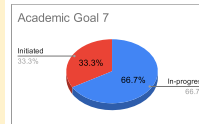
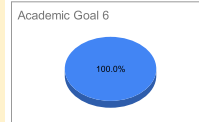
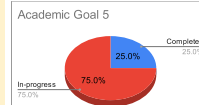
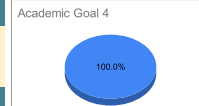
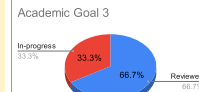
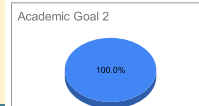
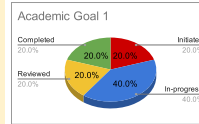


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Academic Goals

	Address whether the "Capturing Kids Hearts" program aligns with the Core Virtues design in traditional-classical education and if it does, make some adjustments to the input.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
1	<p>Compare and contrast the character qualities in Dr. Moore's essay with the character qualities in OAH.</p> <p>Create consistent philosophy-based communication to all stakeholders to ensure buy-in.</p> <p>Create the criteria for approval of educational materials that align with the MA philosophy, vision, mission, and 1.3 revisit the current policies.</p> <p>A solidified objective measure or rubric that provides guidance to prevent confusion or any deviation from the philosophy.</p> <p>1.4</p> <p>1.5 Create replicable training for new teachers to MA</p>	Ex Dir and Principals	Ex Dir and Principals	Process Champions	Dr. Moore's essay, OAH Information and Model	Budgetary constraints to purchase materials, provide training, and resources including input from audit.	February 2025	Having a character education program that aligns with the educational philosophy that upholds the standards of our Core Virtues will help with identity and consistency that will strengthen the character of all kids at MA	Initiated
				Auditor Input	Clear philosophy	Ensuring consistent understanding for all staff.	January 2025	Clearly decreases adversity and anxiety.	In-progress
				Auditor Input	7 Tenets		March 2025	This will serve as the measure that helps create the rubric tools used to evaluate instructional material. The objective measure will create accountability and help to enforce adherence to character education in relationship to the philosophy.	Reviewed
				Dir of Academics	Consistent Rubric Layout		March 2025	This will provide long-term consistency and foundational applications and implementations of our agreed upon character education curriculum. Daily application and buy-in is the most effective form of on-going professional development.	Completed
		Principals	Principals	Dir of Academics	Slide deck, professional development, and daily implementation and buy-in	Money and time for PD	July 2025		In-progress
2	<p>Establish the criterion for any approved educational material (includes text and any supplements).</p> <p>Create the criteria for approval of educational materials that align with the MA philosophy, vision, mission, and 2.1 revisit the current policies.</p> <p>Create a timeline for the creation of a rubric, the review of material, and the removal and/or implementation of 2.2 any new instructional supplements and tools.</p> <p>Create and deliver clear communication that provides the rationale for instructional materials used to promote 2.3 buy-in and understanding.</p> <p>2.4 Create a rubric that provides objective guidance to prevent confusion or deviation from the philosophy.</p>	Principals and Academics Dir	Principals	Executive Director	Clear philosophy and current policies	Scheduling meetings and providing the time to create and execute the plan that results with a product.	March 2025	Ensuring all supplemental materials align and support the philosophy based curriculum will increase fidelity and improve practice.	Completed
		Principals and Academics Dir	Principals	Curriculum Committee	Clear philosophy and understanding of the 7 Tenets		February 2025	Timebound objectives increase productive and prioritization.	Completed
		Principals	Principals	Executive Director	Clear philosophy and understanding of the 7 Tenets		February 2025	Clearly decreases adversity and anxiety.	Completed
		Principals and Academics Dir	Principals	Curriculum Committee	Consistent Rubric Layout		March 2025	Ensures a tool is in place that provides objective guidelines. This creates consistency that becomes part of the foundational replication of excellence.	Completed
3	<p>Training in Monument Academy Educational Philosophy and Core Knowledge for the entire staff.</p> <p>Provide comprehensive training to new teachers and staff members that defines the philosophy and provides 3.1 a common ownership in MA's mission and vision.</p> <p>Provide on-going training to current teachers and staff members to help maintain consistency each year and align objectives and goals to support MA's mission 3.2 and vision.</p> <p>Provide training that explains the chosen curricula, how we use it, and apply it back to the philosophy of why we use it. (New and returning staff)</p> <p>3.3 Review of supplemental curriculum to identify if the program is essential. If the supplemental curriculum meets expectations, then order.</p>	Principals and Academics Dir	Principals	Executive Director	A well designed presentation that could be replicated for teachers who come in midyear.		August 2025	The outcomes for this will increase teacher understanding of what they teach, help create accountability measures for how they teach, and ensures alignment that supports the mission and vision that extends from preschool to 12th grade.	Reviewed
		Principals and Academics Dir	Principals and Academics Dir	Executive Director	A well designed presentation that can be replicated each year and updated as needed without detracting from the primary purpose. On-going updated professional development that the curriculum that does not sway from the original philosophy.		August 2025	This will help increase teacher retention and support.	In-progress
		Principals and Academics Dir	Principals	Executive Director			August 2025	This will create the rationale that helps drive the expectation of excellence and adhering to the curriculum with fidelity.	Reviewed
4	<p>Review of supplemental curriculum to identify if the program is essential. If the supplemental curriculum meets expectations, then order.</p> <p>4.1 Yearly review of any teacher desired instructional materials, tools, supplements etc by curriculum committee.</p> <p>4.2 Clear communication to staff including initial parameters, deadlines, and budgetary constraints</p>	Curriculum Committee	Curriculum Committee	Teachers/Team Leads	Instructional Material/Curriculum Rubric	Time	March 2025	Proper instructional material being reviewed and ordered in a financially responsible manner.	Completed
		Curriculum Committee	Curriculum Committee	Finance Director	Communication to staff that provides the rubric, the deadlines, and individual department budgets.	Time	March 2025	Full understanding and expectation of the ordering process within the needed financial timeline.	Completed
5	<p>Training in administration on Core Knowledge at the National Core Knowledge National Conference.</p> <p>Provide proper training for administrators to ensure they understand the scope and sequence, the standards, the best practice for implementation, and the way the curriculum fits into our philosophy.</p> <p>Enhance evaluation tools to better support teachers in delivering the instructional materials to increase student achievement</p> <p>5.2 Enhance evaluation tools to provide more accountability for instructional staff to deliver the curriculum uses best practice and high delivery performance to increase student achievement.</p> <p>5.3 Enhance administrator evaluation tool to provide Executive Director more objective measures to hold administrators accountable for teacher performance and student outcomes.</p> <p>5.4</p>	Ex Dir and Principals	Ex Dir and Principals	Finance Director	Research to find affordable and appropriate training for administrators that fits into the budget and needs the needs of our administrative team to comprehensively understand the curriculum. <p>Alignment between curriculum standards of best practice and evaluation tools.</p> <p>Alignment between curriculum standards of best practice and evaluation tools for principals to support and lead teachers.</p>	Budget, Time, and Access to PD	June 2025	We need well informed administrators to lead our staff in how to implement and utilize the curriculum for the best possible academic outcomes for students.	Completed
		Principals	Principals	Ex Director and Dir of HR		Time and effective implementation	June 2025	Educated, Informed, Supported, and Accountability teachers	In-progress
		Principals	Principals	Ex Director and Dir of HR		Time and effective implementation	June 2025	Educated, Informed, Supported, and Accountability teachers	In-progress
		Executive Director	Principals	Ex Director and Dir of HR		Time and effective implementation	June 2025	Educated, Informed, Supported, and Accountability principals	In-progress
6	<p>Creation of a two-year professional development calendar based on data, philosophy, and educational practices</p> <p>Analysis of past professional development, what has worked and what has not and what aligns with our philosophy. Creating a research based plan that has 6.1 high success outcomes.</p> <p>Identify areas of needed growth for our instructional practices and create professional development that provides education, tools, and resources to teachers 6.2 that aligns with our curriculum and philosophy</p> <p>6.3 Creating a two-year budget that will allow for on-going professional development.</p> <p>6.4 Creating professional development foundations that will establish year-to-year consistency even with any teacher turn-over</p>	Ex Dir and Principals	Principals and Academics Dir	Teachers/Team Leads	Comprehensive list of previous PDs, assessment of their impact (negative or positive), and comparing them with research-based plans that show positive outcomes. Assessing alignment of past PDs with philosophy. <p>Review overall teacher performance evaluations and ratings, review student achievement and growth data, review current expectations and evaluations to determine an accurate grade to identify needed areas of growth. Will need to prioritize high to low needs of growth in instructional delivery and curriculum understanding and implementation.</p> <p>Work with finance to determine the allotted amount for the first year and the projected amount for the second year when yearly budgets go under review. Keep track of expenses and allocating funds appropriately.</p> <p>Tracking which teachers have done which trainings, and having consistent new teacher trainings that keep them up-to-date and instill with current instructional staff.</p>	Time and personnel	April 2025	Achieves the best practice of beginning with the end in mind, and planning for longevily and continued education that truly increases teacher performance and positive student outcomes.	Completed
		Principals and Academics Dir	Executive Director	Teachers/Team Leads		Time, budget, personnel, data collection and accuracy/application	March 2025	Our alignment to the philosophy and the clarity for curriculum and instructional delivery expectations will increase accountability and ownership.	Completed
		Principals and Finance Dir	Executive Director	Dir of Academics		Budget and proper projections	March 2025	Having a clear plan and building the budget for the plan alleviates stress, creates urgency to make sure that the plans implemented will reach a certain point to provide continuity for the upcoming school year.	Completed
		Dir of Academics	Executive Director	Principals		Consistency and follow-through	June 2025	These trainings will be the foundation of who Monument Academy is and what we do. Once these essential trainings are established, this will provide an opportunity to improve the trainings year over year.	Completed
7	<p>Staff Professional Development - Core Knowledge, Cursive First (PK-5), Focus (PK-12), MA Philosophy and Instructional Practices</p> <p>Create documented vertical alignment checklists to use 7.1 as a reference tool for content and pacing</p> <p>Create a budget and a professional development calendar that allows for intentional and in-depth training for all curricula used for grade level and content area 7.2 staff</p> <p>Provide consistent, coherent, and impactful teacher professional development that aligns with teacher performance expectations to ensure accountability measures can be utilized</p> <p>7.3 Providing clear communication that explains the who, what, when, where, and why to increases teacher buy-in and participation</p> <p>Provide clear objectives for each curricula that aligns with performance evaluations and student growth and achievement</p> <p>7.5</p>	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Result	Progress
		Dir of Academics	Principals	Staff	Vertical alignment checklist that coincides with curriculum standards and philosophy.	Time, consistency, buy-in, and personnel	July 2025	Creation of a vertical alignment document ensures that students are receiving instruction that does not miss out on any area of foundational skills throughout the student's educational journey.	In-progress
		Principals and Finance Dir	Executive Director	Dir of Academics	Detailed budget with proper budget codes and the preplanned calendar that prioritizes needs within the constraints of time. <p>A clear document that shows what they are learning and how it will be measured and evaluated. Provide the expectations that align with the training.</p>	Time, Budget, personnel, data collection and accuracy/application	March 2025	Professional development can be an expensive working with different instructional companies. This discussion will be held on what we can conduct ourselves versus where the school should conduct with an outside expert.	In-progress
		Principals and Academics Dir	Principals	Ex Director and Dir of HR		Time, Budget, personnel, data collection and accuracy/application	June 2025	With administration and staff on the same page of how a program is expected to implemented, this will provide accountability for everyone involved.	Initiated
		Principals	Executive Director	Dir of Academics	Written communication that supports the why to increase buy-in. <p>Best practice modelled- Learning Objectives, Success Metrics, Clear Expectations, Outcomes/Products, and Celebrations</p>	Time and personnel	February 2025	Clearly decreases adversity and anxiety. Leadership can model best practice for teachers to replicate by utilizing objectives, standards, and assessment evaluations.	In-progress
		Principals and Academics Dir	Ex Dir and Principals	Dir of Academics		Time and personnel	June 2025		In-progress



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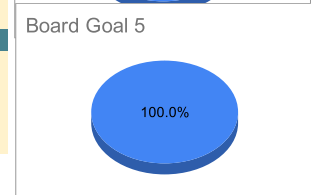
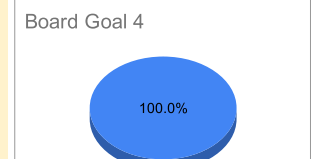
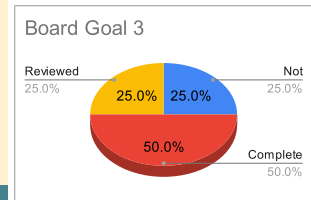
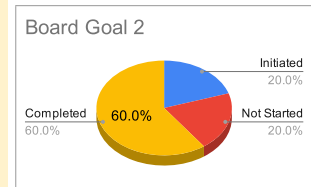
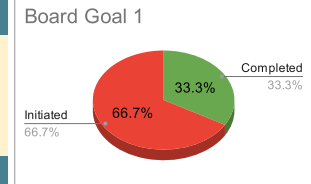
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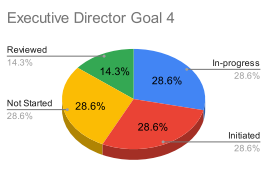
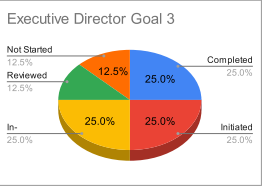
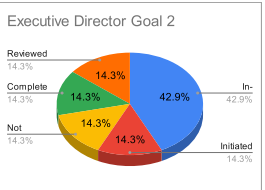
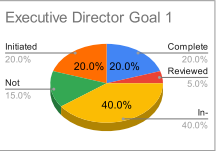
Board								
Evaluate the Strategic Plan to determine alignment to action plan from audit. Amend anything that is counterproductive and add any new facets that need to be addressed.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Ensure the Strategic Plan Aligns with Monument Academy Philosophy, Mission, and Vision	Board of Directors	Board of Directors	Staff			January 2025		Completed
Create Consistent Process When Creating Strategic Plans and All Items Are Defined	Executive Director	Board President				June 2025		Initiated
Provide Definitions/Reasons Certain Words are Chosen in the SWOT and How They Are Connected to the Mission, Vision, and Philosophy	Board of Directors	Board of Directors			Clarity in the process			Initiated
To ensure that the future of MA is secure in academics and programs, compose and vote on policies pertaining to Educational Philosophy, Penmanship Philosophy, Class Size (including kindergarten), Curriculum Approval Criterion, and identify policies of immediate concern.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Compose Policy About Educational Philosophy	Board of Directors	Board of Directors	Staff	Mission, vision, philosophy / charter applications / academic tools understanding	Frameworks created vertically and horizontally in high school and fine arts	March 2025		Initiated
Compose Penmanship Philosophy	Board of Directors	Board of Directors	Staff	Evidence-based information on Cursive First	Transfer students / understanding the why	March 2025		Not Started
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	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Develop a Training Module on Board Governance Aligned with Monument Academy's Vision	Board of Directors	Board President	Executive Director	Expert consultant / materials / board philosophy	Scheduling / understanding on different philosophies	June 2025		Not Started
Conduct Professional Development on the Academic Programs and How the Programs Align with Monument Academy Educational Philosophy	Executive Director	Board of Directors		Expert consultant / academic reports / case studies		July 2025		Completed
Facilitate Discussion on Improving Student Outcomes Through Board Decisions	Executive Director	Board of Directors	Principals	Relevant performance data / meeting space / guided questions		June 2025		Reviewed
Teacher Representatives to the School Board	Principals	Board of Directors	Executive Director		Low engagement	June 2025		Completed
Update new Board member training	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Develop a Training Module Emphasizing the Importance of Respect, Responsibility, and Willingness Toward Shared Goals.	Executive Director	Board of Directors	Board President	Training materials / mission, vision statements	Time			Not Started
Provide all information for standard yearly board member training	Board President and Ex Dir	Board President	Board of Directors	Topic materials				Not Started
Provide training for legal responsibility and policy awareness and understanding	Board President and Ex Dir	Board of Directors	Legal	Created materials Classroom schedules / observation guidelines / principal introductions				Not Started
Organize Classroom Observation Days for New Board Members at All School Levels: Elementary, Middle School, and High School	Executive Director	Board of Directors	Principals	Time / board buy in / teacher buy in		August 2025		Not Started
Audit Team Review of Progress	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Creation of a Rubric to Review Success of Plan	Leadership Forum	Executive Director		Educational philosophy / personnel expertise				Not Started
Leadership Forum Review of Progress	Leadership Forum	Board of Directors		Rubric / documentation / personnel expertise	Bias in the review process	Quarterly		Not Started



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Executive

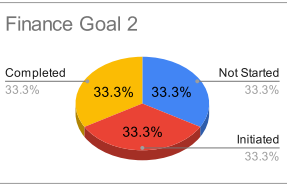
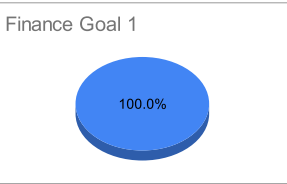
Development of an aggressive marketing plan focused on enrollment for the 26-27 and planning for 26-27 school year.										Progress
	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes			
<input type="checkbox"/> Define Specific Enrollment Goals by Grade Level and Total Numbers	Principals	Executive Director	Registrar	Enrollment Data from choice window and Intent to		March 2025	Skills and Resources	Completed		
<input type="checkbox"/> Analyze the Effectiveness of Current Marketing Strategies and Community Engagement Efforts	Marketing Committee	Executive Director		Marketing data, enrollment surveys		May 2025	Does the school have the required skills and staff to execute the marketing plan, or should a marketing firm be considered?	Reviewed		
<input type="checkbox"/> Gather Enrollment Data, Including the Number of New Enrollments Per Grade Level Annually	Registrar	Executive Director	Principals	Enrollment data	Communication from famili	June 2025	Are there opportunities to train existing staff to manage specific aspects of the campaign (e.g., social media or SEO)?	Completed		
<input type="checkbox"/> Assess the Current Environment, Including Competitive Positioning and Demographic Trends	Marketing Committee	Executive Director	Administration Team	School data for the community		July 2025	Budget and Funding	In-progress		
<input type="checkbox"/> Identify Target Demographics (e.g., Families in Specific Areas In/Out of the District).	Marketing Committee	Executive Director	Principals			August 2025	What is the allocated budget for the marketing plan, and is it sufficient to achieve enrollment goals?	Completed		
<input type="checkbox"/> Assess Competitors' Offerings and Market Position	Marketing Committee	Executive Director		School data for the community		September 2025	Are there external funding opportunities or grants that could support marketing efforts?	In-progress		
<input type="checkbox"/> Highlight Unique Selling Points (e.g., Curriculum, Extracurriculars, Faculty Expertise).	Marketing Committee	Executive Director	MA Community			October 2025	Timeline and Milestones	In-progress		
<input type="checkbox"/> Create a Compelling Narrative/Elevator Pitch About the School's Value	Marketing Committee	Executive Director	Principals			November 2025	Are the proposed timelines realistic, given the school's operational capacity?	Completed		
<input type="checkbox"/> Leverage Digital Platforms (e.g., Social Media, Google Ads).	Marketing Director	Executive Director	Marketing Committee	Social media accounts	Streamlining the process fo	January 2026	How will progress be monitored and adjusted throughout the implementation period?	In-progress		
<input type="checkbox"/> Establish a New Marketing Plan, Including Search Engine Optimization (SEO), Radio, and Social Media.	Marketing Director	Executive Director	Marketing Committee			February 2026	Post-Implementation Evaluation	In-progress		
<input type="checkbox"/> Utilize Traditional Methods Like Community Events, Flyers, and Local Advertising.	Marketing Committee	Executive Director	MA Community			March 2026	What metrics will be used to evaluate the success of the marketing campaign?	Not Started		
<input type="checkbox"/> Partner with Local Organizations, Host Open Houses, and Offer School Tours	Administration Team	Executive Director	Marketing Committee			April 2026	How will insights from this campaign inform future efforts?	Not Started		
<input type="checkbox"/> Collect Testimonials From Current Students and Parents	Marketing Committee	Executive Director	Administration Team			May 2026		In-progress		
<input type="checkbox"/> Map Out Activities, Including Deadlines for Content Creation, Campaigns, and Events	Marketing Director	Executive Director	Marketing Committee			June 2026		Not Started		
<input type="checkbox"/> Identify Budget Requirements, Staff Involvement, and External Services Needed (e.g., Graphic Design)	Marketing Committee	Executive Director	CFO, Finance Dir			July 2026		In-progress		
<input type="checkbox"/> Test Strategies on a Smaller Scale Before Full Implementation	Administration Team	Executive Director	Marketing Committee			September 2026		In-progress		
<input type="checkbox"/> Track Enrollment Inquiries and Campaign Performance.	Registrar	Executive Director	Marketing Committee	Enrollment data		September 2026		Initiated		
<input type="checkbox"/> Adjust Strategies Based on Effectiveness and Feedback.	Marketing Committee	Executive Director	MA Community			October 2026		Initiated		
<input type="checkbox"/> Assess Success Against the Goal	Marketing Committee	Executive Director	Registrar			October 2026		Initiated		
<input type="checkbox"/> Gather Insights to Improve Future Marketing Efforts	Marketing Director	Executive Director	MA Community	Marketing data		July 2025		Initiated		
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.										Progress
	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes			
<input type="checkbox"/> Define Clear Standards for Assessing Effectiveness and Alignment with the School's Charters and Philosophy	Executive Director	Executive Director	Dir of Human Resources			January 2025		In-progress		
<input type="checkbox"/> Evaluate Each Leadership Position Against the Established Criteria	Administration Team	Executive Director	Dir of Human Resources	Rubrics for each position		February 2025 / April 2025		In-progress		
<input type="checkbox"/> Collect Input from Staff, Students, and Parents on Leadership and Administrative Effectiveness	SAAC Committee	Board of Directors	Executive Director	Survey		April 2025		Initiated		
<input type="checkbox"/> Analyze the Evaluation Results to Ensure Alignment with the School's Future Pursuits and Philosophy	Administration Team	Executive Director	Dir of Human Resources			May 2025		Not Started		
<input type="checkbox"/> Create a Plan to Address, If There Are Any Misalignments or Necessary Changes in Leadership or Administrative Roles	Executive Director	Executive Director	Dir of Human Resources			June 2025		Completed		
<input type="checkbox"/> Make Necessary Adjustments to Roles or Personnel Promptly and Appropriately.	Executive Director	Executive Director	Dir of Human Resources			July 2025		In-progress		
<input type="checkbox"/> Track the Effectiveness of Implemented Changes and Make further Adjustments as Needed	Administration Team	Executive Director				September 2025		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).										Progress
	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes			
<input type="checkbox"/> Conduct a Thorough Review of the High School Charter Contract to Identify Key Components for Implementation.	HS Implementation Tr	Executive Director	Staff	Charter Application	Financial resources and tir	January 2025	This will take some time to implement over time as there are so areas that will need to change course.	Completed		
<input type="checkbox"/> Create a Framework Outlining the Steps and Resources Needed to Integrate Charter Components Into Practice	HS Implementation Tr	Executive Director	Administration Team	Framework	Time, financial, student nur	February 2025		Initiated		
<input type="checkbox"/> Collaborate with Teachers, Parents, and Board Members to Gather Input and Align Priorities	Principals	Executive Director	MA Community	Time resource		March 2025		Completed		
<input type="checkbox"/> Identify and Allocate the Necessary Resources, Including Budget, Staffing, and Materials	Principals	Executive Director	CFO, Finance Dir	Budget, materials	Prioritization of resources	March 2025	What should come first, and what can wait? If there is a conflict, how does the team reach a consensus on what should be prioritized?	In-progress		
<input type="checkbox"/> Design Training Sessions for Staff to Ensure Understanding and Readiness for Implementation	Dir of Academics	Executive Director	Principals			April 2025		Reviewed		
<input type="checkbox"/> Test Selected Components of the Charter Contract in a Controlled Environment to Identify Potential Challenges	Dir of Academics	Principals	Staff	Charter Application		May 2025		Not Started		
<input type="checkbox"/> Implement All Components of the High School Charter Contract Into Practice.	Administration Team	Executive Director	MA Community	Charter Application	If current practices conflict	July 2025		In-progress		
<input type="checkbox"/> Track the Progress and Effectiveness of the Implementation, Making Adjustments as Needed.	Administration Team	Executive Director	Staff	Rubric, feedback	Clear and agreed-upon critr	July 2025	Identifying what success looks like in the first year and the following 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.										Progress
	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes			
<input type="checkbox"/> Review Existing Practices and Determine Gaps in Onboarding for New Staff.	Dir of Academics	Principals	Executive Director	See Hire/Onboarding for HR		February 2025		In-progress		
<input type="checkbox"/> Create a Structure for a 9-Session Program Focusing on Monument Academy's Philosophies and Expectations	Principals and Acad	Executive Director	Staff	Philosophy	Resources for the desired t	June 2025	Understanding what tools align with the training to provide a greater depth for new teachers.	Initiated		
<input type="checkbox"/> Outline Specific Session Topics, Such as the School's Mission, Teaching Philosophies, and Behavioral Expectations	Principals and Acad	Executive Director	Staff	Technology	User competence with tech	March 2025		Initiated		
<input type="checkbox"/> Explore Opportunities to Reconstitute an Induction Program For Newly Licensed Teachers, Including Costs and Feasibility	Dir of Academics	Executive Director	CFO, Finance Dir	Application for the state		June 2025	Discussion with the district and the state.	In-progress		
<input type="checkbox"/> Create Materials, Presentations, and Activities for Each Session of the Induction Program	Ex Dir and Principals	Principals				June 2025		Not Started		
<input type="checkbox"/> Test Initial Sessions with a Small Group of New Hires to Gather Feedback and Make Adjustments	Principals and Acad	Principals	Staff			September 2025		Not Started		
<input type="checkbox"/> Evaluate the Program's Effectiveness and Gather Input for Improvements After Each Cohort Completes Induction	Principals and Acad	Executive Director	Staff	Feedback form, participants of program		Annually		Reviewed		



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

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 knowledge / 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			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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Human Resources

Simplify / Clarify Organizational Chart	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Simplify Organizational Chart	Ex Dir, Ops Dir, HR Dir	Dir of Human Resources		Organizational chart		January 2025	A simplified organization chart provides clarity for supervisors and supervisees. It reflects the order of operations and chain of command.	Completed
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
Create Departmental Organizational Charts	Ex Dir, Ops Dir, HR Dir	Dir of Human Resources		Organizational chart		March 2025	Creating microcosms within the organization also provides more clarity for departments within the school.	In-progress
Educational Meeting with Staff to Discuss the Different Roles and Answer Questions	Dir of Human Resources	Executive Director	Staff	Informative 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 utilize.	Initiated
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.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Refined Job Descriptions that Include Educational Philosophy	Dir of Human Resources	Dir of Human Resources	Executive Director	Job descriptions / policy		March 2025	To find employees who adhere to the philosophy and meet the expectations of Monument Academy. The hiring process will become the first step in getting the right people into our organization.	In-progress
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.	Completed
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	March 2025	Parent participation increases ownership in teacher 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
New Hire Letter (Champion Letter)	Ex Dir, HR Dir	Executive Director	Principals		Staff or potential hires that don't agree to the document	January 2025	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 Hires with On-Boarding Information	Human Resources Department	Executive Director		Technology / programs / handbook		August 2025	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 the standards of MA excellence.	Not Started
Update staff handbook to include information on philosophy (including the Penmanship Philosophy), instructional practices and expectations for the classroom.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Refine Handbook to Align with Educational Philosophy	Ex Dir and HR Director	Executive Director	Principals	Handbook / policies		April 2025	The staff handbook will reflect the core values and philosophy of the school, which will drive the expectations, accountability for staff conduct, and the school's character.	Completed
Administration Team Reflection on Changes or Gaps in the Handbook from Previous Years' Experience	Administration Team	Executive Director	Dir of Human Resources	Handbook	Differing opinions	April 2025	Staff must understand the expectations in order for the supervisors to hold them accountable.	Completed
Input From Principals for Expectations and Procedures that Align Between Campuses	Principals	Executive Director	Dir of Human Resources	Areas of needed clarity		April 2025	Consistent application and enforcement must be established to ensure the code of conduct and integrity of the collective character of MA is upheld.	Completed
Legal Review	Legal Team	Dir of Human Resources				May 2025	We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies.	Completed
Presentation to Staff Followed by a Question and Answer Session to Make Everyone Aware of the Focus Points and Provide Clarity	Dir of Human Resources	Executive Director		Handbook / presentation	Engagement and Accountability	August 2025	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.	Not Started
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.	Responsible	Accountable	Consulted	Resources	Potential Barriers	Deadline	Notes	Progress
Refine Handbook to Align with Educational Philosophy	Administration Team	Executive Director	Dir of Human Resources	Handbook / policies		April 2025	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	Not Started
Cross-Referencing Staff Handbook Between Policy and Alignment and Discussions with Principals on Best Practices	Administration Team	Executive Director	Dir of Human Resources	Handbook	Conflicting information	April 2025	The teachers will be well versed in the handbook expectation and policies. Supervisors provide support to teachers in the enforcement of the policies; however, teachers and student-facing staff are responsible for understanding how to hold their students accountable.	Not Started
Simplification in Areas That Can Be Condensed in the Handbook	Administration Team	Executive Director	Dir of Human Resources		Ensuring important information is not lost in the condensing.	April 2025	This should increase clarity without sacrificing importance.	Not Started
Legal Review	Legal Team	Dir of Human Resources	Executive Director			May 2025	We will be compliant with all labor laws and any state and federal laws that direct our decision making and enforcement of policies	Not Started
Create a Process to Bring Awareness of Key Points to Families	Principals	Executive Director	Staff	Handbook	Families wanting to engage in a large complex document	August 2025	The handbook is only as useful as it is understood and accepted by families and students. Properly informing family stakeholders increases the level of accountability that can be used to hold our students and parents to the high character expectations embraced by the MA philosophy.	Not Started

