020. Our Quality Improvement Tool (QIT) scores provide insight into these findings through data that show that employees are more engaged in higher-quality sites. We have also seen that QIT scores correlate positively with Site Director and Area Manager tenure, so we improve quality through retention of our talented and dedicated educators.

- **Gallup Great Workplace:** Because of our strong Employee Engagement survey scores, Gallup has lauded us with the Gallup Great Workplace designation the past three years.
- **Diversity, Equity, and Inclusion:** We believe in creating an environment where every employee can do their best work and provide exceptional experiences for families, children and communities. To guide our Diversity, Equity, and Inclusion journey, we enlisted the support of Dr. Shirley Davis, President and CEO of SDS Global Enterprises, Inc. Dr. Davis brings a wealth of knowledge and experience supporting organizations as they develop their long-term approach to creating cultures that are diverse, equitable and inclusive. Our employees have the support of a dedicated Inclusion Team to assist them with implementation of inclusive practices in the classroom. In addition, we formed the Diversity, Equity and Inclusion Advisory Caucus, which is comprised of diverse leaders from around the company who are committed to providing a voice and advocacy for our People of Color employees and leading cultural change for racial equity in our organization, communities and curriculum. We are proud of the work that has already begun and look forward to our continuing journey.
- **Talent Selection:** Champions partnered with Gallup to research and identify the traits of our best teachers and used the data to develop a Talent Selection program. Champions is carefully evaluating recommended applicants with this tool, providing continuous improvement in our hiring process and our teaching workforce.
- **Strong Career Pathways for Educators:** Employees are consistently promoted internally within Champions at all levels of the business. Approximately half of Site Directors, Area Managers, and Regional Managers/Directors are internal promotions.

Growth

- **Expanding Our Reach:** We know that access to high-quality before- and after-school programs is important. Our commitment to uplift the communities in which we serve through high-quality educational experiences is reflected in the many awards and partnerships we hold throughout the country. In Westland, Michigan, Champions is the first school-age extended learning program to earn a 5-star rating from their QRIS (Quality Rating and Improvement Systems)⁶ system, Great Start to Quality. Because of our high QRIS ratings, families who qualify for subsidy can enroll at no out-of-pocket cost. In New Jersey, we were recently awarded a major Stabilization Grant to serve more children at Champions through the national

⁶ Quality Rating and Improvement System

emergency. In Las Vegas, our partnership with United Way is helping fund as many as 630 families whose ability to pay for full-day care is impacted by the pandemic. We are also partnering with the City of Riverside, California and its school district to offer distance learning support in community centers.

Health and Safety

- **Responding to a Community Crisis:** While we have always focused on the importance of health and safety in our sites, in 2020 we elevated Health and Safety to become our fourth pillar of focus at Champions. The CDC-recommended measures we implemented to create a safe environment have mitigated infection risk, while providing high quality educational experiences for children and vital services to families, first responders, and health care providers.

Stakeholder Experience

- **At-Home Learning Hub:** At the start of the COVID-19 pandemic, millions of parents suddenly found themselves in the position of serving as their child's primary teacher. Our Education experts provided online at-home guides to support all families nationwide in keeping their children engaged and learning during their time at home, including family projects, activities, and ways to turn everyday home routines into opportunities for learning and skill-building.
- **Family Engagement Surveys:** From 2017 to 2020, Champions saw improvement in Family Engagement scores overall. We saw growth in the education domain, as well as in families' likelihood to recommend our programs, retention, and problem resolution. Our QIT data confirm that families in higher-quality sites are more engaged.
- **Client Engagement Surveys:** We value strong relationships with our community, so Champions has intentionally elicited feedback from our clients through an annual Client Engagement Survey. Although this effort was paused in 2020 because of COVID-19, the consistent feedback that we heard from our clients each year is that Champions is a valued partner. Our Client Engagement Survey scores increased significantly from 2018 to 2019. Our continued effort and refinement of the Client Engagement Survey will allow for our clients' voices to be heard, for Champions to respond, and for us to promote an organizational focus on clients' needs for meaningful, intentional improvement in our operational practices.
- **Family Experience:** We improved our support structure for eliciting concerns from our families and problem resolution. Our Family Support team reduced hold times for inquiries by 90% over the past 5 years, allowing for speedier resolution of issues. Hold time is now only a minute and a half on average. Our team is empowered to resolve most inquiries with a single phone call instead of necessitating multiple touchpoints.
- **Online Family Portal Update:** To further improve the family experience, we invested significantly to improve the technology used to register children and conduct transactions, notably billing and account support. Our Family Engagement Survey results reflect this improvement, showing that families experienced fewer problems since the portal launched.

- **Operations Team:** To improve family, client, and child experiences, Champions invested in dedicated teams at our National Support Center headquarters. By providing specialists who can streamline functions such as opening new sites, communicating information (e.g., policy changes), and handling administrative matters, our local teams of educators can focus their attention on improving educational quality and on in-person communication with our families and clients.

National Leadership

We are proud to shape our industry, and our leadership takes a strong role in organizations that uplift the professionalism of extended learning programs. Our President, Dan Figurski, has participated in partnerships with:

- The National AfterSchool Association (NAA)
- The National Charter School Association
- The CASEL CARES Initiative, with a focus on distance learning support programs

Highlights of his leadership include:

- Co-hosting a webinar series with our Chief Academic Officer featuring pediatricians from National Children’s Hospital for schools and school districts, “The Safe Re-Opening of Schools in Fall 2020”
- Partnering with the Afterschool Alliance on the Afterschool for All Challenge in 2018 to raise awareness of the importance of afterschool on Capitol Hill
- Chairing panels in 2018 and 2020 featuring client superintendents speaking about their experiences with Champions

Because of the prominent role we play in advocacy, our parent company, KinderCare Education is often sought after to participate in Congressional and White House events as well as to partner with leading child-issue campaigns. In just the past year, our CEO, Tom Wyatt led the child care industry in advocacy through his participation in numerous one-on-one meetings with Senators and House Representatives and their staff to advocate for financial support for families as well as for early childhood and school-age care providers. He also presented for the U.S. Chamber of Commerce Path Forward series on childcare, COVID-19, and returning to work. Additionally, he campaigned for the importance of childcare on the national stage with public appearances on *Face the Nation*, Bloomberg TV, and CNBC, as well as numerous webinars, podcasts, and roundtables.

In 2020 Dr. Elanna Yalow, our Chief Academic Officer, addressed the Bipartisan Congressional Briefing on the impact of COVID-19 on childcare and education businesses, children, and families. She presented on numerous webinars, including presenting with Champions President Dan Figurski in a two-part series, “The Safe Re-Opening of Schools in Fall 2020.” Dr. Yalow also served on the Oregon Task Force on Quality Affordable Child Care and was one of only three task force members selected to present the findings to the State of Oregon Early Childhood Education Committee. As a Board member of the U.S. Chamber of Commerce, she coordinated engagement between the Chamber and the Early Care and Education Consortium, the childcare industry trade association, to develop strategies and policy efforts to support the child

care industry during the pandemic. She also represented educational service providers at the 2020 ASU/GSV Virtual Summit on Digital Education. In addition, Dr. Yalow co-presented with CEO Tom Wyatt on a webinar for global professional services giant Aon to describe how businesses can support the educational needs of their children during the COVID-19 pandemic.

One of our Lead Area Managers, Thea Pace, currently serves the NAA as a Board Member and Secretary. Champions educators are regularly honored by the NAA as the Next Generation of Afterschool Leaders, with four of our staff proudly recognized since 2017. In late 2020, two Champions Site Directors were selected as NAA's honorees for the Next Generation of Afterschool Leaders for 2021, Stephanie Balke of Oregon, and Danielle Sargrad of New Jersey.

KinderCare Education actively engages with government leaders and policy stakeholders to advocate on behalf of the children and families we serve each day. The Government Relations team meets with federal and state legislative offices to highlight the importance of increased access to high-quality early education and childcare. It is also important that policy makers speak directly with teachers and field leaders. Therefore, KinderCare Education hosts "Advocacy Days at the Capitol" to bring together our staff and field leaders to share directly with federal and state legislators each year.

Challenges, Areas for Improvement, and Next Step Priorities

Our goal is for teachers and children to be equipped and ready for a future that is being redefined. We continuously strive to ensure that we have the highest quality educational programs and most qualified and engaged teachers in the industry. Over the next three years, Champions will build upon current foundations to support our culture of continuous improvement and organizational effectiveness.

Diversity, Equity and Inclusion: Champions will progress in creating an organizational culture that celebrates diversity, is actively inclusive, and proactively equitable. KinderCare Education and Champions will:

- Perform an organizational assessment to uncover key Diversity, Equity and Inclusion trends and identify opportunities across business lines, in every department, and with key stakeholders: our teams, children and families, and clients and their communities
- Develop a 3-year strategy and roadmap toward goals and measuring outcomes
- Listen to the voices of our employees to better understand their experiences
- Design and implement training for all employees to raise awareness, disrupt bias, and foster a culture of engagement, inclusion and belonging

Supporting Professional Practice: Our teachers have long benefitted from our Professional Development Programs and Standard Operating Procedures (SOPs). However, by investing in updating these resources, Champions will contribute to our educators' effectiveness and engagement. This, in turn, will lead to improved learner outcomes. For both Professional Development and SOPs, we seek to improve:

- **Accessibility:** We have already begun the journey to refresh and convert content to a digital platform accessible directly by our teachers. We will continue this work to provide materials digitally, increase teachers' accessibility, and provide a single well-organized repository of information.
- **Specificity:** Our updated Professional Development resources will speak directly to the needs of the Champions population, and we will explore ways to connect our SOPs with local requirements.
- **Consistency:** As access to Professional Development and SOPs increases, we look forward to providing up-to-date information to our teams and stakeholders. Whether they have a need for information upon hire or at any point in their service, our goal is to equip teams with the tools they need to provide a consistent experience to children across our programs.
- **Accountability:** Our professional practice will be uplifted by our ability to track completion and effectiveness of the resources provided. Children will benefit from trackable and consistent SOPs across the organization.

Our mission supporting readiness to teach and to learn is informed by this principle: Well-supported teachers lead to well-supported children. Champions is committed to improving our systems to track organizational effectiveness, allowing for development of responsive real time supports and scalable growth, and increasing our ability to serve more children. These improvements will take Champions into the future and support a readiness to teach and learn in an actively inclusive environment, where *all* are welcomed, reflected, and represented.

Additional Information

Our service values guide us in nurturing each individual child, with the goal of positive outcomes for students and families, as demonstrated by the words of this grateful family of a child with exceptionalities:

My child started his first day of school ever this past October with Champions. He was nervous, I was even more nervous. I never told you about my son because I wanted you to learn about him on your own. He was a warrior from birth, and he hasn't stopped fighting for life since then. He has been in the hospital more than you could probably count and we have been told more than once to say our goodbyes. But, as his mother, I knew that my son would be okay. I knew his spirit and who he is. When others lost hope, I did not.

You see, my son was born with a condition. A condition that people told me would limit him, shorten his life, etc., but I knew better. Fast forward to almost 4 years later and here he is - thriving, learning, living. You always greet me with joy, with excitement, with love. I thank you all for everything you do for my son.

You are beyond appreciated from me. All your hard work, all your joys, all your excitement, all your frustrations. You are appreciated from me. Thank you for being patient. Thank you for teaching. Thank you for inspiring.

Extended learning programs are a precious opportunity to help busy parents, and Champions programs help families deepen their connection with their school community. We are passionate advocates for families. We pride ourselves on creating a meaningful bridge between home and school so educators can stay connected to parents who simply can't be there when the school bell rings. At Champions, our culture of engagement and our industry-leading experience in extended learning programs make us uniquely suited to deliver an experience where the connection between student, teacher, and parent is valued and nurtured. Exemplified by our commitment to Cognia corporation accreditation, we have an authentic culture of accountability, transparency, and academic rigor.