

Madison Academy School Enhancement Plan 2014-15

Madison Academy is a comprehensive co-educational day high school (grades 9-12) located on 40 acres in Madison, Tennessee, which is 10 miles northeast of Nashville. Founded as part of Madison Hospital and College with the express purpose to train and evangelize the South, Madison Academy has been educating for the Kingdom since 1904.

MISSION

Madison Academy's faculty and staff are dedicated to offering an education that is challenging in its content, relevant in its focus, and spiritually-rich in its purpose. Our mission is "To do justly, love mercy, and walk humbly with thy God." ~ Micah 6:8

VISION

Educating for the Kingdom

CORE VALUES

Knowledge, Nobility, Integrity, Greatness, Humility, Thoughtfulness, and Servanthood

SWOT AT A GLANCE

Strength

Genuinely caring and approachable teaching faculty

Weakness

Facilities needing repair, specific need for a STEM center

Opportunity

Growing interest and energy in the community for an enriched high school program

Threat

Challenge of meeting the diverse needs of our student population

FOCALPOINTS

1. Identify and train student leaders for campus ministry (Standard 1)
2. Concentrate professional development on differentiated instruction (Standard 2 & 3)
3. Develop and determine phases of a Master Plan (Standard 6)
4. Follow the marketing / public relations / retention / recruitment plan (Standard 8)
5. Grow the Resource Development / Advancement program (Standard 9)
6. Re-engage alumni with increased communication and a meaningful 110/50 year homecoming (Standard 9)
7. Make ongoing technology upgrades (Standard 10)

QUICK FACTS

Enrollment	102
Full-time faculty and staff	14
Faculty-to-student ratio	1:11
Typical class size	20
Faculty certification	100%
Boys	60
Girls	42
Dorm students	0
Community students	102
International students	0
Tuition	\$8300- \$9300
Dorm + cafeteria	--
Philanthropic support	\$300,000

1 — Spiritual Atmosphere

Madison Academy nurtures the spiritual lives of the faculty and staff, and creates experiences for students that prepare them for a lifelong relationship with Jesus and service to the community.

2014-15 OBJECTIVES

This year we will:

1. Identify and train student leaders for a variety of campus ministries leadership roles
2. Explore ways to make campus ministries more visible in terms of activities and resources
3. Foster a big brother/sister connection with local SDA elementary schools through student-led chapels, curricular activities, and athletic clinics

FOCALPOINT: STUDENT LEADERSHIP

- Student Leaders will be identified by peers and teachers to be trained for roles in a variety of growing campus ministries, for example: Bible Study, small groups, praise team, big-brother/sister, peer counseling, activities and program planning, etc.
- Chaplain Jamieson will work with administration to form a class for regular training and planning meetings
- Chaplain Jamieson and SA Religious VP will work with Student Association officers and sponsors to work more collaboratively on scheduled events for a more spiritual component to existing events
- Area SDA pastors will be utilized as trainer and mentors for the student leaders

3 – 5 YEAR PROJECTION

- Add a professional family/adolescent counselor for a regularly scheduled period of time each week
- Create a campus ministries venue / hangout place on campus

FUNDING NEEDS

Student Leadership Retreat and Training	\$1500
Events & Programs	\$500

2 — Faculty and Staff

Madison Academy exhibits a culture of professional excellence and employs outstanding employees who have a passion for nurturing and educating young people.

Staffing Plan is provided in the back.

2014-15 OBJECTIVES

With 9 full-time faculty members and an enrollment of 102, our faculty-student ratio is 1:11.

This year we will:

- Ensure that three “conditional” certifications are renewed or courses realigned to teachers with certifications
- Transition to *iObservation* for teacher evaluations and individual professional development plans
- Better utilize faculty meetings for professional development, including, but not limited to: curriculum collaboration, differentiated instruction, and technology in the classroom
- Hold customer service training as part of Renaissance Network-wide initiative

FOCALPOINT: DIFFERENTIATED INSTRUCTION

- Eight full-time teachers along with the registrar and principal will attend the Staff Development for Educators Convention on Differentiated Instruction in July 2015

3 – 5 YEAR PROJECTION

- Add a part-time academic/career counselor or create time for a current member of the faculty to function in that role

FUNDING NEEDS

iObservation	\$2500
Customer Service Training	\$5000
DI Convention 2015	\$16,000

3 — Academics

Madison Academy offers a scholastic program that enables students to perform at their best.

2014-15 OBJECTIVES

This year we will:

- Align yearly lesson plans to Common Core Standards
- Share and evaluate assessment data from Explore, Plan, and ACT with Renaissance Network schools
- Study standardized testing data both internally and with SDA feeder elementary schools to guide curricular and instructional improvement
- Address learning styles and challenges in each content through differentiated instruction as well as other means
- Implement a revised tiered diploma structure

FOCALPOINT: DIFFERENTIATED INSTRUCTION

- Professional Learning Communities and full faculty meetings will concentrate on improving differentiated instruction techniques in each classroom

3 – 5 YEAR PROJECTION

- Establish an ESL program

FUNDING NEEDS

Professional Learning Communities	\$2,000
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4 — Co-curricular Programming

Madison Academy offers a well-balanced co-curricular program that enables development of the whole person.

2014-15 OBJECTIVES

This year we will:

- Refine interscholastic sports policies and calendar
- Work to better solidify and communicate specific event details in a timely manner
- Actively encourage parent connection and engagement in school events
- Pursue additional work experience opportunities for students in the local area (ie, community service center, elementary schools) and the transportation needed for this to be successful

3 – 5 YEAR PROJECTION

- Increase student job opportunities

FUNDING NEEDS	
Work Grant	\$6500

5 — Business Principles

Madison Academy maintains a “house-in-order” status and plans wisely for the future.

A budget synopsis and table of tuition and fees are included the back section.

2014-15 OBJECTIVES

This year we will:

- Create and publicize a comprehensive list of the additional fees for the required and optional activities during the school year
- Commission a task force to study both the Linen Service and rental properties and report to the School Board with ideas

BUDGET ASSUMPTIONS

- 100 students
- \$65,000 scholarship allocation (up \$10k from last year)
- \$26,000 scholarship funds from endowment for work-matching program
- Fully-funded School Enhancement Plan

3 – 5 YEAR PROJECTION

- Increase Linen Service to 6 million pounds (currently at 5 million lbs.)
- Fund depreciation at Linen Service
- Create a capital budget
- Increase worthy student funds to \$100,000

FUNDING NEEDS	
Scholarships	\$65,000

6 — Safety, Facility, and Grounds

Madison Academy maintains a safe, efficient, and aesthetic campus setting and facilities.

2014-15 OBJECTIVES

This year we will:

- Complete a systematic bi-weekly walk of campus with administrative and plant management team
- Repair / replace / add HVAC units in art room, chapel, and lunch room
- Locate and correct water leak on south wall of gymnasium
- Increase lighting on campus
- Remodel boys and girls locker room and shower areas (additional funds available from the 2013-14 SEP Budget and the Booster Club)
- Improve campus and building signage
- Repaint the gymnasium and repair areas of fascia

⦿ FOCALPOINT: MASTER PLAN

- Discuss the master plan findings and determine phases for the entire project, including STEM Center construction and site development

3 – 5 YEAR PROJECTION

- Complete construction of a STEM Center as well as the vehicle and foot traffic infrastructure to connect the campus
- Begin development of the next phase of the master plan

FUNDING NEEDS

HVAC	\$12,000
Lighting	\$5,000
Locker Rooms	\$8,000
Signage	\$1,000
Gym Paint	\$40,000
Mstr Plan – Phase II	\$85,000

7 — Networking

Madison Academy shares ideas with each other for optimal operations and educational improvements.

2014-15 OBJECTIVES

This year we will:

- Participate in the Principals' and Business Manager Workshop(s) hosted by AAF/RN
- Transition to *iObservation* for teacher evaluations and individual professional development plans
- Share and evaluate assessment data from Explore, Plan, and ACT with Renaissance Network schools

3 – 5 YEAR PROJECTION

- None at time of print

FUNDING NEEDS

iObservation	\$2500 <i>Included in Standard 2</i>
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8 — Marketing and Community-Relations

Madison Academy has a stable, positive on-campus atmosphere and a strong, inviting presence in the local and constituent communities.

2014-15 OBJECTIVES

We are utilizing current staff and have established an active working marketing committee. This year we will continue work in three core areas:

Student Recruitment

- Identify and connect 10 times with every SDA 6-11th graders and their through communication, visits, big brother/sister program, classroom workshops, and other means to be determined
- Develop relationships with school leadership at area Christian elementary schools for the purpose of getting connection to their parents

Community Relations

- Cultivate relationships with current and new parents by providing and advertising events, monthly parenting seminars, informational meetings, personal phone calls, etc.
- Nurture relationships with KY-TN and South Central area churches through communication, student group performances/programs, and other means as they arise.
- Host several summer camps to get elementary students on our campus

On-Campus Culture

- Minimize the time out of academic courses by controlling the calendar
- Reduce the amount of “extra” funds needed outside of basic tuition and fees
- Continue to improve communication with weekly parents/student newsletter, student progress dialogue, church bulletin information, and donor connections
- Increase parent connection to the school by encouraging engagement in school activities

SURVEY RESULTS

- Parent survey indicated high satisfaction with the family-like culture, the teachers’ genuine concern and approachability, the challenging academic program, and our Adventist values.
- Recurring themes on ways to “improve our service” include these four areas: calendar, cash (for extras), communication (other than RenWeb & Knightly kNews), and parent connection

3 – 5 YEAR PROJECTIONS

- Increase enrollment

FUNDING NEEDS

Marketing, PR, Recruitment & Retention	\$15,000
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9 — Advancement

Madison Academy develops resources for scholarships and projects to ensure long-term viability and sustainability.

The complete list of current projects is in the back.

2014-15 OBJECTIVES

This year we will:

- Nurture relationships with MA Alumni through regular communication and a meaningful Homecoming
- Engage Madison College alumni in a shared history with the Academy
- Exceed qualification for the AAF/RN match of \$100,000

FOCALPOINT: ADVANCEMENT OFFICE GROWTH PLAN

- We're implementing the following steps to gain momentum in our advancement program:
 - **Participation** – Attain 100% participation in giving for the school board and faculty
 - **Donors** – Attain 100% participation from the school board in making introductions to new or the nurturing of repeat donors
 - **Relationships** – Cultivate relationships with donors through regular and frequent communication and appreciation plan
 - **Goals & Schedule** – Plan goals, timelines, communications, deadlines, and tasks

FOCALPOINT: ALUMNI HOMECOMING 2014

- 2014 marks 110 years and 50 years as an Academy without the college
- Communication, including two postcard mailings (Aug. & Feb.) and two newsletters (Jun. & Nov.) as well as web and email connections
- Homecoming, including a celebration of families with multiple generations of alumni
- In addition to regular festivities, we will host a banquet on Saturday evening

3 – 5 YEAR PROJECTIONS

- Hire a Development Director to nurture relationships and guide future fundraising, should the right person be located

FUNDING NEEDS

Communication / Relationship building	\$2,000
Homecoming	\$8,000

10 — Technology and Support

Madison Academy furnishes the current technology infrastructure for educational instruction and online communication.

2014-15 OBJECTIVES

During summer and fall 2013, seven new teacher computers and two classroom projectors were purchased and installed. In January 2014, a comprehensive campus technology audit was completed. In addition, a student survey yielded useful information about the iPad program that will help refine our curricular use of the devices.

This year we will:

- Migrate internet services from a free complimentary account (soon to be discontinued) to a business class account with Comcast
- Refine a decision-making protocol for all technology purchases
- Provide teacher training for new software and ongoing support for all programs
- Complete a follow up iPad student survey to compare results from previous year

FOCALPOINT: Ongoing Technology Upgrades

- Upgrade and add hardware in classrooms, including computers, monitors, integrated sound systems, projectors, screens, smart- or star boards (see spreadsheet for specifics)
- Evaluate course curriculum and teachers' demonstrated interest as a means for determining the equipment purchased for each classroom

3 – 5 YEAR PROJECTIONS

- This area is in development

FUNDING NEEDS

Classroom Technology Upgrades	\$25,000
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STAFFING PLAN

ADMINISTRATION	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
KRIS FUENTES				
DEG Ed.S., Education FTE Admin 100% CERT PROF Admin., English, Business	Principal	Student Association Committees / Teams: Admin. Council Academic Standards Health and Safety Marketing / PR Alumni Association	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
DAN JOHNSON				
DEG MBA FTE Admin 80%, Teach 20% CERT COND Math	Algebra 1A Business Manager	Acros Class Sponsor Admin Council Health and Safety Com	Customer Service Training	\$290
FACULTY				
FACULTY	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
ALEX ADAMS				
DEG MA FTE Teach 100% CERT COND Phys Ed and General Science; Jr. Academy Math, History, and English	Algebra 1B Geometry 1A Health PE-1	Athletic Director Intramurals Director Acros	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
JULIE ESTELLA				
DEG AA FTE Teach 15% CERT DES SUBJ Art	Art		Customer Service Training	\$290
PAM GATLING				
DEG BA FTE Teach 100% CERT STANDARD English, Home Ec and Religion	English 1, 2, 3, 4 Life Skills	Class Sponsor Nat. Honor Society Acad. Standards Co Missions / Outreach	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
DON HARVEY				
DEG MS FTE Teach 100% CERT PROF Biology, Chemistry and Mathematics	Anat. & Physiology Honors Chemistry Honors Physics Survey of Chemistry	Class Sponsor Academic Standards Committee	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
ANDREW JAMIESON				
DEG BA FTE Teach 100% CERT STANDARD Religion and History	Religion 1, 3, 4 US History Chaplain	Class Sponsor ROCK Sponsor Missions / Outreach	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
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DEG MA ? FTE Teach 100% CERT PROF History and English	AP English Lit AP US History COMP 101 Gardening Gov't/Economics Yearbook	Class Sponsor Academic Standards Committee Admin. Council	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
RAPHAN LEY				
DEG BS FTE Teach 100% CERT DES SUBJ Gymnastics COND Biology and Chemistry	Acros Biology Fitness PE2 Physical Science	Student Association	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165
D.J. MCKENZIE				
DEG BA FTE Teach 50%, Support 50% CERT STANDARD Religion and Jr. Academy English and History DES SUBJ Computers, Drama, Religion	Computer Lit Drama Religion 2 World History	Class Sponsor IT	Differentiated Instruction Customer Service Training Prof Learning Community	\$1600 \$290 \$165

WAYNE MOSHER

DEG	MA	Algebra 1, 2	Class Sponsor	Differentiated Instruction	\$1600
FTE	Teach 100%	AP Calculus AB	Nat. Honor Society	Customer Service Training	\$290
CERT	PROF Mathematics and Chemistry	Geometry	Academic Standards Committee	Prof Learning Community	\$165
		Honors Pre-Calculus			
		Personal Finance			
		Survey of Math			

ANGEL OGANDO

DEG	BA in Theology, MDiv	Fitness			
FTE	Teach 15%				
CERT	None				

MICHAEL PICHETTE

DEG	BA	Band			
FTE	Teach 15%				
CERT	STANDARD Music				

GLORIA SUTHERLAND

DEG	BS	Honors Per. Finance	Student Association	Customer Service Training	\$290
FTE	Treasury 85%, Teach 15%	Treasurer	Bus Driver		
CERT	STANDARD Business Admin. IC3 Certification		Admin. Council		

WALDEMAR WENSELL

DEG	MMu	Bells		Customer Service Training	\$290
FTE	Teach 75%	Choir			
CERT	PROF Music, DES SUBJ Spanish	Orchestra			
		Spanish 1, 2			

STAFF	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
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CHRISTY BEARD

DEG	AA In Progress	Attendance	Study Hall	Customer Service Training	\$290
FTE	Support 100%	Secretary			
CERT	None				

FRANKLIN CANAS

DEG	High School Diploma	Maintenance			
FTE	Main. 50%, Rental Prop. 50%	Rental Properties			
CERT	None				

GEORGE CARPENTER

DEG	BS in Business Management	Linen Services	Health and Safety		
FTE	Main. 35%, R.P. 35%, L.S. 30%	Plant Manager	Committee		
CERT	None	Rental Properties Manager	Bus Driver		

DAVID HAMBERGER

DEG	MA	Librarian	Study Halls	Customer Service Training	\$290
FTE	Support 100%		Testing Coordinator	Prof Learning Community	\$165
CERT	PROF Library, Comp. Science, Religion and History		Web Master		

KAREN HAMBERGER

DEG	MA	Registrar	Alumni Association	Differentiated Instruction	\$1600
FTE	Support 100%	Academic Counseling	Marketing / PR	Customer Service Training	\$290
CERT	DES SUBJ, COUNSELOR EDU		Admin Council	Prof Learning Community	\$165
	Comp. Applications, Office Management		Class Sponsor		
			Acad. Standards Co.		

JERRY MANGRUM

DEG	Reg. Laundry & Linen Director	Linen Services	Health and Safety	Customer Service Training	\$290
FTE	Laundry 85%, Support 15%	General Manager	Bus Driver		
CERT	None				

BUDGET SYNOPSIS 2014-1015

INCOME

Tuition	\$ 875,750.00
Entrance Fees	\$ 50,000.00
Miscellaneous Income (fees, bus, etc.)	\$198,263.40
Ky-Tn Subsidy (Tithe appropriation + Touch the Future)	\$ 400,000.00
Offerings & Donations	\$ 40,700.00
Linen Services	\$ 2,042,381.81
Rental Income	\$ 181,100.00
Released From Restricted (Worthy Student Funds)	\$ 65,000.00
Investment Earning	\$600.00
Total Income	\$ 3,853,795.21

EXPENSE

Instructional / Administrative Payroll	\$ 898,850.10
Instructional Expenses	\$ 358,970.55
Maintenance & Utilities	\$ 131,735.08
Linen Services Payroll & Expense	\$ 2,033,959.72
Rental Properties Payroll & Expense	\$ 200,407.27
Total Expenses	
Net Income (Loss)	\$ 9,567.27

TUITION AND FEES 2014-1015

Tuition	\$9750.00
Tuition – SDA Subsidized	\$8700.00
Application Fee	\$25.00
Registration / Entrance Fee	\$500.00
Lab Fees (science students)	\$50.00
iPad	Included in tuition

FUNDRAISING PROJECTS 2014-2015	WHEN	RAISE
Student Leadership Retreat and Training	School Year	\$1,500
Campus Ministries Events and Programs	School Year	\$500
iObservation (RN-wide initiative)	School Year	\$2500
Customer Service Training (RN-wide initiative)	August 2014	\$5000
Differentiated Instruction Convention	July 2015	\$16,000
Professional Learning Communities	School Year	\$2,000
Student Job Opportunity Growth – Employment Grant	School Year	\$6,500
Worthy Student Scholarships	School Year	\$65,000
HVAC in art room, chapel, lunch room		\$12,000
Campus Lighting		\$5,000
Locker Room renovation	June/July 2014	\$8,000
Signage		\$1,000
Gym Paint		\$40,000
Master Plan – Phase II, Initial Steps		\$85,000
Marketing, Public Relations, Recruitment, and Retention	School Year	\$15,000
Advancement/ Res. Development - Communication / Relationship building	School Year	\$2,000
Homecoming Celebration for 110/50 year	October 2014	\$8,000
Ongoing Classroom Technology Upgrades	June/July 2014	\$ 25,000
Total		\$300,000

REVENUE		RAISE
2013-14 Fundraising Revenue - Rollover		\$82,000
2014-15 Fundraising Revenue		\$118,000
AAF Match		\$100,000
Total		\$300,000

FUTURE PROJECTS	WHEN	RAISE
Master Plan Phase 1		
Master Plan Phase 2		
Master Plan Phase 3		
Total		\$