MOUNTAIN HEIGHTS ACADEMY
BOARD OF TRUSTEES MEETING
Time: 11:30AM
Date: February 27, 2026
Location: 9067 S 1300 W #204, West Jordan, UT 84088

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

AGENDA

CALL TO ORDER

PUBLIC COMMENT (limited to three minutes each)

REPORTS

- Directors Report
  - 2024/2025 School LAND Trust Report
- Finance Report

CONSENT ITEMS

- December 12, 2025 Board Meeting Minutes

VOTING AND DISCUSSION ITEMS

- School Land Trust Plan 2026/2027
- Salary Schedule Increase Proposal
- All Access Andy Garcia Show Proposal
- 2025-2030 Strategic Plan
- Board Member Handbook
- Tuition Reimbursement
- Supplies for 2026/2027
- Conference Discussion
- Policies:
  - Fee Waiver Policy
  - Student Conduct & Discipline Policy

CALENDARING

- Next Board Meeting April 10, 2026

ADJOURN

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call 801-444-9378 to make appropriate arrangements. One or more board members may participate electronically or telephonically pursuant to UCA 52-4-207.

MOUNTAIN HEIGHTS ACADEMY
BOARD OF TRUSTEES MEETING

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

EXECUTIVE SUMMARY

DIRECTORS REPORT

See board meeting documentation folder for the most up to date report.
Action: *No action needed*

SCHOOL LAND TRUST PLAN 2026-2027

The SLT Committee met in the fall and again in January to review progress on the current plan and to develop next year's plan. The members appreciated the focus on math and reading, along with the interventions that are showing good results. $10,000 of the estimated $166,000 will go toward the MAP testing platform, while the balance will go toward additional math staff to keep SM1 and SM2 numbers lower, and a reading specialist to support our literacy class we built.
Action: *Board vote needed*

SALARY SCHEDULE INCREASE PROPOSAL

See attached proposal for rationale, along with the 2025-2026 and proposed 2026-2027 salary schedules.
Action: *No action needed*

ALL ACCESS ANDY GARCIA SHOW PROPOSAL

See attached proposals for PR/marketing opportunity for high quality video assets that MHA will own upon completion. The total cost is $25,900 and we have the funds to participate in this opportunity. We were selected from 6 entities that All Access did preliminary interviews with to determine goodness of fit.
Action: *Board vote needed*

2025-2030 STRATEGIC PLAN

See attached one-page overview of strategic plan/school goals that have been updated to align with our new values and goal number 3. Here is where we are tracking the goals as an administrative team.
Action: *Board vote needed*

BOARD MEMBER HANDBOOK

Review as a board.
Action: *No action needed*

TUITION REIMBURSEMENT

1. **Ashley Pollock** is almost done with her Math Endorsement and only has a couple of courses left. She started out as one of our math tutors, was hired as a math teacher working on her math endorsement, and has continued to be an outstanding teacher.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call 801-444-9378 to make appropriate arrangements. One or more board members may participate electronically or telephonically pursuant to UCA 52-4-207.

She is requesting reimbursement of $1200 for Calculus 1, to complete her math endorsement.

2. **Jennifer Holliday** is working toward a Master's in Psychology at Capella University and is requesting reimbursement of $2274 for three classes. We are excited to have her working on this degree so she can teach Concurrent Enrollment Psychology classes once she is finished.

Action: *Board vote needed*

SUPPLIES FOR 2026-2027

We like to request approval for school supplies well in advance in order to get the lowest bulk price possible. This is the list of supplies needed for next school year. The total is 193,000 and we are requesting up to $200,000 depending on student numbers.

Action: *Board vote needed*

CONFERENCE DISCUSSION

UAPCS Conference is June 10-11 at the Davis Conference Center. The National Charter School Conference is June 24-26 in New Orleans.

Action: *No action needed*

POLICIES

Amended Student Conduct and Discipline Policy

SB 170 from the 2025 legislative session and corresponding revisions to USBE rule R277-608 (effective November 2025) brought about changes to the rules and requirements related to the use of emergency safety interventions (physical restraint and seclusion) with students. These new rules and requirements have been built into the Student Conduct and Discipline Policy. Other updates and clarifications have also been added to the policy to increase its compliance with new and existing laws and updates to USBE rules, including those related to due process for student disciplinary actions, reinstatement of students after suspension, reintegration plans, administrative student conduct and discipline plans (plan requirements have decreased), corporal punishment, definitions of suspension and expulsion (as described in R277-609) and the alternative education service requirements related thereto, and state reporting requirements for suspensions and expulsions.

Action: *Board vote needed*

Amending Fee Waiver Policy

HB 344 from the 2025 legislative session separates out courses for school fee charging purposes into “non-fee courses” (ELA, health education, math, science, and social studies) and “fee courses” (all courses that are not non-fee courses) This new law restricts what types of fees can be charged for such courses. It also specifies that beginning with the 26-27 school year, schools that have secondary students (students in grades 7-12) and award them credit toward graduation must provide at least one option for each graduation credit requirement that does not require the payment or waiver of a fee. However, there is an exception for charter schools that only offer the following for a given graduation requirement: an AP, IB, or CE course. HB 344 also extends the annual deadline by which schools must approve their fee schedules for the following school year, changing it from

April 1 to June 1. The changes from HB 344 and R277-407 (which was last revised in December 2025) have been worked into the school's Fee Waiver Policy.
Action: *Board vote needed*

MOUNTAIN HEIGHTS ACADEMY
BOARD OF TRUSTEES MEETING
Date: December 12, 2025
Location: 9067 S 1300 W #204, West Jordan, UT 84088
In Attendance: Kari Malkovich, Jen Robison, Quinn Sutton, Wade Glathar, Kara Finley
Others In Attendance: DeLaina Tonks, Cathie Hurst, Priscilla Stringfellow, Hannah Dorius, Ken Jeppesen, Reese Caroll, Coral Hamblin, Preston Martell, Lisa Cooper Loock
Excused: Royce Kimmons

MINUTES

CALL TO ORDER

Kari Malkovich called the meeting to order at 11:33AM.

PUBLIC COMMENT

There was no public comment.

VOTING AND DISCUSSION ITEMS

- Board Member Roles & Elected Officers

  Quinn Sutton is stepping off the board. Quinn thanked the board for all their hard work and wished them luck moving forward. Kara Finley has been interviewed by Kari Malkovich and Kari is excited to nominate her as a board member.

  Wade Glathar made a motion to approve Kara Finley is a Mountain Heights Academy board member for a 3-year term. Jen Robison seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Wade Glathar, Aye; Jen Robison, Aye; Quinn Sutton, Aye.

REPORTS

- Directors Report
  - Sterling Scholar Presentation

    Delaina presented the Sterling Scholar students to the board. The students presented their portfolio projects in social studies, art, and mathematics. Kari Malkovich supports and commends each scholar for their work and thanked them for representing Mountain Heights Academy.

    Reese Caroll and Coral Hamblin left the meeting at 11:39AM.

CONSENT ITEMS

- October 24, 2025 Board Meeting Minutes

  Quinn Sutton made a motion to approve the October 24, 2025 board meeting minutes. Wade Glathar seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Wade Glathar, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Kara Finley, Aye.

VOTING AND DISCUSSION ITEMS

- Schedule A Charter Amendment

DRAFT

Delaina Tonks presented the Schedule A Charter Amendment. This amendment gives the school a bit more autonomy and puts the board in charge of the school's mission, values, and goals. This Charter Amendment has been previously approved by the State. Revenues are up from previous years. The board will sign the Schedule A after the board meeting. This amendment will be signed by the full board.

Wade Glathar made a motion to approve the Schedule A Charter Amendment. Jen Robison seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Royce Kimmons, Aye; Jen Robison, Aye; Quinn Sutton, Aye.

- 2027/2028 School Year Calendar
  The 2027/2028 School Year Calendar was presented to the board. The calendar is approved in advance to facilitate forward thinking and to give faculty and administration time to plan accordingly.

  Kara Finley made a motion to approve the 2027/2028 School Year Calendar. Quinn Sutton seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Jen Robison, Aye; Wade Glathar, Aye.

- Tuition Reimbursement
  Delaina Tonks is supportive of Julie Chris being reimbursed for her tuition. Tuition reimbursement is needed for Julie Crisp to pursue job-related courses that will strengthen her professional competence and further benefit the students she serves. Julie will be working on two courses (EDUC 6410 - Social Foundations of Education and EDUC 6030 - Principles of Practitioner Research).

  Jen Robison made a motion to approve the Tuition Reimbursement. Wade Glathar seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Jen Robison, Aye; Wade Glathar, Aye.

- NWEA Invoice
  This is the invoice for our NWEA Measures of Academic Progress testing platform. Due to the high opt-out rate of the state tests (Rise and Aspire,) Mountain Heights administers the MAP test in the fall and the spring to ensure that we have valid and reliable data on student performance. This platform gives the school data to accurately predict where students are to provide the best support for them.

  Kara Finley made a motion to approve the NWEA Invoice. Wade Glathar seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Jen Robison, Aye; Wade Glathar, Aye.

- Genius SIS
  Genuis SIS is an easy-to-read dashboard for students and parents. Genius helps track student progress in a more consumable format.

DRAFT

Wade Glathar made a motion to approve the Genius SIS Invoice. Kara Finley seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Jen Robison, Aye; Wade Glathar, Aye.

- Policies:
    - Amended Instructional Materials Policy
      Priscilla Stringfellow presented the changes to the Instructional Materials Policy. The amendment includes definitions for objective and subjective sensitive material. This policy also reflects numerical changes in the Utah Code citations.

Wade Glathar made a motion to approve the Instructional Materials Policy. Quinn Sutton seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Jen Robison, Aye; Quinn Sutton, Aye; Jen Robison, Aye; Wade Glathar, Aye.

Jen and Quinn left the meeting at 11:54AM.

REPORTS

- Audit Presentation & Training
  Ken Jeppesen presented the 2024/2025 School Year Audit. Eide Bailly is independent from the school. There were no significant findings in the audit. There was nothing unusual in the report as it was an unmodified report. The PTIF Account is earning ample interest. The auditors reviewed some key controls that were tested and there were no findings.

Ken Jeppesen left the meeting at 12:10AM.

- Directors Report
  Delaina Tonks presented the Directors Report. Delaina reported on student achievement and events. DeLaina attended the International Council for Open and Distance Education conference in Wellington New Zealand. The biggest takeaway from the conference is the importance of using AI as tools in schools. Networking and learning opportunities made the trip worth it. There are no new data reports this month. Student enrollment is about 1759 at this point in the school year.

Lisa Cooper Looke left the meeting at 12:26PM.

VOTING AND DISCUSSION ITEMS

- School Values
  The potential school values were discussed amongst the board. The school values in discussion are Integrity, Audacious, Belonging, Curiosity, and Adaptability. Each proposed value was discussed individually. The board decided to keep each of the goals but to expound on each of the definitions.

DRAFT

Kara Finley made a motion to approve the School Values as Integrity, Audacious, Belonging, Curiosity, and Adaptability. Wade Glathar seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Wade Glathar, Aye.

CALENDARING

- Board Meetings
    - Next meeting: February 27, 2025

ADJOURN

At 12:45 PM Wade Glathar adjourned the meeting. Kara Finley seconded. Motion passed unanimously. Votes were as follows: Kari Malkovich, Aye; Kara Finley, Aye; Wade Glathar, Aye.

DRAFT

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

Executive Director's Report
December 2025

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VISION

Mountain Heights Academy is the leader in digital education.

MISSION

To develop connected and successful learners.

VALUES

Updated Portrait of a Trailblazer

Trailblazers are audacious, curious, and adaptable. We maintain integrity and foster a sense of belonging for every Trailblazer.

Integrity Trailblazers consistently do things the right way for the right reason and they take responsibility for their own learning–a lifelong pursuit.

Belonging Every student and employee has a place to belong at Mountain Heights, in their grade level, course, and department.

Audacious We take calculated, innovative risks to support our vision of being the leader in digital education.

Curious We have the time to explore and learn. We are proactive rather than reactive.

Adaptable There are many ways to solve problems. Trailblazers are adept at figuring things out.

STUDENT/SCHOOL ACHIEVEMENT & ACTIVITY

New hire, Ann Jones: As I was leaving I met two of your students that told me I was joining the greatest team ever! They said MHA has changed their lives. Thanks for all your help today and thanks for welcoming me to this incredible team!

New hire one month into the new semester:

It's been a great change for me. Everything about working at Mountain Heights has been a dream come true from the organization to the helpful staff. It's been the perfect situation.

Just a compliment to Mountain Heights. The experience has been amazing. Every step from help in getting registered, your software platform, the quality of the curriculum, and the amazing teachers that are so communicative. Thank you for providing such a great educational alternative. Sincerely, Derek (parent)

Our new literacy class is paying off in exciting ways. Mrs. Sarah Lyons is the teacher of this course and graduated with her Master's in Literacy, due in part to the tuition reimbursement program we have at Mountain Heights.

> Hey there!
>
> I just wanted to update you on Ava. She's in love with reading!! She learned to read last year because of you and we are forever grateful. To say it's opened up another world for her is an understatement. She has read 24 (large, hundreds of pages) books since July last year. She has a reading nook in her room. It is honestly her most favorite thing to do. I can't thank you enough- that program, the time you put in to work with her… you've made an impact greater than you'll ever know, and I am teary just thinking about it. Thank you again so much! Hope all is well with you!
>
> Jennifer

Just one of many examples of how students learn to thrive and succeed at Mountain Heights.

"Met with a student today to wrap up ukulele for the quarter. We got him to a passing point, and I asked him what his goal was from there, especially since he has really picked up the ukulele this semester. He mentioned that right now his goal is simply to pass.

He also added, "I don't know if you know this, but before I came to Mountain Heights Academy, I failed basically all of my classes. Since I've been here, I've been able to pass all of my classes, and I'm pretty proud of that."

I told him how great it is that he's worked so hard, and to go ahead and work on getting his other classes to that pass point as well. I also told him I'm proud of the work he's put in for ukulele, and encouraged him to keep on playing."

An email from the mother of a student on an IEP who started on Jan. 21.

"I just want to thank you for the additional support you've been providing for C. The one-on-one assistance with math is helping a lot!! C is so smart, but she loses confidence easily if she doesn't understand something and shuts down. All it takes is her having it explained it in a way she understands and then she's got it. Most schools don't have the time or bandwidth to take that extra time with her, so I really appreciate all the time and effort you put in.

I also want to say that I am thoroughly impressed with this school so far!! C is doing better than she's done in a long time, and it is already improving her confidence significantly. She feels proud to have passing grades, and she is even motivated to get her work done without me having to fight her on it (which I've never seen her do before). I've truly never seen her so engaged in school. It's awesome!!

The social worker also reached out, and C had her first session with her yesterday. C felt it was really helpful and is excited to have that service in place on an ongoing basis.

The level of support that Mountain Heights offers for students with IEPs is truly amazing and unmatched (from what we've experienced thus far from other schools). I'm really happy we found this school! I appreciate you all very much!!"

SCSB Newsletter - Highlight Mountain Heights signing event

The last item of business was a Charter Agreement Signing Day Celebration. The following schools; Mountain Heights Academy, Providence Hall Charter School, Thomas Edison Charter School, and Wallace Stegner Academy had their updated charter agreements approved at last month's Board meeting. As suggested by the Authorizing Committee, each school was invited to prepare a short presentation talking about their best practices and how they have experienced success as a school. It was great to hear from the schools and celebrate this milestone with them.

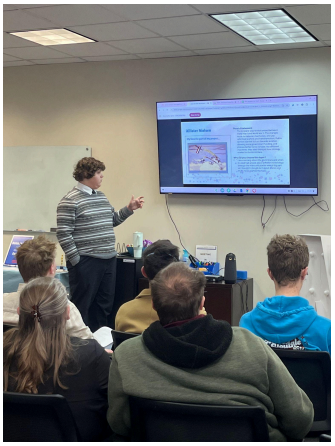


Sterling Scholar pix from December



National History Day pix









Trailblazer Team 2025-2026
It still thrills me that we opened in 2009 with 127 9th grade students and now we employ more than 140! We haven't done a whole school photo in a minute because there are so many of us, but we managed to make it happen in our December PD meeting. This was particularly timely for our Unity theme, wearing our Unity sweatshirts. Can you spot our keynote speaker, Dr. Matt Townsend?





Sunshine Kits Service Project
As part of our PD Day, Kat spearheaded a "sunshine kit" service project that all of our team members participated in. We compiled 200 kits to send to struggling students as a way to help them know they belong and are cared for at Mountain Heights.

Mountain Heights ELA teacher, Jayne Jones, just won the top high school prize for her work in Genially!

Here's what she won: As a Top Prize winner, you are entitled to the following rewards: "An Intel® AI PC powered by Intel® Core™ Ultra, a 1-year Genially Premium 360 Campus License, and an Intel Swag Bag. Additionally, we look forward to spotlighting your innovative work across our global Intel SFI and Genially channels. Genially Premium will be covered for our whole school for a year."
LINK to winning Genially.

LEADERSHIP

WICHE Conference in SLC in April. Dr. Tonks was invited to present with our CE Coordinator, Sunee Eardley, and UTU.

Forsyth Conference in GA. Assistant Director Meeks and our Social Studies DTL, Abbie Butler, attended

Forsyth's Annual Conference in Georgia and brought back some excellent best practices we can leverage to improve student success.

DLAC Conference in Sacramento. Thirteen Trailblazers attended and did 13 presentations. When DLAC has people pull out at the last minute, they call Mountain Heights to fill in. Here is the link to the top three takeaways for each attendee.

DATA & REPORTS

UPDATED ITEMS: No February updates

State Charter School Board 5-year Review SWOT Report and Results (updated 10/2025) (emailed to board w/packet)

Marketing Report (updated 10/2025)

2025 Graduation Status Report (updated 10/2025)

DATA REPORT: Grad Rate (Longitudinal/Comparative, State Test Scores, ACT Scores (updated 10/2025)

Statewide Online Education Program Audit Results (updated 3/2025)

Mountain Heights Academy's final Annual Performance Determination (APD) report (updated 4/2025)

2024-25 MAP Data Report (updated 6/2025)

Annual Behavior Report (updated 6/2025)

Student Performance Spreadsheet (updated 6/2025)

Statewide Online Education Program (SOEP) Report (updated 6/2025)

Concurrent Enrollment Growth Report (updated 6/2025)

End of Year Marketing Report (updated 6/2025)

Math Competency Report (updated 06/2025)

Summer School Report (updated 8/2025)

Intrepid Marketing Analysis (updated 8/2025)

LOTTERY

1. Lottery Numbers Tracking (see 2025-2026 tab)
    a. Our SOEP numbers increased significantly, **from 499 last August to 727, to 1250 in January,** due in part to the addition of Concurrent Enrollment options available through SOEP now and a targeted marketing campaign. We have 127 SOEP students taking CE courses. Our brand and reputation with Utah Tech and our families continues to be stellar.
    b. After a thorough review of student performance data in 2023-2024, we determined that accepting students at Q2 and Q4 was not working well for students or faculty or staff. Beginning in 2024-2025, we will accept 7-12 grade students for Q1 and 7-10 grade students for Q3.

2025-2026 Enrollment Status

Date 2025-2026	Total enrolled	New, Enrollment Completed	In queue	SOEP	Total Number of FT & PT Students
June 11, 2025	738	105 (new) +633 (returning)	97	116	951
August 27, 2025	916	358 (new) +603 (returning)	0	727	1643
October 24, 2025	888	310 (new) +578 (returning)	48	720	1608
December 10, 2025	910		50	849	1759
January 21, 2026	1009	456 (new) + 553 (returning)	16	1256	**2265**

FACULTY/STAFF

Evaluation Process: Each employee sets a personal goal for the Personal Professional Learning Plan, a department goal that supports the school goal of improving student success. Each administrator meets with the employees they oversee to review their goals, make adjustments, and provide support in meeting their goals. We are including a video submission of teachers/paras working with students as part of their evaluation this year.

I have standing meetings twice a month with the Assistant Directors, where we discuss goals, progress, and support, in addition to issues and solutions.

STRATEGIC PLAN PROGRESS

School Vision, Mission, Values, Goals, Objectives, and Metrics
Strategic Plan 2025-2030: LINK

📘 Strategic Plan

2025–2030 Schoolwide Goals & Indicators

Purpose:

These goals guide the board's oversight of school performance and the Executive Director's evaluation. Together, they reflect academic excellence, strong partnerships, and meaningful impact beyond the classroom. Annual goal tracker.

GOAL 1: Improve Student Success

Students perform at grade level, demonstrate proficiency, and are prepared for post-secondary life.

Key Indicators

- ≥ **40% of students** demonstrate adequate MAP Growth (40–50 CGP)
- ≥ **80% schoolwide course completion rate**
- ≥ **85% graduation or GED completion**
- ≥ **95% of students** complete annual College & Career Readiness (CCR) meetings
- ≥ **80% of students** report post-secondary preparedness
- Schoolwide proficiency **exceeds most comparable statewide online LEAs**
- Regular data analysis, reporting, and plan adjustment

GOAL 2: Family & Community Engagement

Families and communities are meaningfully engaged in student learning and support.

Key Indicators

- ≥ **75% of parents** review Student Academic Portfolios (SAP)
- Student Academic Portfolio system fully implemented with SOPs
- ≥ **1 annual professional learning opportunity** for staff on family engagement
- ≥ **2 quarterly family engagement opportunities**
- ≥ **3 student groups and mental health supports**
- Clear communication of Tier 1 / 2 / 3 instructional supports
- ≥ **2 parent-identified partnerships or internships**
- Progress toward parent resource and tutorial library

GOAL 3: Increase Individual, Community & Societal Impact

The school positively impacts students, communities, and society through service, kindness, and leadership.

Key Indicators

- ≥ **75% of students** participate in service learning

- All milestones met for the **Lt. Governor's 4-Year Service Learning Pilot**
- **≥ 2 active community service partnerships**
- Service learning lessons & reflections embedded in coursework and CCR
- Maintain **One Kind Act a Day – Certified Kindness School** status
- Annual schoolwide activities include kindness elements
- Local and state leadership, including **mentoring aspiring leaders**
- N**ational and global leadership,** including conference presentations
- Dissemination of practices and models beyond the school

Strategic Plan 2022-2026

1. **GOAL: Improve student success**
   DEFINITION: to help students know where they are academically and to help them progress and succeed

   Course Section CTTs: Meet weekly to review content, student outcomes, and engagement in each course with more than one section. This is a data-rich, collaborative addition.

   Gradeband CTTs: Meet monthly to look at student performance data for each gradeband, identify various strategies to try to increase engagement, make tiering cohesive, and ensure students are well-served.

   Selected for Assessment 2 Achievement Data Training by USBE 2023-2027

   Common Learning Challenge: Evaluate & integrate information presented in diverse formats
   Action plan: Students are deliberate in setting audacious goals for continuous growth and are striving for individualized excellence.

   Assessment protocols for state testing and NWEA MAP testing to include motivation and stronger Rationale

   Student Academic Portfolios will begin rollout on October 30, 2025 and will conclude with all students having a SAP by January, 2026. This is a goal we have been working toward for a couple of years, that included tech and logistics barriers. We are so glad we found a solution so students and parents have access to their performance records.

2. **GOAL: Develop a robust, connected community**

   SLC is hosting the National Governors Association (NGA) annual meeting in November. As part of the Lt. Governor's Service Learning initiative, Mountain Heights will be co-hosting a two-hour event at Olympus HS. One of our students is a featured speaker and we will have 12-15 students on site to assist with the hands-on service project with the governors and their staff.

   Dr. Tonks was confirmed by Gov. Cox as a member of the Utah Commission on Service and Volunteerism on October 16. She now has the opportunity to work with other commissioners who sit on the Utah System of Higher Ed, work in state agencies, and those who are leaders in service across the state. This is a benefit to MHA. DeLaina Tonks, Appointment Letter.pdf

   UPDATE: We are a certified Kindness School as of August 19, 2025!

   In process of becoming a certified Kindness School by partnering with one Kind Act a Day. We introduced the concept in Aug 2024 and included info at orientation for students, then invited faculty and students to take the Kindness Pledge. This is from Curtis Bennett, CEO of OKAAD:

   I just wanted to tell you that your team is incredible. I am getting 3-5 pledges from Mountain Height a day (sometimes more). It appears your team is VERY engaged and doing great things.

   Thank you, thank you for advocating this so strongly, we deeply appreciate this relationship.

All the very best! Curtis

Participating in Lt. Governor Henderson's Service Learning Pilot Program that started in January 2025

Parent Ambassador Team to support other parents at activities like the Back to School Carnival, Charter Day at the Capitol, and Orientation.

Expanded family activities such as the Back to School Carnival, Charter Day on the Hill, and targeted grade-level and subject-matter activities such as the Adventure Day ropes course activity, Hogle Zoo activity, and This Is the Place State Park activity, plus more.

Check out our MHA Photo album to see the latest activity pictures.

3. **GOAL: Increase our Individual, community, and societal impact***

*Under review for updates to match the newly approved goal.

ICDE presentation accepted for 2025: The intersection of AI and OER through the university, community college, and secondary lens, with MIT, College of the Canyons, and Mountain Heights Academy.

We built two additional courses for the 2025-2026 school year: Baking & Pastry and Secondary Math Readiness

OE Global presentation in November 2024 on the outcomes of the MIT/MHA/Itz'At STEAM School (Belize) partnership.

Dr. David Wiley was the keynote at our PD in 2024. He gave an overview of where we came from (origin story) and painted a picture of where we are going with generative AI. OER for OER's sake is the wrong approach. Leveraging existing technology to improve access is the goal. We cannot maintain our place as the leaders in digital education without seriously considering generative AI and leveraging it to improve education.

Exploring the intersection between OER and generative AI with an Action Research Committee.

Expanding cross-curricular OER options by including OER in service learning lessons.

David Wiley booked for our Opening PD in August 2024 to inspire the masses with the origin story of OER and MHA; also to explore options for OER/AI evolution in the future.

Teacher interview (Katie Hackett) with Oregon Department of Education published in their monthly newsletter.

Concluding OER project with MIT and the STEAM Lab School in Belize, which is now open and working toward using more OER. Presented at a global conference on the outcomes of the MIT/MHA/Itz'At STEAM School partnership. Accepted to present at another global conference in November 2025.

CALENDAR ITEMS

School Land Trust Plan 2024-2025 - Mountain Heights Academy

At least one goal is required.

GOAL: To increase reading proficiency by three-point growth based on the RIT score from the beginning of the year assessment to the end of year assessment for students in 9th-11th grades who attended from August through May. Additionally, each grade level will meet or exceed the national norms' percentile as calculated by NWEA MAP.

OUTCOME: The reading proficiency goal was met in 9th and 11th grades. In 10th grade, the score only increased by 2.1 points. The 9th, 10th, and 11th grade students exceeded the national norms' percentile.

GOAL: To increase math proficiency by seven-point growth based on the RIT score from the beginning of the year assessment to the end of year assessment for students in 9th-11th grades who attended from August through May. Additionally, each grade level will meet or exceed the national norms' percentile as calculated by NWEA MAP.

OUTCOME: The math proficiency goal was met in 9th, 10th, and 11th grades. The 9th, 10th, and 11th grade students exceeded the national norms' percentile, as well.

MAP Scores **2024-2025**

Grade Level	Math		Reading	
	Fall	Spring	Fall	Spring
9th	234	**242.4**	222.8	**226.9**
National Norm (2020)	*226.43*	*230.03*	*218.9*	*221.4*
10th	235	**244.2**	223.6	**225.7**
National Norm (2020)	*229.07*	*232.42*	*221.47*	*223.51*
11th	240.3	**248.9**	225.5	**229.7**

National Norm (2020)	*231.72*	*234.25*	*223.53*	*224.71*

Academic Area

- Math
- Reading

Measurement

Diagnostic Reading and Math Assessments

Action Plan Results

1. Diagnostic and benchmarking tests were given in Math and Reading a minimum of twice and a maximum of three times annually (at the beginning of the year, at semester, and at the end of the year) to identify reading and math levels and gaps in progress.

2. Reading and math tutors worked with teacher-identified struggling students, including IEP and 504 students, to fill in gaps in knowledge.

3. Additional math teachers in Secondary Math 1 and 2 were hired to keep the class sizes under 100 in order to meet student needs and increase understanding and course passing rates.

4. Teachers tracked student progress and growth over time based on the diagnostic test results in math/reading and performance in their courses. Services were adjusted accordingly. Reading and math tutors worked under the direction of the course teachers. Teachers identified when any general education student faltered and asked tutors to initiate contact with the student and provided instruction to help the student better understand the concepts.

5. Course teachers and case managers discussed intervention strategies and communicated regularly with parents, students, counselors, and administrators.

6. Reading and math tutors continued to work with all students in 7th to 12th grades who struggle, to provide consistent services to students needing assistance.

7. Struggling readers were identified with the diagnostic and given one-on-one support or placed in a supplementary reading course based on need.

8. Staff sent assessment results to parents and teachers, and teachers regularly communicated growth

to parents.

MHA Board Mtg 2.27.2026

January financials are included, and we are 58.3% of the way through the year.

Profit and Loss –

Revenue is 63.1% overall and 63.5% for State. It is tracking ahead of budget, partially due to the State now funding for fees that can no longer be collected, and SOEP.

No Federal income yet, since the school only receives IDEA (Title II was waived for FY26) and the application was recently recommended for funding. It is only funded at about 1/3 of the total amount at this point.

Local revenue is still high from PTIF interest (rates remain higher), but contributions are lower than PY at this point.

Expenses are at 56.1 % overall and tracking closely to budget on amount of year that has passed. The only areas that are tracking ahead of budget are:

- 0521 Property Insurance 93.8%, and 0522 Liability Insurance 93.8%, since paid once a year and have already been paid
- 0810 Dues and Fees 76.7% for association fees paid toward BOY

Balance Sheet -

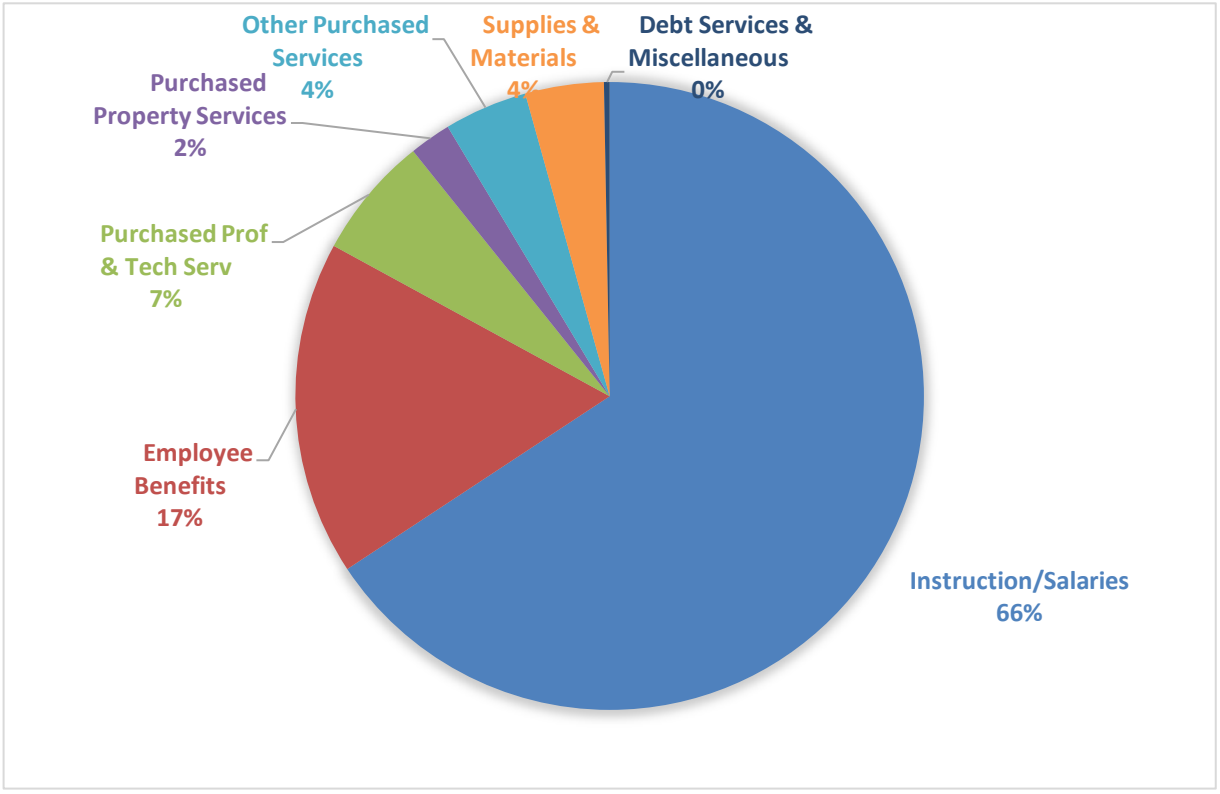
- Investments (PTIF) are still higher than PY
- Cash payment of staff bonuses to staff were made in November and we'll be looking at upcoming expenses, and whether any amounts should be transferred to PTIF in the near future

Mountain Heights Academy
Board Balance Sheet
As of 1/31/2026

	Period Ending 01/31/2026	Period Ending 01/31/2025
	Actual	Actual
Assets & Other Debits		
Current Assets		
Operating Cash	14,268,959	13,223,818
Accounts Receivables	7,403	8,156
Other Current Assets	14,000	14,000
Total Current Assets	14,290,362	13,245,974
Net Assets		
Fixed Assets	1,534,746	1,534,747
Depreciation	(892,424)	(645,502)
Total Net Assets	642,322	889,245
Total Assets & Other Debits	**14,932,684**	**14,135,219**
Liabilities & Fund Equity		
Current Liabilities	35,725	14,175
Long-Term Liabilities	571,114	768,115
Fund Balance	13,206,066	11,998,688
Net Income	1,119,779	1,354,241
Total Liabilities & Fund Equity	**14,932,684**	**14,135,219**

Mountain Heights Academy
Board Profit and Loss
7/1/2025 - 1/31/2026

	Annual June 30, 2026 Budget	Year-to-Date January 31, 2026 Actual	% of Budget
Net Income			
Income			
Revenue From Local Sources	472,200	333,387	70.6 %
Revenue From State Sources	12,575,126	7,980,125	63.5 %
Revenue From Federal Sources	133,925	0	0.0 %
Total Income	13,181,251	8,313,512	63.1 %
Expenses			
Instruction/Salaries	8,020,022	4,728,543	59.0 %
Employee Benefits	2,484,333	1,238,655	49.9 %
Purchased Prof & Tech Serv	800,000	452,809	56.6 %
Purchased Property Services	259,360	154,974	59.8 %
Other Purchased Services	525,858	306,267	58.2 %
Supplies & Materials	706,805	292,146	41.3 %
Debt Services & Miscellaneous	26,500	20,339	76.7 %
Total Expenses	12,822,878	7,193,733	56.1 %
Total Net Income	**358,373**	**1,119,779**	**312.5 %**



School Land Trust Plan 2026-2027 - Mountain Heights Academy

At least one goal is required.

To increase reading proficiency by three-point growth based on the RIT score from the beginning of the year assessment to the end of year assessment for students in 9th-11th grades who attended from August through May. Additionally, each grade level will meet or exceed the national norms' percentile as calculated by NWEA MAP.

To increase math proficiency by seven-point growth based on the RIT score from the beginning of the year assessment to the end of year assessment for students in 9th-11th grades who attended from August through May. Additionally, each grade level will meet or exceed the national norms' percentile as calculated by NWEA MAP.

MAP Scores **2025-2026**

Grade Level	Math		Reading	
	Fall	Spring	Fall	Spring
9th	236.6	TBD	224.7	TBD
National Norms (2025)	*225*	*229*	*216*	*217*
10th	237.9	TBD	225.1	TBD
National Norms (2025)	*227*	*231*	*218*	*218*
11th	237	TBD	224.8	TBD
National Norms (2025)	*229*	*233*	*218*	*218*
12th	244.7	TBD	232.3	TBD
National Norms (2025)	*228*	*231*	*218*	*216*

MAP Scores **2024-2025**

Grade Level	Math		Reading	
	Fall	Spring	Fall	Spring
9th	234	242.4	222.8	226.9
National Norm (2020)	*226.43*	*230.03*	*218.9*	*221.4*
10th	235	244.2	223.6	225.7
National Norm (2020)	*229.07*	*232.42*	*221.47*	*223.51*
11th	240.3	248.9	225.5	229.7
National Norm (2020)	*231.72*	*234.25*	*223.53*	*224.71*
12th	235	250.6	227.6	229.4
National Norm (2020)	*233.02*	*234.19*	*223.8*	*224.33*

MAP Scores **2023-2024**

Grade Level	Math (Aug)	Math (May)	National Norm Percentile	Reading (Aug)	Reading (May)	National Norm Percentile
9th	228.6	233.8	226	218.4	221.5	219
10th	233.4	239.3	229	224.5	226.5	221
11th	235.4	241.5	232	224.7	226.9	224

Academic Area

- Math
- Reading

Measurement

Diagnostic Reading and Math Assessments

Action Plan Steps

1. Diagnostic and benchmarking tests will be given in Math and Reading a minimum of twice and a maximum of three times annually (at the beginning of the year, at semester, and at the end of the year) to identify reading and math levels and gaps in progress.

2. Additional math teachers in Secondary Math 1 and 2 will be hired to keep the class sizes under 100 in order to meet student needs and increase understanding and course passing rates.

3. Teachers will track student progress and growth over time based on the diagnostic test results in math/reading and performance in their courses. Services will be adjusted accordingly. Teachers will identify when any general education student falters and ask tutors to initiate contact with the student and provide instruction to help the student better understand the concepts.

4. Course teachers and case managers will discuss intervention strategies and communicate regularly with parents, students, counselors, and administrators.

5. Struggling readers will be identified with the diagnostic and given one-on-one support or placed in a supplementary reading course based on need.

6. Struggling math students will be identified in 9th grade with the diagnostic and given one-on-one support and/or placed in a supplementary math course based on need.

7. Staff will share assessment results with parents and teachers, and teachers will regularly communicate growth to parents in their child's Student Academic Portfolio and at Parent/Teacher conferences.

Expenditures (Master Distribution Link 25/26)

Category	Description	Estimated Cost

	Total:	**$TBD**
Salaries and Employee Benefits (100 and 200)	Math and Reading tutor(s), reading specialist, and teachers	$TBD
Software (670)	NWEA MAP Reading and Math Assessment Platform Reading Enhancement Platform	$10,000

Summary of Estimated Expenditures

Category	Estimated Cost (entered by the school)
Total:	**$TBD**
Salaries and Employee Benefits (100 and 200)	$TBD
Software (670)	$10,000

Funding Estimates

Estimates	Totals
Estimated Carry-over from the 2025-2026 Progress Report	**$0**
Estimated Distribution in 2026-2027	**166,470.18**
Total ESTIMATED Available Funds for 2026-2027	**166,470.18**

Summary of Estimated Expenditures For 2026-2027	166,470.18
This number may not be a negative number Total ESTIMATED Carry Over to 2026-2027	$0

Estimated Carry-over

Please explain the ESTIMATED Carry-over to 2026-2027: N/A

Increased Distribution

Please explain how additional funds will be spent to implement the goals described in the plan if the actual distribution is more than the estimate.

An increase in funding would pay for additional teacher and tutor salary expenses, thereby increasing the number of students who receive assistance, if the expected distribution exceeds the amount anticipated.

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

Salary Schedule/Staff Increase Proposal
February 2026

Objective:
To remain competitive in the education space by increasing our starting and ongoing salaries for all employees.

Background:
In 2025-2026, we gave each employee a $7500 stipend. In 2024-2025 we provided a $2000 stipend from our surplus funds. In our October board meeting, we discussed ongoing measures to provide consistent pay to employees and reduce the need for large stipends.

Part of the reason for the large surplus is the significant growth in the SOEP program numbers. Cathie and I had not included those funds in our budgeting for the fiscal year and in the first decade of the program, we only received a few hundred thousand dollars each year. Now that we have 1250 students, we are receiving a much more significant amount and will make sure we are accounting for those funds, too.

Everything has gotten more expensive over the past three years. The cost of living, goods and services, have all increased at a faster rate than our pay. The stipends have corrected for that, but we have the funds to make this adjustment.

Proposal:
I am proposing a $5150 pay increase on the teacher/counselor salary schedule for 2026-2027. Each licensed teacher and counselor will move up a step and receive a $5150 increase as well. In addition to this 9% increase for our faculty/counselors, I have worked with HR to provide a 9% increase for our salaried and hourly staff as well.

Process:
I met with Cathie to review the surplus amounts for the past five years, which is over a million annually. We reviewed current enrollment for full-time students (+/- 1000) and SOEP students (1250) and determined we have the funds to make this an ongoing adjustment rather than doing large stipends annually.

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

2026-2027 Teacher/Counselor Salary Schedule

New hires will be placed on a starting step based on administrative discretion and prior secondary public teaching experience, based on CACTUS records.

- EXPERIENCE:
  - Each subsequent year of full-time teaching at Mountain Heights Academy (> 0.75 contract), will increase placement by one step.
  - Two part-time years (< 0.75 contract) of teaching at Mountain Heights Academy will increase placement by one step.
- ADDITIONAL LICENSURE OR DEGREE:
  - Earning a graduate degree will move placement into the appropriate lane once CACTUS is updated.
  - When an alternate license is completed, the teacher will move into the appropriate Bachelors/Masters lane for the next school year.
- STIPENDS:
  - All employees who are employed at 0.5 or above are eligible for an annual stipend of $11,400/$950 monthly, prorated based on your FTE.
  - Teachers and counselors are eligible for a $5,675 legislative stipend, prorated based on your FTE, which is subject to change annually based on legislative appropriations.
  - Each core teacher (ELA, Math, Science) who proctors MAP tests during Q1 will receive $500 for the Q1 MAP testing (Nov. 30th paycheck) and $500 during Q4 MAP testing (May 31 paycheck.) This stipend will be prorated based on your FTE. The expectation is that teachers will spend additional time tracking down and testing students during this time period.
- BONUS:
  - Loyalty bonuses will be included in July 31st paychecks at the end of your five-year period of employment from July 1-June 30. If you were hired after June 30, you would receive your loyalty bonus the next year. After the first five years, employees will receive $1,000. After each subsequent five-year period, employees will receive $500.
- ANNUAL INCREASE:
  - 1-3% increase or flat rate annually, provided there is adequate funding based on legislative appropriations.
  - The increase from 2025 to 2026 was 9%.

Step	Professional Educators License + Bachelors	Professional Educators License + Masters	Alternate/Associate Educators License (AEL) (APPEL, site-based license)	Counselor		Legislative Increase for Certified faculty/ counselors	Monthly Benefits Stipend All employees (pro-rated per FTE)	Retention/Loyalty Bonus All employees	MAP Testing Annual Stipend All CORE (Math, Science, English) teachers:
A	56650	59650	51650	61650		5,675 legislative increase. (The other 1800 goes toward payroll taxes/benefits)	11,400 annually (950 monthly) for employee benefits per agreement guidelines	At the end of year 5: $1,000 At the end of year 10, 15, 20 etc: $500	500 Fall MAP testing, 500 Spring MAP Testing
B	58105	61195	52955	63255		5,675	11,400		
C	59135	62225	53985	64285		5,675	11,400		
D	60165	63255	55015	65315		5,675	11,400		
E	61195	64285	56045	66345		5,675	11,400		
F	62225	65315	57075	67375		5,675	11,400		
G	63255	66345	58105	68405		5,675	11,400		
H	64285	67375	59135	69435		5,675	11,400		
I	65315	68405	60165	70465		5,675	11,400		
J	66345	69435	61195	71495		5,675	11,400		
K	67375	70465	62225	72525		5,675	11,400		
L	68405	71495	63255	73555		5,675	11,400		
M	69435	72525	64285	74585		5,675	11,400		
N	70465	73555	65315	75615		5,675	11,400		
O	71495	74585	66345	76645		5,675	11,400		
P	72525	75615	67375	77675		5,675	11,400		
Q	73555	76645	68405	78705		5,675	11,400		
R	74585	77675	69435	79735		5,675	11,400		
S	75615	78705	70465	80765		5,675	11,400		
T	76645	79735	71495	81795		5,675	11,400		
U	77675	80765	72525	82825		5,675	11,400		
V	78705	81795	73555	83855		5,675	11,400		

Last updated 02.06.2026

W	79735	82825	74585	84885		5,675	11,400		
X	80765	83855	75615	85915		5,675	11,400		
Y	81795	84885	76645	86945		5,675	11,400		
Z	82825	85915	77675	87975		5,675	11,400		
AA	83855	86945	78705	89005		5,675	11,400		
BB	84885	87975	79735	90035		5,675	11,400		
CC	85915	89005	80765	91065		5,675	11,400		
DD	86945	90035	81795	92095		5,675	11,400		
EE	87975	91065	82825	94125		5,675	11,400		
FF	89005	92095	83855	94155		5,675	11,400		
GG	90035	93125	84885	95185		5,675	11,400		
HH	91065	94155	85915	96215		5,675	11,400		
II	92095	95185	86945	97245		5,675	11,400		

Last updated 02.06.2026

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

2025-2026 Teacher/Counselor Salary Schedule

New hires will be placed on a starting step based on administrative discretion and prior secondary public teaching experience, based on CACTUS records.

- EXPERIENCE:
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  - Two part-time years (< 0.75 contract) of teaching at Mountain Heights Academy will increase placement by one step.
- ADDITIONAL LICENSURE OR DEGREE:
  - Earning a graduate degree will move placement into the appropriate lane once CACTUS is updated.
  - When an alternate license is completed, the teacher will move into the appropriate Bachelors/Masters lane for the next school year.
- STIPENDS:
  - All employees who are employed at 0.5 or above are eligible for an annual stipend of $11,400/$950 monthly, prorated based on your FTE.
  - Teachers and counselors are eligible for a $5,675 legislative stipend, prorated based on your FTE, which is subject to change annually based on legislative appropriations.
  - Each core teacher (ELA, Math, Science) who proctors MAP tests during Q1 will receive $500 for the Q1 MAP testing (Nov. 30th paycheck) and $500 during Q4 MAP testing (May 31 paycheck.) This stipend will be prorated based on your FTE. The expectation is that teachers will spend additional time tracking down and testing students during this time period.
- BONUS:
  - Loyalty bonuses will be included in July 31st paychecks at the end of your five-year period of employment from July 1-June 30. If you were hired after June 30, you would receive your loyalty bonus the next year. After the first five years, employees will receive $1,000. After each subsequent five-year period, employees will receive $500.
- ANNUAL INCREASE:
  - 1-3% increase or flat rate annually, provided there is adequate funding based on legislative appropriations.

Step	Professional Educators License + Bachelors	Professional Educators License + Masters	Alternate/Associate Educators License (AEL) (APPEL, site-based license)	Counselor		Legislative Increase for Certified faculty/ counselors	Monthly Benefits Stipend All employees (pro-rated per FTE)	Retention/Loyalty Bonus All employees	MAP Testing Annual Stipend All CORE (Math, Science, English) teachers:
A	51500	54500	46500	53500		5,675 legislative increase. (The other 1800 goes toward payroll taxes/benefits)	11,400 annually (950 monthly) for employee benefits per agreement guidelines	At the end of year 5: $1,000 At the end of year 10, 15, 20 etc: $500	500 Fall MAP testing, 500 Spring MAP Testing
B	52955	56045	47805	58105		5,675	11,400		
C	53985	57075	48835	59135		5,675	11,400		
D	55015	58105	49865	60165		5,675	11,400		
E	56045	59135	50895	61195		5,675	11,400		
F	57075	60165	51925	62225		5,675	11,400		
G	58105	61195	52955	63255		5,675	11,400		
H	59135	62225	53985	64285		5,675	11,400		
I	60165	63255	55015	65315		5,675	11,400		
J	61195	64285	56045	66345		5,675	11,400		
K	62225	65315	57075	67375		5,675	11,400		
L	63255	66345	58105	68405		5,675	11,400		
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O	66345	69435	61195	71495		5,675	11,400		
P	67375	70465	62225	72525		5,675	11,400		
Q	68405	71495	63255	73555		5,675	11,400		
R	69435	72525	64285	74585		5,675	11,400		
S	70465	73555	65315	75615		5,675	11,400		
T	71495	74585	66345	76645		5,675	11,400		
U	72525	75615	67375	77675		5,675	11,400		
V	73555	76645	68405	78705		5,675	11,400		
W	74585	77675	69435	79735		5,675	11,400		

Last updated 05.02.2025

X	75615	78705	70465	80765		5,675	11,400		
Y	76645	79735	71495	81795		5,675	11,400		
Z	77675	80765	72525	82825		5,675	11,400		
AA	78705	81795	73555	83855		5,675	11,400		
BB	79735	82825	74585	84885		5,675	11,400		
CC	80765	83855	75615	85915		5,675	11,400		
DD	81795	84885	76645	86945		5,675	11,400		
EE	82825	85915	77675	87975		5,675	11,400		
FF	83855	86945	78705	89005		5,675	11,400		
GG	84885	87975	79735	90035		5,675	11,400		
HH	85915	89005	80765	91065		5,675	11,400		
II	86945	90035	81795	92095		5,675	11,400		
JJ	87975	91065	82825	94125		5,675	11,400		
KK	89005	92095	83855	94155		5,675	11,400		
LL	90035	93125	84885	95185		5,675	11,400		
MM	91065	94155	85915	96215		5,675	11,400		
NN	92095	95185	86945	97245		5,675	11,400		

Last updated 05.02.2025

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

All Access Proposal
February 2026

Objective:
To obtain high quality marketing materials that will air in a venue we aren't currently using.

Background:
In 2019, we did a similar production shoot with a different company. We were able to use the video, which featured MHA and our connections to MIT, for social media posts, emails to parents, and reference it in media interviews.

Proposal:
After consulting with Intrepid, the recommendation is to accept the media offer.
Intrepid has helped identify the best markets to target and will provide existing B-roll that we have been shooting over the past couple of years.
Intrepid will guide us through the process and in-studio filming event, to ensure fidelity to our vision/mission, and quality PR product at the end, just like they did previously. We will focus on full-time and SOEP options for potential students.
We have the funds to afford this opportunity.

Process:
If the board approves the $25,900 cost for all items outlined in the proposal from All Access, the Executive Director and Intrepid will work with All Access to create high quality PR assets to use to increase enrollment, inform and educate current families, and increase awareness of MHA overall.
We will be able to create the assets in early April.

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

📘 Strategic Plan

2025–2030 Schoolwide Goals & Indicators

Purpose:
These goals guide the board's oversight of school performance and the Executive Director's evaluation. Together, they reflect academic excellence, strong partnerships, and meaningful impact beyond the classroom. Annual goal tracker.

GOAL 1: Improve Student Success

Students perform at grade level, demonstrate proficiency, and are prepared for post-secondary life.

Key Indicators

- ≥ **40% of students** demonstrate adequate MAP Growth (40–50 CGP)
- ≥ **80% schoolwide course completion rate**
- ≥ **85% graduation or GED completion**
- ≥ **95% of students** complete annual College & Career Readiness (CCR) meetings
- ≥ **80% of students** report post-secondary preparedness
- Schoolwide proficiency **exceeds most comparable statewide online LEAs**
- Regular data analysis, reporting, and plan adjustment

GOAL 2: Family & Community Engagement

Families and communities are meaningfully engaged in student learning and support.

Key Indicators

- ≥ **75% of parents** review Student Academic Portfolios (SAP)
- Student Academic Portfolio system fully implemented with SOPs
- ≥ **1 annual professional learning opportunity** for staff on family engagement
- ≥ **2 quarterly family engagement opportunities**
- ≥ **3 student groups and mental health supports**
- Clear communication of Tier 1 / 2 / 3 instructional supports

- ≥ **2 parent-identified partnerships or internships**
- Progress toward parent resource and tutorial library

GOAL 3: Increase Individual, Community & Societal Impact

The school positively impacts students, communities, and society through service, kindness, and leadership.

Key Indicators

- ≥ **75% of students** participate in service learning
- All milestones met for the **Lt. Governor's 4-Year Service Learning Pilot**
- ≥ **2 active community service partnerships**
- Service learning lessons & reflections embedded in coursework and CCR
- Maintain **One Kind Act a Day – Certified Kindness School** status
- Annual schoolwide activities include kindness elements
- Local and state leadership, including **mentoring aspiring leaders**
- N**ational and global leadership,** including conference presentations
- Dissemination of practices and models beyond the school

Reviewed annually by the Board of Directors

Mountain Heights Academy
LEADERS IN DIGITAL EDUCATION

Board Member Handbook

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Board Member Directory

Name	Address	City	Zip	Email	Cell Phone
Kari Malkovich		Woodland Hills			
Dr. Royce Kimmons		Provo			
Jen Robison		Sandy			
Wade Glathar		Riverton			
Kara Finley					

Vision

We are the leader in digital education.

Mission

To develop connected and successful learners.

Values

Trailblazers are audacious, curious, and adaptable. We maintain integrity and foster a sense of belonging for every Trailblazer.

Integrity
Trailblazers consistently do things the right way for the right reason and they take responsibility for their own learning–a lifelong pursuit.

Belonging
Every student and employee has a place to belong at Mountain Heights, in their grade level, course, and department.

Audacious
We take calculated, innovative risks to support our vision of being the leader in digital education.

Curious

We have the time to explore and learn. We are proactive rather than reactive.

Adaptable

There are many ways to solve problems. Trailblazers are adept at figuring things out.

School Goals

1. To improve student success
2. To develop a robust and connected community
3. To increase our individual, community, and societal impact

Board Officers

(Elected for three-year board member terms and one-year officer terms)
Chair – Kari Malkovich, elected June 2024
Vice-Chair - Royce Kimmons, elected June 2024
Treasurer – Jen Robison, elected June 2024

Board Members	Name	Board Term	Renew Term	Officer Term Start Date	Executive Committee
Chair	Kari Malkovich	2018-2021 2021-2024 2024-2027	2024	June 2024	X
Vice-Chair	Royce Kimmons	2019-2022 2022-2025	2025	June 2024	X
Treasurer	Jen Robison	2024-2026	2026	June 2024	
Member	Wade Glathar	2021-2024 2024-2027	2027		
Member	Kara Finley	2025-2028	2028		

Mountain Heights Academy Board Member Code of Conduct

Purpose

The purpose of this Code of Conduct is to ensure that members of the Mountain Heights Academy Governing Board conduct themselves with integrity, professionalism, and in alignment with the school's mission: *to develop connected and successful learners.*

1. Commitment to Mission and Vision

I will actively support and uphold the mission, vision, and values of Mountain Heights Academy, and make decisions that advance the success and well-being of our students and staff.

2. Integrity and Ethical Behavior

I will:

- Act with honesty, fairness, and transparency in all board activities.
- Avoid using my position for personal or political gain.
- Comply with all applicable laws, bylaws, and charter agreements.

3. Fiduciary Responsibility

I understand and will fulfill the three core fiduciary duties:

- Duty of Care: Make informed decisions based on diligent review of materials and thoughtful discussion.
- Duty of Loyalty: Place the interests of the school above personal or professional interests.
- Duty of Obedience: Ensure the school's actions remain consistent with its mission, charter, and legal obligations.

4. Conflict of Interest

I will:

- Disclose any potential conflicts of interest as soon as they arise.

- Recuse myself from discussions or votes where a conflict exists.
- Complete the annual conflict-of-interest disclosure form.

5. Confidentiality

I will maintain confidentiality regarding all matters discussed in executive sessions or involving sensitive student, personnel, or legal information. I will not share confidential information outside the board or use it for personal benefit.

6. Respectful and Collaborative Conduct

I will:

- Engage in respectful, civil dialogue—even in disagreement.
- Support decisions made by the board once a vote is taken, both publicly and privately.
- Foster a spirit of teamwork and trust among board members and school leadership.

7. Commitment to Governance, Not Management

I will focus on policy, strategy, and oversight rather than daily operational issues. I will support and evaluate the Executive Director, but not interfere in administrative duties or personnel management.

8. Compliance with Open Meeting and Public Records Laws

I will ensure board actions adhere to Utah's Open and Public Meetings Act and maintain transparency in governance.

9. Attendance and Participation

I will attend scheduled meetings, arrive on time, review materials in advance, and participate fully and constructively in discussions and committee work.

10. Accountability

I understand that violating this Code of Conduct may result in a discussion with the Board Chair or, if necessary, formal board action as outlined in board policy.

Acknowledgment

I affirm that I have read, understand, and agree to uphold this Code of Conduct as a member of the Mountain Heights Academy Governing Board.

Board Member Commitment

As a member of the Mountain Heights Academy Governing Board, I recognize that effective governance requires preparation, participation, and integrity. By signing this commitment, I agree to the following expectations:

1. Attend Meetings in Person

Commit to attending at least six (6) in-person board meetings per year and notify the chair in advance if an absence is unavoidable.

2. Show Up for the Trailblazer Community

Attend at least two (2) school activities annually (such as the school carnival, recognition night, orientation, or graduation) to engage with students, families, and staff.

3. Prepare Thoroughly

Review all materials provided in the board packet prior to each meeting and come ready to discuss and make informed decisions.

4. Uphold Fiduciary Duties & Ethics

Abide by the legal duties of care, loyalty, and obedience. Disclose any conflicts of interest, maintain confidentiality, and adhere to the board's code of conduct.

5. Comply with Open Meeting Laws

Follow all state open meeting and public records requirements, ensuring transparency, proper notice, and accurate documentation.

6. Govern for Outcomes

Focus on mission, strategy, and student achievement. Support and evaluate the Executive Director, monitor organizational performance, and avoid involvement in daily operations.

7. Contribute Between Meetings

Serve on at least one board committee, complete assigned follow-up tasks, and contribute to the advancement of board goals.

Acknowledgment: I understand that my active participation and adherence to these expectations are essential to the success of Mountain Heights Academy and its mission to develop connected and successful learners.

Committees

The purpose of board committees is to do the work of the board to advance the organization. Committees have time to specialize and focus on specific items of interest to the board. Generally, the committees will have a chair, members, and may be supported by staff. Committees will present their proposals for review, discussion, and approval of the full board.

Executive Committee

Chair, Vice-Chair, Executive Director

Chair: Kari Malkovich
Members: Royce Kimmons, DeLaina Tonks

The purpose of the Executive Committee is to prepare and present various agenda items to the full board for approval as needed.

Finance Committee

Treasurer, Board Chair, Executive Director

Chair: Jen Robison
Members: Kari Malkovich, DeLaina Tonks
Staff: Cathie Hurst

The role of the Finance Committee is to ensure the appropriate oversight of Mountain Heights funds. The Executive Director is responsible for day-to-day financial operations. Staff serves as a check and balance.

Policy Committee

Board Members

Chair: Royce Kimmons
Member: Kara Finley, Wade Glathar

The role of the Policy Committee is to review policy changes due to legislative updates or to ensure that policy matches practice.

Board Roles/Responsibilities/Recruitment Committee

Chair: Kari Malkovich
Members: Jen Robison, DeLaina Tonks

The Board Roles/Responsibilities/Recruitment Committee is responsible for expanding existing documentation of board roles & responsibilities. See bylaws.

Additionally, this committee will review the recruitment plan and explore potential new member options.

Annual Board Calendar 2025-2026

Board meetings are typically held at the West Jordan Mountain Heights Academy office at 9067 S. 1300 W. Suite 204 from 11:30-1:30.

Month	Date	Event	Location
August	29	Board Meeting	WJ Office
October	24	Board Meeting	WJ Office
December	12	Board Meeting	WJ Office
February	27	Board Meeting	WJ Office
April	10	Board Meeting	WJ Office
June	17	Board Meeting	Off-site Retreat

Mountain Heights Academy
Tuition Reimbursement Policy
Adopted: October 11, 2019

PURPOSE

Mountain Heights Academy (the "School") believes that the School and its students benefit when employees develop and improve their knowledge and skills. Obtaining additional education can increase teaching abilities and professional competence. The School therefore desires to identify the conditions upon which the School is willing to reimburse School employees for tuition paid in order to obtain education that will improve their ability to serve the School and its students.

POLICY

The School may reimburse tuition for School employees if the following conditions are satisfied:

(1) The employee has been employed by the School for at least one (1) year.

(2) The tuition is for courses that are either (a) job related, meaning the course will result in increased knowledge and skill, is aimed primarily at improving the employee's performance in his/her present job or will enable the employee to remain current with changes or developments in their field or (b) an elective that is part of a degree program that is job related.

(3) The courses are taken at either (a) a fully accredited college or university; or (b) a school providing training or instruction that is approved by the State Board of Education.

(4) Courses may be for credit or not.

(5) Except in unusual circumstances and as approved by the Director, courses must be taken outside of regularly scheduled work hours.

(6) Reimbursement will only be provided when the following conditions are met:

(a) The Director must give initial approval to the employee's request for reimbursement.

(b) The request will be submitted to the Board of Directors for final approval of the Tuition Reimbursement Agreement. The form of Tuition Reimbursement Agreement to be used is attached to this Policy.

(c) The Director must give approval for each course for which reimbursement will be sought before the employee enrolls in the course.

(7) The employee must agree to work at the School for a minimum of three (3) years following reimbursement of tuition. In the event the employee's employment with the School is terminated, voluntarily or involuntarily, for any reason, before the completion of three (3) years,

the prorated portion of the reimbursed tuition must be repaid to the School based on the number of years worked for the School since the most recent reimbursement.

(8) Reimbursement is limited to a maximum of nine (9) credit hours per school year, up to a total of thirty-six (36) credit hours total, at a rate not to exceed $400 per credit hour.

(9) Reimbursement will be paid when the employee:

(a) Provides evidence of completion of the course with a passing mark of B or better.
(b) Provides an itemized receipt of the payment of tuition.
(c) Passes any applicable Praxis exam.

(10) The amount of tuition reimbursed to an employee is at the sole discretion of the Director but will not exceed the lesser of 75% of an employee's tuition or a maximum of $5,000 per employee, per degree.

(11) Total tuition reimbursement payments from the annual School budget will not exceed $20,000 per year. The Director will work with employees to plan the timing of reimbursement payments in order to comply with this annual cap.

TUITION REIMBURSEMENT AGREEMENT

This Tuition Reimbursement Agreement (the "**Agreement**") is entered into this 16th day of December, 2025, between **Mountain Heights Academy**, a Utah nonprofit corporation (the "**School**"), and Ashley Pollock, an individual (the "**Teacher**").

Recitals

A. The School operates a charter school in West Jordan, Salt Lake, Utah.

B. The Teacher is currently employed with the School as a Math Teacher.

C. The Teacher desires the School's financial assistance to obtain the following additional education in order to improve the Teacher's skill and professional competence: Calculus I -Is part of my math endorsement [[clearly specify the course(s), program, degree, certification, as applicable, and the institution]] (the "**Coursework**").

D. The School desires to reimburse the Teacher's tuition and, in connection therewith, to provide an incentive for the Teacher to continue to work at the School thereafter.

E. The School and the Teacher desire to enter into this Agreement in order to carry out that intent.

Agreement

Now, therefore, in consideration of the foregoing and the mutual covenants and promises of the parties hereto, the School and the Teacher agree as follows:

1. The Teacher will satisfactorily complete the requirements associated with the Coursework within **four months** from the date of this Agreement.

Anticipated start date	Anticipated completion date
January 2026	April 2026

2. The Director must approve each course for which the teacher will seek reimbursement to ensure that it is job related or an elective required for a degree program.

Course Name	Number of Credits	Cost
Calculus I	3	1990.20 (eligible for $1200 reimburseme

3. The School will reimburse the Teacher's tuition for the Coursework when the Teacher:

(a) Provides evidence of completion of the course with a passing mark of B or better.
(b) Provides an itemized receipt of the payment of tuition.
(c) Passes the _____ Praxis exam. [[include this if applicable]]

4. If the Teacher's employment at the School is terminated (voluntarily or involuntarily) for any reason within three (3) years following the most recent reimbursement of tuition or the Teacher fails to satisfactorily complete the Coursework within the required time frame set forth in Section 1, above, the Teacher must repay the tuition paid by the School pro rata based on the number of years worked for the School from the most recent reimbursement. The Teacher consents that any such amounts that are owed to the School under this Agreement may be deducted from the Teacher's final paycheck.

5. The Teacher acknowledges that this Agreement does not guarantee the Teacher employment with the School.

The Parties have executed this Agreement as of the date first set forth above.

The School:

DeLaina Tonks 12/16/2025

Director

The Teacher:

12/16/2025

Mountain Heights Academy
Tuition Reimbursement Policy
Adopted: October 11, 2019

PURPOSE

Mountain Heights Academy (the "School") believes that the School and its students benefit when employees develop and improve their knowledge and skills. Obtaining additional education can increase teaching abilities and professional competence. The School therefore desires to identify the conditions upon which the School is willing to reimburse School employees for tuition paid in order to obtain education that will improve their ability to serve the School and its students.

POLICY

The School may reimburse tuition for School employees if the following conditions are satisfied:

(1) The employee has been employed by the School for at least one (1) year.

(2) The tuition is for courses that are either (a) job related, meaning the course will result in increased knowledge and skill, is aimed primarily at improving the employee's performance in his/her present job or will enable the employee to remain current with changes or developments in their field or (b) an elective that is part of a degree program that is job related.

(3) The courses are taken at either (a) a fully accredited college or university; or (b) a school providing training or instruction that is approved by the State Board of Education.

(4) Courses may be for credit or not.

(5) Except in unusual circumstances and as approved by the Director, courses must be taken outside of regularly scheduled work hours.

(6) Reimbursement will only be provided when the following conditions are met:

(a) The Director must give initial approval to the employee's request for reimbursement.

(b) The request will be submitted to the Board of Directors for final approval of the Tuition Reimbursement Agreement. The form of Tuition Reimbursement Agreement to be used is attached to this Policy.

(c) The Director must give approval for each course for which reimbursement will be sought before the employee enrolls in the course.

(7) The employee must agree to work at the School for a minimum of three (3) years following reimbursement of tuition. In the event the employee's employment with the School is terminated, voluntarily or involuntarily, for any reason, before the completion of three (3) years,

the prorated portion of the reimbursed tuition must be repaid to the School based on the number of years worked for the School since the most recent reimbursement.

(8) Reimbursement is limited to a maximum of nine (9) credit hours per school year, up to a total of thirty-six (36) credit hours total, at a rate not to exceed $400 per credit hour.

(9) Reimbursement will be paid when the employee:

(a) Provides evidence of completion of the course with a passing mark of B or better.
(b) Provides an itemized receipt of the payment of tuition.
(c) Passes any applicable Praxis exam.

(10) The amount of tuition reimbursed to an employee is at the sole discretion of the Director but will not exceed the lesser of 75% of an employee's tuition or a maximum of $5,000 per employee, per degree.

(11) Total tuition reimbursement payments from the annual School budget will not exceed $20,000 per year. The Director will work with employees to plan the timing of reimbursement payments in order to comply with this annual cap.

TUITION REIMBURSEMENT AGREEMENT

This Tuition Reimbursement Agreement (the "**Agreement**") is entered into this 10th day of February, 2026, between **Mountain Heights Academy**, a Utah nonprofit corporation (the "**School**"), and Jennifer Holliday, an individual (the "**Teacher**").

Recitals

A. The School operates a charter school in West Jordan, Salt Lake, Utah.

B. The Teacher is currently employed with the School as a Teacher.

C. The Teacher desires the School's financial assistance to obtain the following additional education in order to improve the Teacher's skill and professional competence: See Below [[clearly specify the course(s), program, degree, certification, as applicable, and the institution]] (the "**Coursework**").

D. The School desires to reimburse the Teacher's tuition and, in connection therewith, to provide an incentive for the Teacher to continue to work at the School thereafter.

E. The School and the Teacher desire to enter into this Agreement in order to carry out that intent.

Agreement

Now, therefore, in consideration of the foregoing and the mutual covenants and promises of the parties hereto, the School and the Teacher agree as follows:

1. The Teacher will satisfactorily complete the requirements associated with the Coursework within **four months** from the date of this Agreement.

Anticipated start date	**Anticipated completion date**
June 2026	August 2026

2. The Director must approve each course for which the teacher will seek reimbursement to ensure that it is job related or an elective required for a degree program.

Course Name	**Number of Credits**	**Cost**
Foundations of Theory and Practice for Master's Psychology Students (PSY-FPX5002): Introduction to the program and intro to the basic pr	2.5	1025 / Reim of 758

Ethics and Individual Differences in Psychology (PSY-FPX5110): Students analyze a range of human perspectives and factors and their influence on ethical	2.5	1025 / Reim of 758
Learning Theories in Psychology (PSY-FPX6110): Students analyze psychological and learning theories and their principles and concepts and identify how th	2.5	1025 / Reim of 758

3. The School will reimburse the Teacher's tuition for the Coursework when the Teacher:

(a) Provides evidence of completion of the course with a passing mark of B or better.
(b) Provides an itemized receipt of the payment of tuition.
(c) Passes the _____ Praxis exam. [[include this if applicable]]

4. If the Teacher's employment at the School is terminated (voluntarily or involuntarily) for any reason within three (3) years following the most recent reimbursement of tuition or the Teacher fails to satisfactorily complete the Coursework within the required time frame set forth in Section 1, above, the Teacher must repay the tuition paid by the School pro rata based on the number of years worked for the School from the most recent reimbursement. The Teacher consents that any such amounts that are owed to the School under this Agreement may be deducted from the Teacher's final paycheck.

5. The Teacher acknowledges that this Agreement does not guarantee the Teacher employment with the School.

The Parties have executed this Agreement as of the date first set forth above.

The School:

DeLaina Tonks 02/10/2026

Director

The Teacher:

Jennifer Holliday 02/10/2026

Mountain Heights Academy SY 26-27 Class Supplies Budget

Total Budget Request	$193,105.39				
Course Name	**Subject Area**	**Supply**	**26-27 Cost Per Student**	**Qty Needed**	**Budget**
CTE & FACS					
Supplies Confirmed					
Baking & Pastry	CTE/FACS	Baking & Pastry	27.3125	150	4096.875
FACS Exploration	CTE/FACS	FACS Exploratio	19.5	200	3900
Fashion Design	CTE/FACS	Fashion Kit	32.8625	225	7394.0625
					$15,390.94
ELA					
Supplies Confirmed					
ELA 7	English	Journey to Topa:	15.29	100	1529
ELA 7	English	Summerlost	12.36	100	1236
ELA 8	English	The Crossover	11.92	250	2980
ELA 8 Honors	English	The Girl Who Dr	12.1	25	302.5
Reading Literacy	Englsih	REWARDS® Secondary, 3E Student Book	26.56	25	664
Reading LIteracy	English	Stopwatch	4.69	25	117.25
Theather Foundations	English	Theater Foundat	32.98	75	2473.5
					$9,302.25
ELECTIVES					
Supplies Confirmed					
Art Foundations	Electives	Art Foundations	74.61	170	12683.7
Art Explorations	Electives	Art Exploration K	89.13	350	31195.5
Painting Explorations	Electives	Painting Explora	117.19	175	20508.25
Art 1010	Electives	Art Foundations	Included in Art Foundations		
Ukulele	Electives	Ukulele	58.93	150	8839.5
Ukulele	Electives	Ukulele Tuner	10	150	1500
Spanish 1	Electives	Spanish Handou	9.19	225	2067.75
Spanish 2	Electives	Spanish Handou	Included in Spanish 1		
Spanish 3	Electives	Spanish Handou	Included in Spanish 1		
Intro to Health Science	Electives	Into to Health Sc	6.6	125	825
Fitness For Life	Electives	Pedometer	15	550	8250
					$85,869.70
MATH					
Supplies Confirmed					
Math 7	Math	Math 7 Workboo	15.29	150	2293.5
Math 8	Math	Math 8 Workboo	10.94	225	2461.5
Secondary Math I	Math	SMI Workbook	23.44	375	8790
Secondary Math II	Math	Folder, Graph Pa	4.69	500	2345
Secondary Math II	Math	Spiral Notebook	1.56	500	780
Secondary Math III	Math	Folder w/ Graph	4.69	325	1524.25
Secondary Math III	Math	Spiral Notebook	1.56	325	507
Secondary Math Readiness	Math	Spiral Notebook	1.56	75	117
Secondary Math Readiness	Math	Folder w/ Packet	4.69	75	351.75
All Math Courses	Math	Whiteboard Kit ('	8.06	2000	16120
					$35,290.00
SCIENCE					
Science 7	Science	Science 7 Kit	12.8	125	1600
Science 8	Science	Science 8 Kit	17.2	250	4300
Earth Science	Science	Earth Science Ki	9.35	500	4675
Biology	Science	Biology Kit	19.08	375	7155
Bio 1010	Science	Bio 1010 Kit	8.3	75	622.5
					$18,352.50
SOCIAL STUDIES					
Supplies Confirmed					
No Supplies					
					$0.00
SPECIAL EDUCATION					
Supplies Confirmed					
Essential Elements	SPED	Frankenstein (Th	10	10	100
Essential Elements	SPED	Swiss Family Ro	10	10	100
Essential Elements	SPED	The Secret Gard	10	10	100
Essential Elements	SPED	Black Beuty (The	10	10	100
					$400.00
SPIRIT GEAR / ALL STUDENT SUPPLIES					
Spirit Gear	SG	T-shirt	10	1500	15000
Spirit Gear	SG	Grocery Tote	3	1500	4500
Spirit Gear	SG	Lanyard	3	1500	4500
Spirit Gear	SG	Lanyard Plastic	Included in Lanyard		
Spirit Gear	SG	Calendar Magne	3	1500	4500
					$28,500.00