FOCUS	GOALS	OBJECTIVES	STRATEGY	DEADLINE	CURRENT STAGE	APPROVAL/DECISION MAKER (who determines if the work produced	RESPONSIBLE PARTY/LEADER	OTHERS INVOLVED	DELIVERABLE(S)	RESOURCES NEEDED	NOTES
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.1:** Nova Classical will define the core components of our classical education model.	Determine the components and format used for the definition of Nova's classical education model.	6/1/2023	Completed	Executive Director	Executive Director	Academic Director, Pedagogy Leads	Written update to the Board sharing the components and format chosen		
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.1:** Nova Classical will define the core components of our classical education model.	Use the format chosen to write description of Nova Classical's model of classical education	6/1/2024	Completed	Board of Directors (approval)	Academic Director	Pedagogy Leads	Written description of our model		
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.2:** Nova Classical staff will receive regular training on the core components of our classical education model.	Create a long term training calendar identifying when PD on each of the core coponents of classical education will be delivered	7/1/2024	Completed	Executive Director	Academic Director	Instructional Leadership Team, Pedogogy Leads	Long Term Claassical Educational PD Calendar		Missy has completed a draft, Brett needs to give feedback adn sign off on.
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.2:** Nova Classical staff will receive regular training on the core components of our classical education model.	Nova Classical will provide staff professional development training aligned with classical education PD calendar.	8/1/2024	Completed	Academic Director	Academic Director	Pedagogy Leads	Quarterly Professional Development as demonstrated by School records		Has been done off the draft and will be completed once the calendar is approved.
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.3:** Nova Classical staff will implement core components of our classical education model with fidelity in the classroom.	Review & revise the teacher evaluation rubric to include the core components of classical education. (Don't Bump)	2/1/2025	Completed	Academic Director	Academic Director	Instructional Leadership Team & Pedagogy Leads	Revised teacher evaluation rubric		Has been Board approved
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.3:** Nova Classical staff will implement core components of our classical education model with fidelity in the classroom.	Nova Classical administration will evaluate teachers using the revised rubric.	7/1/2025	Completed	Academic Director	Academic Director	Instructional Leadership Team	Core components of our classical education model explicit in pre-observation form and evaluation rubric.		Will occur in FY26 eval cycle
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.4:** Nova Classical will provide exposure to the core components of the classical education model to all students who are new to Nova Classical.	Nova Classical will identify core components that are included in our existing new student orientation.	6/1/2025	Completed	Academic Director	Academic Director	Instructional Leadership Team	Written description of our existing onboarding for new students		

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Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.4:** Nova Classical will provide exposure to the core components of the classical education model to all students who are new to Nova Classical.	Based on the identification of core components in existing new student orientation, Nova Classical will address missing core components of classical education for new students, including those who come in mid-year.	7/1/2025	In Progress	Academic Director	Academic Director	Instructional Leadership Team	Written description of realigned onboarding for new students		
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.4:** Nova Classical will provide exposure to the core components of the classical education model to all students who are new to Nova Classical.	Design a Classical Education 101 course (or house) that new to Nova Upper School students are enrolled in during their first year at the school. (Bump)	12/1/2025	Not Started	Executive Director	Academic Director	Instructional Leadership Team, Curriculum Committtee, Pedagogy Leads	Course proposal for Curriculum Committee		Needs to happen by December of 26 to go to curriculum committee
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.5:** Nova Classical will ensure all students receive consistent and explicit virtue education.	Identify formal and informal methods of virtue education which are currently being utilized in the Schools of Grammar, Logic, and Rhetoric	7/1/2024	Completed	Academic Director	Principals	Instructional Leadership Team, Teachers	List of methods currently utilized in each school		
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.5:** Nova Classical will ensure all students receive consistent and explicit virtue education.	If not included in the strategy above, implement a framework for developing and delivering explicit virtue education for all 6-12 students on a regular basis. (Bump)	9/1/2025	Not Started	Academic Director	Principals	TBD based on the framework chosen	Existence of an implemented 6-12 virtue education framework		Looking at putting during house.
Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.5:** Nova Classical will ensure all students receive consistent and explicit virtue education.	Revise the supervisor pop in process to ensure explicit virtue education is occuring during the designated times. (Bump)	9/1/2025	Not Started	Academic Director	Principals	Instructional Leadership Team, Teachers	Core components of our virtue education model explicit in pre-observation form and evaluation rubric.		

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Classical Education	**Goal 1:** Provide all Nova Classical students guaranteed access to Minnesota's leading classical education.	**Objective 1.5:** Nova Classical will ensure all students receive consistent and explicit virtue education.	Based on the methods identified in the above review, ensure there is a dedicated time in the school schedule for consistent and explicit virtue instruction. (Bump)	12/1/2024 (From 5/1/205)	Not Started	Executive Director	Principals	Instructional Leadership Team, Teachers	Schedule showing time dedicated to virtues		
Academics & Student Support	**Goal 2:** Achieve the student performance goals contained in the charter contract with Friends of Education.	**Objective 2.1:** Nova Classical will annually evaluate progress toward our authorizer contract goals and take action when progress is not on track.	Present academic results and progress toward contract goals to the Board annually in writing and verbal presentations	Annual	Reviewed Annually	Academic Director	Academic Director	Instructional Leadership Team	Authorizer Annual Report and Presentation		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3:2:** Nova Classical will draw on student voices to influence improvements to the school.	Research best practice on engaging student voice including finding exemplar schools which can be used as a model	6/1/2024	Completed	Academic Director	Principals	Instructional Leadership Team	Written summary of trends in research	Time for research	
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3:2:** Nova Classical will draw on student voices to influence improvements to the school.	Assemble groups of Lower and Upper School students to provide feedback and make recommendations for engaging student voice.	3/1/2025	In Progress	Executive Director	Principals	Students	Written summary of trends in feedback		US Done - LS Waiting for New Princpal
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3:2:** Nova Classical will draw on student voices to influence improvements to the school.	Select and implement strategices for engaging student voice. (Bump)	8/1/2025	Not Started	Executive Director	Principals		Existence of strategies aligned with best practice		

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Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.1:** Nova Classical will promote conduct aligned with our classical academic culture in order to create connections in the learning community.	Document current practices being used across K-12 to recognize virtue and scholarship within the classroom and school.	6/1/2024	Completed	Academic Director	Principals	Instructional Staff	List of practices being used broken down by grade or content area		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.1:** Nova Classical will promote conduct aligned with our classical academic culture in order to create connections in the learning community.	Review current behavioral coaching and discipline programs to ensure connection to virtues and MTSS structure.	6/1/2025	In Progress	Academic Director	Principals	Instructional Staff	Review of current behavioral plan		Tier 1 done, Tier 2&3 this year
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.1:** Nova Classical will promote conduct aligned with our classical academic culture in order to create connections in the learning community.	Create an action plan for areas identified by the review which need to be aligned with virtues and/or MTSS.	9/1/2025	Not Started	Executive Director	Academic Director	Instructional Leadership Team	Written Action Plan		Happen after or in conjunction with a review 4.1 (MTSS framework with expectations and training for each role)
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Complete a comparision of the arts, athletic and other extracurricular offerings of the Upper School and Lower School and other similarly sized and structured schools.	1/23/2024	Completed	Executive Director	Activities Director	Activities Admin Assistant	Chart showing comparision of types of programming at similar schools		

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Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Gather comprehensive stakeholder feedback about current, and desired, extracurricular offerings.	4/1/2024	Completed	Executive Director	Activities Director	Coaches, Families, Students	Written summary of stakeholder feedback		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Use the extracurricular comparison and stakeholder feedback to determine if there are specific ages where an increase in arts, academic, or athletic extracurricular offerings is needed.	7/1/2024	Completed	Executive Director	Activities Director & Principals		Written summary of ages where an increase is needed or summary of data reviewed to determine that a summary was not needed.		Brooke & Tamra will schedule a meeting with Chris to review the comparision and family surveys (target 1 page summary of areas of need)
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Create clear internal communications about the intrinsic and extrinsic benefits of advising extracurricular groups with instructional staff to increase the number of staff leading student activities	8/1/2024	Not Started	Executive Director	Activities Director & Principals		-Agendas from staff meetings where advising groups is promoted, clear salary scale for each type of extra curricular position, and email or written communication to staff promoting the opporunity to advise extracurriculars		Activities create clarity around compensation practices for clubs. Principals share message with staff about benefits of working with students in settings other than their normal work assignment (staff meeting or newsletter)
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Select extracurricular activities in the areas where needs are identified	2/1/2025	In Progress	Executive Director	Activities Director & Principals		List of activities to be added for each area where a need for an increase was identified		Board has asked for K-2 & Instrumental Music

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Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.3:** Students in all grades will have access to a variety of extracurricular offerings.	Implement extracurricular activities in the areas where needs are identified	8/1/2025	Not Started	Executive Director	Activities Director		Existence of activities identified in list above		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.4:** Nova Classical will recognize students regularly for their achievements.	Develop a regular cadence for assemblies and pep fests to honor students who participate in activities and the achievements of Nova Classical in and outside of the classroom	8/18/2023	Completed	Executive Director	Principals		Schedule showing cadence of assemblies with summary of achievements recognized at each event		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.4:** Nova Classical will recognize students regularly for their achievements.	Create a physical location in the building where student work and achievements can be highlighted	7/1/2024	Completed	Executive Director	Facilities Manager	Principals, Activities Director	Existence of designated location		
Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.4:** Nova Classical will recognize students regularly for their achievements.	Streamline and communicate submissions process from the community to recognize students regularly for their achievements.	9/1/2024	Completed	Executive Director	Human Resource Director	Communications Team	Communications showing process for submitting recognition		

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Academics & Student Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.4:** Nova Classical will recognize students regularly for their achievements.	Create a "spotlight" component of Board meetings to highlight the outstanding outcome or actions of an individual student or student group	12/1/2024	Completed	Executive Director	Communications Team		Monthly item on Board agenda		
Staff Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.5:** Nova Classical will conduct a review of its class sizes.	Write a summary of available peer reviewed research related to class size which includes information from peer reviewed sources about class size in the classical education model or identifies if this body of research does not exist. (Move Forward)	1/1/2026	Completed	Executive Director	Academic Director	Instructional Leadership Team	Completed Literature Review		
Staff Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.5:** Nova Classical will conduct a review of its class sizes.	Compile data on class sizes at schools with similar instructional models (ERA & SCPA). (Move Forward)	1/1/2026	Completed	Executive Director	Human Resource Director		Responses to FOIA Request		
Staff Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.5:** Nova Classical will conduct a review of its class sizes.	Compile data on class sizes at Nova Classical dissaggregated by school and department. (Move Forward)	1/1/2026	Completed	Executive Director	Operations Manager	Principals	Table showing class size data for each school and department		

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Staff Support	**Goal 3:** Foster an environment that values structure and classical culture in the classroom as well as joy and connections between members of Nova Classical's learning community in and outside the classroom.	**Objective 3.5:** Nova Classical will conduct a review of its class sizes.	Compile all information from three strategies above into a format that allowing for clear communication of findings to the Board. (Move Forward)	3/1/2026	Completed	Executive Director	Executive Director	Academic Director	Report or presentation shared with the Board		
Academics & Student Support	**Goal 4:** Support students in all areas of their education and well-being.	**Objective 4.1:** Nova Classical will position Multiple-Tiered Systems of Support (MTSS) in place to meet students' academic, behavioral, and social-emotional needs.	Create a new MTSS framework for Nova which is alligned with research based best practices.	2/1/2024	Completed	Executive Director	Academic Director	Instructional Leadership Team, Teachers	MTSS framework/Flowchart		
Academics & Student Support	**Goal 4:** Support students in all areas of their education and well-being.	**Objective 4.1:** Nova Classical will position Multiple-Tiered Systems of Support (MTSS) in place to meet students' academic, behavioral, and social-emotional needs.	Use the resource map to identify gaps in student academic, behavioral, and social-emotional supports.	9/1/2024	Completed	Executive Director	Academic Director	Instructional Leadership Team, Teachers	List of gaps identified in the resource map		
Academics & Student Support	**Goal 4:** Support students in all areas of their education and well-being.	**Objective 4.1:** Nova Classical will position Multiple-Tiered Systems of Support (MTSS) in place to meet students' academic, behavioral, and social-emotional needs.	Implement framework including providing clear expectations and training for each role involved in the MTSS framework.	9/1/2024	In Progress	Executive Director	Academic Director	Instructional Leadership Team, Teachers	Implemented framework along with written expectations and schedule indicating staff training on framework		
Academics & Student Support	**Goal 4:** Support students in all areas of their education and well-being.	**Objective 4.1:** Nova Classical will position Multiple-Tiered Systems of Support (MTSS) in place to meet students' academic, behavioral, and social-emotional needs.	Create a map of existing resources including: personnel, facilities, curriculum, instructional strategies, student supports, time allocations and requirements, academic data sources.	6/1/2024 (Needs Review to Cascade to New Deadlines)	Not Started	Executive Director	MTSS Admin	Instructional Leadership Team, Teachers	Completed resource map		

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Inclusive Community	**Goal 5:** Ensure every student has a sense of belonging within the school community.	**Objective 5.1:** Nova Classical will document its position on fairness and belonging.	Select between equity policy, statement, commitment and/or vision	5/1/2023	Completed	Executive Director	Equity Leads	Equity Team	Written update to the Board sharing the format chosen		
Inclusive Community	**Goal 5:** Ensure every student has a sense of belonging within the school community.	**Objective 5.1:** Nova Classical will document its position on fairness and belonging.	Write an equity policy, statement, commitment, and/or vision	9/1/2023	Completed	Board of Directors (approval)	Academic Director, Equity Leads	Equity Team	Written policy, statement, or other document presented to Board for approval		
Inclusive Community	**Goal 5:** Ensure every student has a sense of belonging within the school community.	**Objective 5.2:** Nova Classical will respect and celebrate the cultural and ethnic traditions of the members of its school community.	Adopt a school calendar which reflects major holidays celebrated by our school population	6/1/2023	Completed	Board of Directors (approval)	Executive Director	Instructional Leadership Team, Equity Team	Calendar adopted that aligns with results of community feedback		
Inclusive Community	**Goal 5:** Ensure every student has a sense of belonging within the school community.	**Objective 5.2:** Nova Classical will respect and celebrate the cultural and ethnic traditions of the members of its school community.	Create welcome signage or other visual representations of the diverse cultures and languages that make up our school and broader communities.	12/1/2023	Completed	Executive Director	Facilities Manager	Instructional Leadership Team, Equity Team	Signage	Money for Signage	
Inclusive Community	**Goal 5:** Ensure every student has a sense of belonging within the school community.	**Objective 5.2:** Nova Classical will respect and celebrate the cultural and ethnic traditions of the members of its school community.	Utilize an event, print collateral, and/or other method(s) to highlight the differences diversity of the Nova community. (Bump)	7/1/2026	Not Started	Executive Director	Academic Director	Equity Team	Event held or print collateral or communication created		
Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.1:** Nova Classical will evaluate the fairness of its policies, programs, and practices.	Research and select vendor for equity audit	7/1/2023	Completed	Board of Directors (approval)	Executive Director	Instructional Leadership Team, Equity Team	Vendor Contract		
Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.1:** Nova Classical will evaluate the fairness of its policies, programs, and practices.	Complete an equity audit	6/1/2024	Completed	Executive Director	Academic Director	Contracted Vendor	Equity Audit Report	Money for vendor	
Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.2:** Nova Classical will take research-based action to create a more inclusive school community.	Form an advisory group to make recommendations based on the findings of the Equity Audit.	9/1/2024	Completed	Executive Director	Academic Director	Equity Team, Instructional Leadership Team	List of Committee Membership		Going back out to solicit parents interest

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Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.2:** Nova Classical will take research-based action to create a more inclusive school community.	Create a prioritized list of areas to address based on the findings of the Equity Audit	6/1/2025	Completed	Executive Director	Academic Director	Advisory Group, Equity Team, Equity Leads	Prioritized List		
Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.3:** Staff will engage in training to create a sense of belonging in the school community and respond to systems that contribute to inequality.	Informed by the findings of the equity audit, create a long-term training calendar identifying when Cultural Competency PD will be delivered.	8/1/2025	Completed	Executive Director	Academic Director	Instructional Leadership Team, Equity Leads	Calendar of PD in the area of Cultural Competency		
Inclusive Community	**Goal 6:** Identify and transform systems that contribute to inequities.	**Objective 6.3:** Staff will engage in training to create a sense of belonging in the school community and respond to systems that contribute to inequality.	Nova Classical will continue to provide ongoing Cultural Competency training aligned with long-term PD calendar.	Annual	Completed	Executive Director	Academic Director	Instructional Leadership Team	Annual Cultural Competency Professional Development for 100% of Nova Classical staff as demonstrated by School records		
Inclusive Community	**Goal 7:** Provide clear, consistent and accessible communication to members of the school community.	**Objective 7.1:** Nova Classical will fully implement the Communication Plan adopted by the Board of Directors in 2022.	Develop and use the editorial calendar to create focus and consistency in Nova News, Social Media, Gazette and Herald content.	6/1/2023	Completed	Executive Director	Executive Director	Communications Team, Principals	Editorial Calendar, communications to the community		
Inclusive Community	**Goal 7:** Provide clear, consistent and accessible communication to members of the school community.	**Objective 7.1:** Nova Classical will fully implement the Communication Plan adopted by the Board of Directors in 2022.	Complete an annual progress report measuring our communications tactics against the goals identified in the Communications Plan	Annual	Reviewed Annually	Executive Director	Executive Director	Communications Team	Annual reporting of progress reflected in Board meeting minutes		
Inclusive Community	**Goal 7:** Provide clear, consistent and accessible communication to members of the school community.	**Objective 7.1:** Nova Classical will fully implement the Communication Plan adopted by the Board of Directors in 2022.	Review the "Communications Action Plan for Implementation" quarterly to ensure implementation of tasks in accordance with Communications Plan	Quarterly	Reviewed Annually	Executive Director	Executive Director	Communications Team	Meeting Agendas		

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Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	**Objective 8.1:** Nova Classical will complete a comprehensive facilities review analyzing current and projected educational and extracurricular needs as well as identifying scenarios and options to address current and future facility needs.	Research and select vendor for facilities needs analysis	10/1/2023	Completed	Board of Directors (approval)	Executive Director	Building Company	Vendor Contract		
Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	**Objective 8.1:** Nova Classical will complete a comprehensive facilities review analyzing current and projected educational and extracurricular needs as well as identifying scenarios and options to address current and future facility needs.	Conduct facility needs analysis	6/1/2024	Completed	Board of Directors (approval)	Executive Director	Contracted Vendor	Facility Needs Analysis Report	Money for Vendor	
Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	**Objective 8.2:** Nova Classical will leverage the findings of the facilities review to identify the scope and model for financing a potential facilities expansion.	Research and select vendor for expansion scope and design.	12/1/2024	Completed	Board of Directors (approval)	Executive Director	Dieci School Finance, Facilities Manager, Building Company Representation	Vendor Contract	Money for Vendor	
Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	**Objective 8.2:** Nova Classical will leverage the findings of the facilities review to identify the scope and model for financing a potential facilities expansion.	Define scope and design of an expansion project.	6/1/2025	Completed	Board of Directors (approval)	Executive Director	Contracted Vendors, Building Company Representation, Facilities Manager	Presentation of Scope and Design to Board		
Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	**Objective 8.2:** Nova Classical will leverage the findings of the facilities review to identify the scope and model for financing a potential facilities expansion.	Analyze methods for financing a project of the defined scope and design and make a recommendation on the best financial option.	9/1/2026	Completed	Board of Directors (approval)	Executive Director	Dieci School Finance, Finance Committee Representation, Treasurer	Recommendation of Financing Model to the Board		

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Facilities	Goal 8: Provide classroom and extracurricular facilities which support our mission.	Objective 8.3: Nova Classical will enact a plan for its vacant property.	Objective 8.3: Nova Classical will enact a plan for its vacant property.	1/1/2027	Not Started	Board of Directors (Approval)	Executive Director	Managers, Leadership Team	Board Action on the Vacant Land		
Facilities	**Goal 8:** Provide classroom and extracurricular facilities which support our mission.	Objective 8.3: Nova Classical will enact a plan for its vacant property.	Implement a plan for the vacant property	6/1/2028	Not Started	Determined by the Scope of the Project	Determined by the Scope of the Project	Determined by the Scope of the Project	Existence of a building expansion or other project on the vacant land.	Determined by the scope of the project	
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.1:** All staff will receive personalized support and professional development to help them thrive and succeed.	New staff members receive additional meeting times with their supervisor during the first 6 months of their employment at Nova to ensure expectations are understood and questions are answered.	8/16/2023	Completed	Executive Director	Human Resource Director	Supervisors	Document of frequency of supervisor meetings for each role at Nova Classical		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.1:** All staff will receive personalized support and professional development to help them thrive and succeed.	Identify & communicate available resources which supervisors can approve to be included in staff member action plan and protocol for including resources which are not approved for inclusion.	8/1/2024	Not Started	Executive Director	Academic Director	Supervisors	Personalized professional development meeting.		Missy and Brett will take the lead on identifying this. BUDGETING OF FY27
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.1:** All staff will receive personalized support and professional development to help them thrive and succeed.	Update PDG form for licensed teachers with action plan for personalized support. (Bump)	3/1/2025	Not Started	Academic Director	Academic Director	Supervisors	Updated PDG form		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.1:** All staff will receive personalized support and professional development to help them thrive and succeed.	Create an action plan in the goal section of each staff member's (non-licensed teacher) annual review for personalized support. (Bump)	3/1/2025	Researching/Planning	Executive Director	Academic Director	Supervisors	Goal action plan from each staff member's annual review.		

FOCUS	GOALS	OBJECTIVES	STRATEGY	DEADLINE	CURRENT STAGE	APPROVAL/DECISION MAKER (who determines if the work produced	RESPONSIBLE PARTY/LEADER	OTHERS INVOLVED	DELIVERABLE(S)	RESOURCES NEEDED	NOTES
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.2:** Staff will be recognized by the school community for their commitment, achievements, and actions that encourage and inspire the school to thrive and students to succeed.	Create a "spotlight" component of Board meetings to highlight the outstanding outcome or actions of an individual employee or employee group	12/1/2024	Completed	Executive Director	Executive Director	Supervisors, Human Resource Director, Communications Team	Monthly item on Board agenda		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.2:** Staff will be recognized by the school community for their commitment, achievements, and actions that encourage and inspire the school to thrive and students to succeed.	Solicit feedback from Nova Classical staff on desired forms of recognition	TBD	Completed	Executive Director	Executive Director	Supervisors	Written Summary of Feedback		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.2:** Staff will be recognized by the school community for their commitment, achievements, and actions that encourage and inspire the school to thrive and students to succeed.	Align supervisors with criteria for the creation of a recognition program to formally acknowledge the demonstrated standards of excellence of Nova Classical staff.	TBD	In Progress	Executive Director	Human Resource Director	Supervisors			
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.2:** Staff will be recognized by the school community for their commitment, achievements, and actions that encourage and inspire the school to thrive and students to succeed.	Implement a formal recognition program that rewards the demonstrated standards of excellence of Nova Classical staff	TBD	In Progress	Executive Director	Human Resource Director	Supervisors			
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.3:** Nova Classical will implement strategies to maximize employee morale and wellbeing which result in staff retention at or above the national average.	Build a staff work calendar that includes additional workdays to support the planning and non-instructional responsibilities of Nova Classical faculty.	6/1/2023	Completed	Board of Directors (Approval)	Human Resource Director	ILT	Approved 2023-2024 which include additional staff work days		

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Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.3:** Nova Classical will implement strategies to maximize employee morale and wellbeing which result in staff retention at or above the national average.	Develop a method for recognizing key milestones in employees tenure at Nova Classical (completion of 1st year, 5th year, birth of a child, marriage, etc.)	6/1/2024	Completed	Executive Director	Human Resource Director	Supervisors	List of milestones along with implemented recognitiions that are in place for each.		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.3:** Nova Classical will implement strategies to maximize employee morale and wellbeing which result in staff retention at or above the national average.	Continue and expand on benefit programs such as IncentFit and MERSC that encourages employee's work-life balance.	9/1/2024	Not Started	Executive Director or Board of Directors (Approval) if benefits exceed authority delegated to ED	Human Resource Director	Supervisors, Staff Feedback	Contracts or documentation showing continued relationships with named or similar service providers		Align with employer of choice component work (april 25)
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.5:** Nova Classical Academy will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.	Create a framework identifying the components included in being an employer of choice.	9/1/2023	Completed	Executive Director	Human Resources Director/Executive Director	Supervisors	List and description of the key touchpoints between employees and Nova Classical Academy that contribute to making the school an attractive place to work.		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.5:** Nova Classical Academy will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.	A thorough review of the current practices in each touchpoint area will be conducted. This review will assess the existing practices and also identify the desired long-term state for each touchpoint.	6/30/2025	In Progress	Executive Director	Human Resources Director/Executive Director	Supervisors	Concise written description of the current state of each touchpoint area, along with the necessary steps required to reach the ideal state.		PD is remaining

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Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.5:** Nova Classical Academy will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.	Identify the major initiatives required to maximize the positive impact of each touchpoint area between Nova and its employees.	7/1/2025	In Progress	Executive Director	Human Resources Director/Executive Director	Supervisors	A list of any initiatives needed in each touchpoint area (if needed), how it aligns with the desired state, and prioritized target completion dates for each initiative.		
Staff Support	**Goal 9:** Recruit, develop and retain a diverse highly skilled staff who exemplify the virtues of Nova Classical.	**Objective 9.5:** Nova Classical Academy will be an educational employer of choice: a school successful in attracting outstanding and diverse candidates who exemplify the school's values and are committed to the core components of the school's classical education model.	Identify and rectify any deviations from our accepted practices in each of these touchpoint areas to ensure that we are effectively implementing the practices we endorse as an employer. (Bump)	12/31/2025	In Progress	Executive Director	Human Resources Director/Executive Director	Supervisors	List of practice where supervisors ahve been retrained to ensure consistency with acceptable practices.		