	Address whether the "Capturing Kids Hearts"								
	traditional-classical education and if it does, make							_	
1	some adjustments to the input.	Responsible	Accountable	Consulted	Resources	Potential Barriers Budgetary constraints to	Deadline Notes Having a character education program that aligns	Progress	
						purchase materials,	with the educational philosophy that upholds the		
	Compare and contrast the character qualities in Dr.	Ex Dir and				provide training, and resources including input	standards of our Core Virtues will help with identity and consistency that will strengthen the character of	Initiated	
1.	Moore's essay with the character qualities in CKH. Create consistent philosophy-based communication to	Principals Ex Dir and	Ex Dir and Principals	Process Champions	Dr. Moore's essay, CKH Information and Model	from auditor. Ensuring consistent	February 2025 all kids at MA		
1.	2 all stakeholders to ensure buy-in.	Principals	Ex Dir and Principals	Auditor Input	Clear philosophy	understanding for all staff.	January 2025 Clarity decreases adversity and anxiety.	In-progress	Academic Goal 1
	Create the criteria for approval of educational materials	Ex Dir and					This will serve as the measure that helps create the	Reviewed	
1.	3 revisit the current policies.	Principals	Ex Dir and Principals	Auditor Input	7 Tenets	Time and Personnel	March 2025 rubric tools used to evaluate instructional material.	Reviewed	Completed Initiated
	A solidified objective measure or rubric that provides quidance to prevent confusion or any deviation from the	Ev Dis and					The objective measure will create accountability and help to enforce adherence to character education in	Completed	20.0% 20.0%
1.	4 philosophy.	Principals	Ex Dir and Principals	Dir of Academics	Consistent Rubric Layout	Time and Personnel	March 2025 relationship to the philosophy.	Completed	Reviewed 20.0% 40.0%
							This will provide long-term consistency and foundational applications and implementations of our		In-progress
							agreed upon character education curriculum. Daily application and buy-in is the most effective form of July 2025 on-going professional development.	In-progress	40.030
1.	5 Create replicable training for new teachers to MA	Principals	Principals	Dir of Academics	Slide deck, professional development, and daily implementation and buy-in	Money and time for PD	application and buy-in is the most effective form of July 2025 on-going professional development.		
						,			
2	Establish the criterion for any approved educational material (includes text and any supplements).					Description of the	Boother Marin		
-	Create the criteria for approval of educational materials	Responsible	Accountable	Consulted	Resources	Potential Barriers	Ensuring all supplemental materials align and support the philosophy based curriculum will increase fidelity	Progress	
,	Create the criteria for approval of educational materials that align with the MA philosophy, vision, mision, and 1 revisit the current policies.	Principals and	Principals	Executive Director	Clear philosophy and current policies	Time	the philosophy based curriculum will increase fidelity March 2025 and improve practice.	Completed	
_	Consta a timeline for the exection of a priving the region.	Academics Di	Filliopais	Executive Director	Scheduling meetings and providing the time to create and execute the plan that results with a	Time			Academic Goal 2
2	of material, and the removal and/or implementation of 2 any new instructional supplements and tools.	Principals and Academics Dir	Principals	Curriculum Committee	create and execute the plan that results with a	Time and Personnel	Timebound objectives increase productive and February 2025 prioritization.	Completed	
-	Consta and deliver along pages principaling that provides	Academics Di	Filliopais	Carricularii Committee	product.	Tille and Personnel	rebroary 2020 prioritization.		
2	the rationale for instructional materials used to promote 3 buy-in and understanding.	Principals	Principals	Executive Director	Clear philosophy and understanding of the 7	Time and Personnel	February 2025 Clarity decreases adversity and anxiety.	Completed	100.0%
			тикарыз	EXCOUNT DISCOUR	Toronta	Time and I craomici	Ensures a tool is in place that provides objective		100.0%
2	Create a rubric that provides objective guidance to 4 prevent confusion or deviation from the philosophy.	Principals and Academics Dir	Principals	Curriculum Committee	Consistent Rubric Layout	Time and Personnel	guidelines. This creates consistency that becomes March 2025 part of the foundational replication of excellence.	Completed	
-	Training in Monument Academy Educational	Academics Di	Principals	Culticulum Cultimitée	Consistent Rubite Layout	fille and Personnel	March 2025 part of the foundational replication of excellence.		
3	Philosophy and Core Knowledge for the entire staff.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline Notes	Progress	
							The outcomes for this will increase teacher understanding of what they teach, help create accountability measures for how they teach, and		Academic Goal 3
	Provide comprehensive training to new teachers and staff members that defines the philosophy and provides	Dringingle and			A well designed presentation that could be		accountability measures for how they teach, and	Reviewed	
3.	a common ownership in MA's mission and vision.	Academics Dir	Principals	Executive Director	replicated for teachers who come in midyear.	Time, Money, Personnel	ensures alignment that supports the mission and August 2025 vision that extends from preschool to 12th grade.		
	Provide on-going training to current teachers and staff members to helo maintain consistency each year and				A well designed presentation that can be				In-progress 33.3% 33.3%
	realign objectives and goals to support MA's mission	Principals and	Principals and		replicated each year and updated as needed			In-progress	66.7% Reviewed
3.	2 and vision.	Academics Dir	Academics Dir	Executive Director	withouth detracting from the primary purpose. On-going updated professional development	Time, Money, Personnel	August 2025 This will help increase teacher retention and support.		66.7% Reviewed
	Provide training that explains the chosen curricula, how				that stave on track with chosen narte to the		This will create the rationale that helps drive the	Reviewed	
3	we use it, and apply it back to the philosophy of why we 3 use it. (New and returning staff)	Principals and Academics Dir	Principals	Executive Director	curriculum that does not sway from the original philosophy.	Time, Money, Personnel	expectation of excellence and adhering to the August 2025, curriculum with fidelity	THEFFERE	
-	Deviant of accompanies and acceleration to identify if the				p				
4	program is essential. If the supplemental curriculum meets expectations, then order.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Dearline Notes	Progress	Academic Goal 4
	Yearly review of any teacher desired instructional	,							
4		Curriculum Committee	Curriculum Committee	Teachers/Team Leads	Instructional Material/Curriculum Rubric	Time	Proper instructional material being reviewed and March 2025 ordered in a financially responsible manner.	Completed	
-			Controllin Committee	reservers ream ecous	Communication to staff that provides the rubric	Time			100.0%
4	Clear communication to staff including initial 2 parameters, deadlines, and budgetary constraints	Curriculum Committee	Curriculum Committee	Finance Director	the deadlines, and individual department budgets.	Time	Full understanding and expectation of the ordering March 2025 process within the needed financial timeline.	Completed	100.0%
	Training in administration on Core Knowledge at	Commuce	Curredum Commune		bodgets.	Time	march 2020 process within the needed interior timenes.		
5	the National Core Knowledge National Conference.	Responsible	Accountable	Congulted					
	Descride proper training for administrators to operus they			Companied	Describ to find offerdable and engraprists	1 Oterman Darriers	Deadline Notes	riogicaa	
	Provide proper training for administrators to ensure they understand the scope and sequence, the standards, the			Consulted	Research to find affordable and appropriate training for administrators that fits into the budget	Totalian Barrers	We need well informed administrators to lead our	Completed	
5		Ex Dir and Principals	Ex Dir and Principals	Finance Director	training for adminstrators that fits into the budget and meets the needs of our adminstrative team	Budget, Time, and Access to PD	We need well informed administrators to lead our staff in how to implement and utilize the curriculum for June 2025 the hest possible academic outcomes for students.	Completed	
5.		Ex Dir and Principals	Ex Dir and Principals	Finance Director	training for administrators that fits into the budget and meets the needs of our administrative team to comprehensively understand the curriculum.	to PD	June 2025 the best possible academic outcomes for students.		Academic Goal 5
	 curriculum tits into our philosophy Enhance evaluation tools to better support teachers in delivering the instructional materials to increase student. 	Principals			training for administrators that fits into the budget and meets the needs of our administrative team to comprehensively understand the curriculum.	to PD Time and effective	Educated, Informed, Supported, and Accountability	Completed In-progress	/ ISSUE THE STATE OF THE STATE
	 curriculum tits into our philosophy Enhance evaluation tools to better support teachers in delivering the instructional materials to increase student 2 achievement 	Ex Dir and Principals Principals	Ex Dir and Principals Principals		training for administrators that fits into the budget and meets the needs of our administrative team to comprehensively understand the curriculum.	to PD			Completed
5.	1 curriculum tits into our philosophy Enhance evaluation tooks to better support teachers in delivering the instructional materials to increase student 2 achievement Enhance evaluation tools to provide more accountability for instructional staff to deliver the curriculum uses best practice and high delivery performance to increase	Principals	Principals	Ex Director and Dir of HR	training for adminstrators that fits into the budget and meets the needs of our adminstrative team to comprehensively understand the curriculum. Alignment between curriculum standards of best practice and evaluation tools.	to PD Time and effective implementation	Educated, Informed, Supported, and Accountability June 2025 teachers Educated Informed, Supported and Accountability		/ ISSUE THE STATE OF THE STATE
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5.	1 curriculum this into our philosophy Enhance evaluation tools to better support teachers in delivering the instructional materials to increase student 2 artheement principles of the control of the control of the control principles of the control of the control of the control practice and high delivery performance to increase 3 student achievement. Enhance administrator evaluation tool to provide	Principals	Principals	Ex Director and Dir of HR	training for administrators that fits into the budge and meets the needs of our administrative team to comprehensively understand the curriculum. Alignment between curriculum standards of best practice and evaluation tools. Alignment between curriculum standards of best practice and evaluation tools.	to PD Time and effective implementation Time and effective implementation	Educated, Informed, Supported, and Accountability June 2023 teachers Educated, Informed, Supported, and Accountability June 2025 teachers	In-progress	Completed 25.0%
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Responsible: person who performs an activity or does the work (The person responsible can also be accountable)

Accountable: person who is ultimately in charge of the task completion and in charge of the operation or project

Consulted: person that needs to provide feedback, double check work, or contribute to the task in miscellaneous ways

Resources: people, time, materials, or money that is needed to complete a project

Potential Barriers: items that can hinder the plan if not addressed

Board

Evaluate the Strategic Plan to determine alignment									
to action plan from audit. Amend anything that is counterproductive and add any new facets that need to be addressed.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress	Board Goal 1
Ensure the Strategic Plan Aligns with Monument Academy Philosophy, Mission, and Vision	Board of Directors	Board of Directors	Staff	Resources	rotential barriers	January 2025	Notes	Completed	
reate Consistent Process When Creating Strategic lans and All Items Are Defined	Executive Director	Board President				June 2025		Initiated	33.3% Comple
rovide Definitions/Reasons Certain Words are Chosen the SWOT and How They Are Connected to the								Initiated	Initiated 66.7%
lission, Vision, and Philosophy	Board of Directors	Board of Directors			Clarity in the process				
To ensure that the future of MA is secure in academics and programs, compose and vote on solicies pertaining to Educational Philosophy, Penmanship Philosophy, Class Size (including kindergarten), Curriculum Approval Criterion, and					Part of the state of				
dentify policies of immediate concern.	Responsible	Accountable	Consulted	Resources Mission, vision,	Potential Barriers	Deadline	Notes	Progress	
Compose Policy About Educational Philosophy	Board of Directors	Board of Directors	Staff	philosophy / charter applications / academic tools understanding	Frameworks created vertically and horizontally in high school and fine arts	March 2025		Initiated	Board Goal 2
Compose Policy About Educational Philosophy	Board of Directors	Board of Directors	Stati	Evidence-based	arts	Warch 2025			20.
Compose Penmanship Philosophy	Board of Directors	Board of Directors	Staff	information on Cursvie First	Transfer students / understanding the why	March 2025		Not Started	Completed 60.0% Not Star 20.0
Review Class Size Policy	Board of Directors	Board of Directors	Executive Director	Colorado Revised Statutes / charter application / room capacity	Space / staffing / personnel cost vs. budget / educational resources	February 2025		Completed	
Review Curriculum Approval Policy for Primary and Supplemental Materials	Governance Committee	Board of Directors	Dir of Academics	Mission, vision, philosophy	Time	March 2025		Completed	
Identify Policies of Concern	Governance Committee	Board of Directors	Executive Director	Policies	Mission, vision, philosophy understanding and knowledge	February 2025		Completed	
Board Training – Board roles, responsibilities and									
academic programs of Monument Academy	Responsible	Accountable							
	M .	Accountable	Consulted	Resources		Deadline	Notes	Progress	
	Board of Directors	Board President	Executive Director	Expert consultant / materials / board philosophy	Scheduling / understanding on different philosophies	June 2025	Notes	Progress Not Started	Board Goal 3
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument	Board of Directors Executive Director			Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies	Scheduling / understanding on different		Notes		Reviewed
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes	Executive Director	Board President Board of Directors	Executive Director	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space /	Scheduling / understanding on different philosophies	June 2025 July 2025	Notes	Not Started	Reviewed 25.0% 25.0% 25.0%
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions	Executive Director	Board President Board of Directors Board of Directors	Executive Director Principals	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data /	Scheduling / understanding on different philosophies Low engagement	June 2025 July 2025 June 2025	Notes	Not Started Completed Reviewed	Reviewed 25.0% 25.0% 25.0% 25.0% Compl
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Feacher Representatives to the School Board	Executive Director	Board President Board of Directors Board of Directors Board of Directors	Executive Director Principals Executive Director	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space / guided questions	Scheduling / understanding on different philosophies Low engagement Low engagement	June 2025 July 2025 June 2025 June 2025		Not Started Completed Reviewed Completed	Reviewed 25.0% 25.0% 25.0%
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Teacher Representatives to the School Board Update new Board member training Develop a Training Module Emphasizing the Importance of Respect, Responsibility, and Willingness Toward Shared Goals.	Executive Director Executive Director Principals Responsible Executive Director	Board President Board of Directors Board of Directors Board of Directors Accountable Board of Directors	Executive Director Principals	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space /	Scheduling / understanding on different philosophies Low engagement Low engagement	June 2025 July 2025 June 2025 June 2025	Notes	Not Started Completed Reviewed	Reviewed 25.0% 25.0% 25.0% Comple
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Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Teacher Representatives to the School Board Jodate new Board member training Develop a Training Module Emphasizing the mportance of Respect, Responsibility, and Willingness Toward Shared Goals. Provide all information for standard yearly board member training Provide training for legal responsibility and policy	Executive Director Executive Director Principals Responsible Executive Director Board President and	Board President Board of Directors Board of Directors Board of Directors Accountable Board of Directors Board of Directors	Executive Director Principals Executive Director Consulted Board President	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space / guided questions Resources Training materials / mission, vision statements Topic materials Created materials	Scheduling / understanding on different philosophies Low engagement Low engagement Potential Barriers Time	June 2025 July 2025 June 2025 June 2025		Not Started Completed Reviewed Completed Progress Not Started	Reviewed 25.0% 25.0% 25.0% 25.0% Comple
Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Teacher Representatives to the School Board Update new Board member training Develop a Training Module Emphasizing the Importance of Respect, Responsibility, and Willingness Toward Shared Goals. Provide all information for standard yearly board member training Provide training for legal responsibility and policy awareness and understanding Organize Classroom Observation Days for New Board Members at All School Levels: Elementary, Middle	Executive Director Executive Director Principals Responsible Executive Director Board President and Ex Dir Board President and Ex Dir	Board President Board of Directors Board of Directors Board of Directors Accountable Board of Directors Board President	Executive Director Principals Executive Director Consulted Board President Board of Directors	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies / case studies / Relevant performance data / meeting space / guided questions Resources Training materials / mission, vision statements Topic materials	Scheduling / understanding on different philosophies Low engagement Low engagement Potential Barriers Time	June 2025 July 2025 June 2025 June 2025		Not Started Completed Reviewed Completed Progress Not Started Not Started	Reviewed 25.0% 25.
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Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Teacher Representatives to the School Board Update new Board member training Develop a Training Module Emphasizing the Importance of Respect, Responsibility, and Willingness Toward Shared Goals. Provide all information for standard yearly board member training Provide training for legal responsibility and policy awareness and understanding Organize Classroom Observation Days for New Board Members at All School Levels: Elementary, Middle School, and High School Audit Team Review of Progress Creation of a Rubric to	Executive Director Executive Director Principals Responsible Executive Director Board President and Ex Dir Board President and Ex Dir Executive Director Responsible	Board President Board of Directors Board of Directors Board of Directors Accountable Board of Directors Board of Directors Board of Directors Board of Directors	Executive Director Principals Executive Director Consulted Board President Board of Directors Legal Principals	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space / guided questions Resources Training materials / mission, vision statements Topic materials Created materials Classroom schedules / observation guidelines / principal introductions	Scheduling / understanding on different philosophies Low engagement Low engagement Potential Barriers Time Time / board buy in / teacher buy in	June 2025 July 2025 June 2025 June 2025 Deadline August 2025	Notes	Not Started Completed Reviewed Completed Progress Not Started Not Started Not Started Not Started	Reviewed 25.0% 25.
Develop a Training Module on Board Governance Aligned with Monument Academy's Vision Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy Facilitate Discussion on Improving Student Outcomes Through Board Decisions Teacher Representatives to the School Board Update new Board member training Develop a Training Module Emphasizing the Importance of Respect, Responsibility, and Willingness Toward Shared Goals. Provide all information for standard yearly board member training Provide training for legal responsibility and policy awareness and understanding Organize Classroom Observation Days for New Board Members at All School Levels: Elementary, Middle School, and High School Audit Team Review of Progress Creation of a Rubric to Review Schop Forum Review of Progress	Executive Director Executive Director Principals Responsible Executive Director Board President and Ex Dir Executive Director Responsible Executive Director Responsible Leadership Forum	Board President Board of Directors Board of Directors Board of Directors Accountable Board of Directors Board of Directors Board of Directors Board of Directors Accountable	Executive Director Principals Executive Director Consulted Board President Board of Directors Legal Principals	Expert consultant / materials / board philosophy Expert consultant / academic reports / case studies Relevant performance data / meeting space / guided questions Resources Training materials / mission, vision statements Topic materials Created materials Classroom schedules / observation guidelines / principal introductions Resources Educational philosophy /	Scheduling / understanding on different philosophies Low engagement Low engagement Potential Barriers Time Time / board buy in / teacher buy in	June 2025 July 2025 June 2025 June 2025 Deadline August 2025	Notes	Not Started Completed Reviewed Completed Progress Not Started Not Started Not Started Not Started	Reviewed 25.0% 25.

Responsible: person who performs an activity or does the work (The person responsible can also be accountable) Accountable: person who is ultimately in charge of the task completion and in charge of the operation or project

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xecutive										
	Development of an aggressive marketing plan focused on enrollment for the 25-26 and planning for 26-27 school year.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress	
	Define Specific Enrollment Goals by Grade Level and Total Numbers	Principals	Executive Director	Registrar	Enrollment Data from	n choice window and Intent to	March 202	5 Skills and Resources	Completed	Executive Director Goal 1
	Analyze the Effectiveness of Current Marketing Strategies and Community Engagement Efforts		ee Executive Director		Marketing data, enro	ollment surveys	May 202	Does the school have the required skills and staff to execute the 5 marking plan, or should a marketing firm be considered?	Reviewed	Initiated Complete
	Gather Enrollment Data, Including the Number of New Enrollments Per Grade Level Annually	s Registrar	Executive Director	Principals	Enrollment data	Communication from famili	June 202	Are there opportunities to train existing staff to manage specific 5 aspects of the campaign (e.g., social media or SEO)?	Completed	20.0% 20.0% 20.0% Reviewed Not 5.0%
	Assess the Current Environment, Including Competitive Positioning and Demographic Trends	Marketing Committ	ee Executive Director	Administration Team	School data for the o	community	July 202	5 Budget and Funding	In-progress	15.0%
	Identify Target Demographics (e.g., Families in Specific Areas In/Out of the District).	Marketing Committ	ee Executive Director	Principals			August 202	What is the allocated budget for the marketing plan, and is it sufficient to achieve enrollment goals?		40.0%
	Assess Competitors' Offerings and Market Position Highlight Unique Selling Points (e.g., Curriculum, Extracurriculars,	Marketing Committ	ee Executive Director		School data for the o	community	September 202	Are there external funding opportunities or grants that could support 5 marketing efforts?	In-progress	
	Faculty Expertise). Create a Compelling Narrative/Elevator Pitch About the School's	Marketing Committ	ee Executive Director	MA Community			October 202	5 Timeline and Milestones Are the proposed timelines realistic, given the school's operational	In-progress	
	Value	Marketing Committ	ee Executive Director	Principals			November 202	5 capacity? How will progress be monitored and adjusted throughout the	Completed	
	Leverage Digital Platforms (e.g., Social Media, Google Ads). Establish a New Marketing Plan, Including Search Engine	Marketing Director	Executive Director	Marketing Committee	Social media accour	nts Streamlining the process for	January 202	6 implementation period?	In-progress	
	Optimization (SEO), Radio, and Social Media. Utilize Traditional Methods Like Community Events, Flyers, and	-	Executive Director	Marketing Committee			•	6 Post-Implementation Evaluation What metrics will be used to evaluate the success of the marketing	In-progress Not Started	
	Local Advertising. Partner with Local Organizations, Host Open Houses, and Offer		ee Executive Director	MA Community				6 campaign?	Not Started Not Started	
	School Tours Collect Testimonials From Current Students and Parents		m Executive Director ee Executive Director	Marketing Committee Administration Team			April 202 May 202	6 How will insights from this campaign inform future efforts?	In-progress	
	Map Out Activities, Including Deadlines for Content Creation, Campaigns, and Events.	Marketing Director	Executive Director	Marketing Committee			June 202		Not Started	
	Identify Budget Requirements, Staff Involvement, and External Services Needed (e.g., Graphic Design)	-	ee Executive Director	CFO, Finance Dir			July 202		In-progress	
	Test Strategies on a Smaller Scale Before Full Implementation		m Executive Director	Marketing Committee			September 202		In-progress	
	Track Enrollment Inquiries and Campaign Performance. Adjust Strategies Based on Effectiveness and Feedback.	Registrar Marketing Committ	Executive Director ee Executive Director	Marketing Committee MA Community	Enrollment data		September 202 October 202		Initiated Initiated	
ō	Assess Success Against the Goal		ee Executive Director	Registrar			October 202	6	Initiated	
	Gather Insights to Improve Future Marketing Efforts	Marketing Director	Executive Director	MA Community	Marketing data		July 202	5	Initiated	
	determine each individual's effectiveness in their position and alignment of future pursuits to put Monument Academy back	d .								
	Evaluate all leadership and administrative positions and determine each individual's effectiveness in their position and alignment of future pursuits to put Monument Academy back in conjunction with their charters and philosophy. Make any needed changes in an appropriate and prompt manner.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress	
	Define Clear Standards for Assessing Effectiveness and Alignment with the School's Charters and Philosophy	Executive Director	Executive Director	Dir of Human Resources			January 202	5	In-progress	Executive Director Goal 2
	Evaluate Each Leadership Position Against the Established Criteria		m Executive Director	Dir of Human Resources	Rubrics for each pos	sition	February 2025 / April 2025		In-progress	Reviewed
	Collect Input from Staff, Students, and Parents on Leadership and Administrative Effectiveness	SAAC Committee	Board of Directors	Executive Director	Survey		April 202	5	Initiated	14.3%
	Analyze the Evaluation Results to Ensure Alignment with the School's Future Pursuits and Philosophy Create a Plan to Address. If There Are Any Misalignments or	Administration Tear	m Executive Director	Dir of Human Resources			May 202	5	Not Started	Complete 14.3% 14.3% 42.9%
	Necessary Changes in Leadership or Administrative Roles Make Necessary Adjustments to Roles or Presonnel Promptly and		Executive Director	Dir of Human Resources			June 202	5	Completed	Not 14.3% 14.3%
	Appropriately. Track the Effectiveness of Implemented Changes and Make	Executive Director	Executive Director	Dir of Human Resources			July 202	5	In-progress	14.5%
	further Adjustments as Needed	Administration Tear	m Executive Director				September 202	5	Reviewed	
	Implement the components of the high school charter contract into practice for the upcoming school year. Provide an implementation plan for the Executive Director (who may									
	share with the board). Conduct a Thorough Review of the High School Charter Contract	Responsible	Accountable Tr Executive Director	Consulted Staff	Charter Application	Potential Barriers Financial resources and tin	Deadline	Notes This will take some time to implement over time as there are so areas 5 that will need to change course.	Progress	- " B' ' B ' '
_	to Identify Key Components for Implementation. Create a Framework Outlining the Steps and Resources Needed to Integrate Charter Components Into Practice		Tr Executive Director	Administration Team	Charter Application Framework	Time, financial, student nur			Initiated	Executive Director Goal 3
	to integrate Charter Components into Practice Collaborate with Teachers, Parents, and Board Members to Gather Input and Alion Priorities	Principals	Executive Director	MA Community	ranework	Time, financial, student nur	March 202		Completed	Not Started 12.5%
_	Identify and Allocate the Necessary Resources, Including Budget, Staffing, and Materials	Principals	Executive Director	CFO. Finance Dir	Budget, materials	Prioritization of resources		What should come first, and what can wait? If there is a conflict, how 5 does the team reach a consensus on what should be prioritized?	In-progress	Reviewed 12.5% 25.0%
	Design Training Sessions for Staff to Ensure Understanding and Readiness for Implementation	Dir of Academics	Executive Director	Principals	ages, materials		April 202		Reviewed	25.0% 25.0%
	Test Selected Components of the Charter Contract in a Controlled Environment to Identify Potential Challenges		Principals	Staff	Charter Application		May 202		Not Started	25.0%
	Implement All Components of the High School Charter Contract Into Practice.	Administration Tear	m Executive Director	MA Community	Charter Application	If current practices conflict		5	In-progress	
	Track the Progress and Effectiveness of the Implementation, Making Adjustments as Needed.	Administration Tear	m Executive Director	Staff	Rubric, feedback	Clear and agreed-upon crit	July 202	Identifying what success looks like in the first year and the following 5 years.	Initiated	
	Implementation of a 9-session induction program for all new staff that provides in-depth training of Monument Academy's philosophies and expectations.		Accountable	Consulted			Deadline			
	philosophies and expectations. Review Existing Practices and Determine Gaps in Onboarding for New Staff.	Dir of Academics		Executive Director	Resources See Hire/Onboarding		February 202	Notes	Progress In-progress	Eventive Director Coal 4
	Create a Structure for a 9-Session Program Focusing on Monument Academy's Philosophies and Expectations		del Executive Director	Staff	Philosophy	Resources for the desired t		Understanding what tools align with the training to provide a greater 5 depth for new teachers.	Initiated	Executive Director Goal 4
	Monument Academy's Philosophies and Expectations Outline Specific Session Topics, Such as the School's Mission, Teaching Philosophies, and Behavioral Expectations		dei Executive Director	Staff	Technology	User competence with tech			Initiated	Reviewed 14.3%
_	Explore Opportunities to Reinstitute an Induction Program For Newly Licensed Teachers, Including Costs and Feasibility		Executive Director	CFO. Finance Dir	Application for the st			5 5 Discussion with the district and the state.	In-progress	28.6%
	Create Materials, Presentations, and Activities for Each Session of the Induction Program			Si O, i maile Dii	. pproducti for tile Si		June 202		Not Started	Not Started 28.6%
	Test Initial Sessions with a Small Group of New Hires to Gather Feedback and Make Adjustements	Principals and Acad		Staff			September 202	-	Not Started	28.6%
	Evaluate the Program's Effectiveness and Gather Input for Improvements After Each Cohort Completes Induction		dei Executive Director	Staff	Feedback form, part	icinants of program	Annually	-	Reviewed	
	improvements After Each Conort Completes Induction	r incipals and Acad	Del Executive Director	Uldii	i eeuback form, part	oparits or program	Autually			

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Finance

Develop a budget that reflects the priority areas in							
the audit and action plan.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline Notes	Progress
Share Audit Recommendations and Action Plan with the Financial Team	Executive Director	Executive Director		Audit / action plan		December 2024	Completed
Administration & Finance Team Meeting to Prioritize Financial Needs of Each School	Administration Team	Executive Director	Staff	Financial knowlege / curriculum needs	Enrollment and PPR	February 2025	Completed
Communication for the Request of Ordering of Core Curriculum and Supplemental Curriculum	Curriculum Committee	Principals	Ex Dir, Finance Dir			March 2025	Completed
Identify Student Enrollment Count to Determine Projected Budget	Registrar	CFO	Finance Director	Intent to Return data / choice enrollment information	Will fluctuate through August	March 2025	Completed
Determine Budget for Marketing Strategies and Prioritize with Academic Needs	Marketing, Ex Dir, Finance Dir	Executive Director	CFO, Finance Director	Budget / marketing plan / school schedule of events	Lots of Needs and Limited Budget	t	Completed
Create Curriculum/Classroom Budget including timeline and deadlines for submitted orders.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline Notes	Progress
Inventory of Current Curriculum	Curriculum Committee	Principals		Inventory sheet	Finding curriculum and understanding the timeframe of curriculum	March 2025	Not Started
Order Approved Curriculum	Finance Team	Principals		Finances, orders	Delays, money, time	July 2025	Initiated
Communicate Deadlines with Staff On When Curriculum Must Be Purchased	Executive Director	Executive Director	Principals		Lack of planning	January 2025	Completed





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Potential Barriers: items that can hinder the plan if not addressed

Human Resource

Simplify / Clarify Organizational Chart	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes A simplified organization chart provides clarity for	Progress	
Simplify Organizational Chart	Ex Dir, Ops Dir, HR Dir	Dir of Human Resources		Organizational chart		January 2025	supervisors and supervisees. It reflects the order of operations and chain of command.	Completed	HR Goal 1
Add Links to the Organizational Chart with Job Descriptions	Dir of Human Resources	Dir of Human Resources		Organizational chart / job descriptions		March 2025	Clarity decreases adversity and anxiety.	In-progress	Initiated Complete 25.0% 25.0% 25.0%
Create Departmental Organizational Charts	Ex Dir, Ops Dir, HR Dir	Dir of Human Resources		Organizational chart Informative		March 2025	Creating microcosms within the organization also provides more clarity for departments within the school.	In-progress	25.0%
Educational Meeting with Staff to Discuss the Different Roles and Answer Questions	Dir of Human Resources	Executive Director	Staff	Presentation and Clear Explanation of the Who, What, Why	Engagement	August 2025	We want input and feedback to help create an organizational chart that all stakeholders can understand and uitlize.	Initiated	50.0% In- 50.0%
Develop a hiring and onboarding program for new hires that includes philosophy and values of Monument Academy. Include the use of Core Knowledge and traditional-classical education.	December 1	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Draggag	
Knowledge and traditional-classical education.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadillie	To find employees who adhere to the philosophy and meet	Progress	
Refined Job Descriptions that Include Educational Philosophy	Dir of Human Resources	Dir of Human Resources	Executive Director	Job descriptions / policy		March 2025	the expectations of Monument Academy. The hiring process will become the first step in getting the right people into our organization.	In-progress	HR Goal 2
Refine Interview Questions That Focus on Monument Academy Educational Philosophy	Hiring Advisory Team	Dir of Human Resources	Principals	Educational philosophy	Narrowing priorities in communicating with staff	February 2025	We need pin pointed questions that help us find the best of the best when we are looking for employees. Parent participation increases ownership in teacher	Completed	20.0% 20.0% 20.0%
Update Interview Process Including Involving Parents, Candidates Teaching Lessons, and Candidate Reflection	Hiring Advisory Team	Executive Director	Dir of Human Resources	Training / classroom time / lesson plans /	Size of hiring pool / time / training parents before hiring window opens / no qualified candidates apply for the position		performance, accountability, and expectations. Teachers need to be involved in the selection process of their colleagues. Having a well informed hiring committee is the first step in finding individuals who align with the mission, vision, and ultimately philosophy at MA.	Completed	60.0% Complete 60.0%
New Hire Letter (Champion Letter)	Ex Dir, HR Dir	Executive Director	Principals		Staff or potential hires that don't agree to the document		Providing the expectations right out of the gate before a person accepts a job at MA will allow us to hold people more accountable after he/she chooses to join our team.	Completed	
Welcome to Monument Academy Video to Help New	Human Resources			Technology /			We need to have ways of training individuals mid-year, so we can hold all hires accountable to what we expect and need from all employees. The information will be updated each year. This will also help us train substitutes, so they are informed and can be held accountable for performing to	Not Started	
Hires with On-Boarding Information Update staff handbook to include information on	Department	Executive Director		programs / handbook		August 2025	the standards of MA excellence.		
philosophy (including the Penmanship Philosophy) instructional practices and expectations for the									
classroom.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes The staff handbook will reflect the core values and	Progress	
Refine Handbook to Align with Educational Philosophy Administration Team Reflection on Changes or Gaps in	Ex Dir and HR Director Administration	Executive Director	Principals	Handbook / policies		A-ril 2025	philosophy of the school, which will drive the expectations,	Completed	HR Goal 3
the Handbook from Previous Years' Experience						April 2025	accountability for staff conduct, and the school's character.		
	Team	Executive Director	Dir of Human Resources	Handbook	Differing opinions		Staff must understand the expectations in order for the supervisors to hold them accountable.	Completed	Not 20.0%
Input From Principals for Expectations and Procedures that Align Between Campuses	Team Principals	Executive Director	Dir of Human Resources	Handbook Areas of needed clarity	Differing opinions	April 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld.	Completed	20.0%
				Areas of needed	Differing opinions	April 2025 April 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies.		20.0%
that Align Between Campuses Legal Review Presentlation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus	Principals Legal Team Dir of Human	Executive Director Dir of Human Resources		Areas of needed clarity Handbook /	Engagement and	April 2025 April 2025 May 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies; however, direct supervisors are responsible to	Completed	20.0% 20.0% 80.0% Complete
that Align Between Campuses Legal Review Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity Create a cohesive and clear student handbook	Principals Legal Team	Executive Director Dir of Human		Areas of needed clarity		April 2025 April 2025 May 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies;	Completed Completed	20.0% 20.0% 80.0% Complete
that Align Between Campuses Legal Review Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity Create a cohestive and clear student handbook between West and East Campus, that reflects Monument Academy's brillosophy and values and Monument Academy's brillosophy and values and	Principals Legal Team Dir of Human Resources	Executive Director Dir of Human Resources Executive Director	Dir of Human Resources	Areas of needed clarity Handbook / presentation	Engagement and Accountability	April 2025 April 2025 May 2025 August 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies; however, direct supervisors are responsible for understanding how to hold their staff accountable.	Completed Completed Not Started	20.0% 20.0% 80.0% Complete
that Align Between Campuses Legal Review Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity Create a cohesive and clear student handbook between West and East Campus, that reflects	Principals Legal Team Dir of Human	Executive Director Dir of Human Resources		Areas of needed clarity Handbook /	Engagement and	April 2025 April 2025 May 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies; however, direct supervisors are responsible for understanding how to hold their staff accountable.	Completed Completed	20.0% 20.0% 80.0% Complete
that Align Between Campuses Legal Review Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity Create a cohestive and clear student handbook between West and East Campus, that reflects Monument Academy's brillosophy and values and Monument Academy's brillosophy and values and	Principals Legal Team Dir of Human Resources Responsible	Executive Director Dir of Human Resources Executive Director Accountable	Dir of Human Resources	Areas of needed clarity Handbook / presentation Resources	Engagement and Accountability	April 2025 April 2025 May 2025 August 2025 Deadline	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies; however, direct supervisors are responsible for understanding how to hold their staff accountable. Notes The student handbook will reflect the core values and philosophy of the school, which will drive the expectations and accountability for the student's conduct and the school's character The teachers will be well versed in the handbook	Completed Completed Not Started	20.0% 20.0% 80.0% Complete 80.0%
that Align Between Campuses Legal Review Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity Create a cohesive and clear student handbook between West and East Campus, that reflects Monument Academy's philosophy and values and doesn't contradict the staff handbook.	Principals Legal Team Dir of Human Resources Responsible Administration Team	Executive Director Dir of Human Resources Executive Director Accountable Executive Director	Dir of Human Resources	Areas of needed clarity Handbook / presentation Resources Handbook / policies	Engagement and Accountability Potential Barriers Conflicting information	April 2025 April 2025 May 2025 August 2025 Deadline April 2025	Staff must understand the expectations in order for the supervisors to hold them accountable. Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld. We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies. The principals will be well versed in the handbook expectation and policies. Human Resources provides support to leadership in the enforcement of the policies; however, direct supervisors are responsible for understanding how to hold their staff accountable. Notes Notes Notes	Completed Completed Not Started	20.0% 20.0% 80.0% Complete 80.0%
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