

Monument Academy Strategic Plan 2011
Board Approved April 14, 2011

Mission Statement: The mission of Monument Academy is to provide a rigorous, content – rich academic program offered within an engaging, caring, and positive learning environment. Established on a solid foundation of knowledge, Monument Academy emphasizes academic excellence, respect, responsibility, character and exemplary citizenship.

Vision Statement: To provide top quality academic and personal development opportunities for our students through a warm, friendly and exciting atmosphere of learning to ensure Monument Academy is a premiere institution of learning in Colorado.

Position Analysis (Strengths, Weakness, Opportunities, Challenges)

Strengths:

- Financial Stability
- Quality of Teachers and Paras
- Curriculum
- Core Virtues
- Volunteering
- New Building
- Specialty Programs
- Autonomy of School
- Board Decisions
- Quality of Administration
- Safe and Disciplined environment
- Demonstrated quality academic outcomes
- Maturity of school
- Stable enrollment
- Stability of staff
- School size allows for individual student focus

Weakness:

- Traffic
- Public Awareness
- Sport Equipment
- Student – Teacher Ratio
- Facility limitations
- Building of Capital Reserves
- Lack of Clear Vision
- Curriculum Development and monitoring
- Consistent policy and procedure documentation

Opportunities:

- Business Relationships
- Colorado League of Charter Schools
- Chamber of Commerce
- Community Organizations
- Marketing
- Professional Development of all staff
- Character development plan
- Expand use of technology
- Better relationship with authorizer
- Continued positive relationship with bondholders
- Building Rental
- Improve Bond Rating for reduced costs
- Strengthen Board of Directors
- Fundraisers

Challenges:

- Competitors
- Building
- District 38
- El Paso County
- Neighbors
- Political and Legal Forces
- Attrition from elementary into middle school
- Contract Negotiations with District
- Government Fiscal Responsibility

Strategic Goals

Academic Excellence

Position Monument Academy to be a premiere institution of learning through outstanding curriculum, individualized student focus and small class sizes.

Financial Stability

Position Monument Academy to be fiscally stable with regards to year-to-year budgeting, overall debt reduction and improving current bond rating.

Sustainability & Capacity Management

Sustain Monument Academy's student enrollment and manage the related capacity issues to insure top quality academic and personal development opportunities while providing its academic program in an engaging, caring, and positive learning environment.

Goal – Operational Stability

Position Monument Academy to be operationally stable with regards to day-to-day administration; while maintaining its responsibility for oversight, the Board is moving philosophically from one of operational involvement to overall policy direction and governance.

Short Range Tactics (Present – 3 years)

- Start process of obtaining Official Core Knowledge Status from the Core Knowledge Foundation
- Foster curriculum updates and curriculum sustainment efforts to ensure academic excellence
- Complete scope and sequence of curriculum
- Continue to grow reserves
- Complete charter renewal with respectable arrangements

- Grow donation and grant revenue to 5% of annual budget
- Develop partnerships with ANB and other local banks to foster loans in the future
- Restrict taking on any new debt
- Oversee operations thru Executive Director
- Create temporary solution to handle middle school growth and maintain 24 students max per classrooms in grades 1-8
- Expand board to 7+ members
- Continue to partner with and support the League of Charter Schools

Mid Range Tactics (3 - 6 years)

- Continue to grow reserves
- Partner with, support and encourage the League of Charter Schools to work towards change in legislation to allow state or county tax base to be leveraged to allow for AA bond ratings by charter schools through the Intercept Program
- Gain respect and cooperation from D-38 to make the next charter renewal smooth and amenable
- Improve bond ratings from BBB- to BBB+
- Sustain student growth thru recruitment and the management of reasonable wait lists
- Continue with a quality curriculum and outstanding academic success
- Increase student exposure to integrated technology

Long Range Tactics (6 - 10 years)

- Reduce class size to 20 students per class maximum
- Maintain high level of academic excellence and student (and parent) satisfaction
- Continue to grow reserves
- Reduce debt and debt service -to-operations cost percentage to improve the quality of education

- Restructure debt to gain access to capital building funds via \$1.1M original bond reserves or new debt (if reasonable timing exists)
- Build 8 new classrooms onto present building per original plans
- Grow donation and grant revenue to 10% of annual budget