

Madison Academy School Enhancement Plan 2015-16

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.

*Revised:
9/8/15*

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

QUICK FACTS

Opening Enrollment	95
Full-time faculty and staff	14
Faculty-to-student ratio	1:11
Typical class size	20
Faculty certification	100%
Boys	60
Girls	40
Dorm students	0
Community students	100
International students	0
Tuition	\$8950- \$9950
Dorm + cafeteria	--
Fundraising goal	\$200,000

FOCALPOINTS

1. Protect and enhance campus ministry programming in light of growing co- and extra-curricular programs (Standard 1)
2. Concentrate professional development on differentiated instruction (Standard 2)
3. Separate the books of the Linen Service and the Academy to improve financial management of both entities (Standard 5)
4. Develop and determine phases of a Master Plan (Standard 6)
5. Follow the marketing / public relations / retention / recruitment plan (Standard 8)
6. Re-engage alumni and grow the Resource Development / Advancement program (Standard 9)

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.

2015-16 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

⦿ FOCALPOINT: CAMPUS MINISTRY

- Improve collaboration between campus ministries and the SA and co-/extra-curricular groups in scheduling events for a more spiritual component to existing activities and available time to hold new ones.
- Identify, train, and mentor student leaders in a variety growing campus ministries, for example: Bible Study, small groups, praise team, big-brother/sister, activities and program planning, etc.
- Continue the contract with the professional family/adolescent counselor for a regularly scheduled times each week and increase time if the need arises.

3 – 5 YEAR PROJECTION

- Create a campus ministries venue / hangout place on campus

FUNDING NEEDS

Campus Ministry Programs	\$2000
Counseling Services	\$7500

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.

2015-16 OBJECTIVES

With nine full-time faculty members and an enrollment of 100, our faculty-student ratio is 1:11. This year we will refine and protect the use of faculty meetings for the purpose of:

- professional development discussions
- curriculum mapping and collaboration
- differentiated instruction, and
- technology training

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 2016
- Professional Learning Communities and full faculty meetings will concentrate on improving differentiated instruction techniques in each classroom
- Utilize the Renaissance Network instructional support team to develop a plan that assists teachers in using standard-based instruction to differentiate learning.

3 – 5 YEAR PROJECTION

- Add part-time student support / tutoring services to assist students specifically in the areas of reading and math
- Add a part-time ESL teacher should international student enrollment necessitate it

FUNDING NEEDS

Professional Development	\$18,000
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3 — Academics

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

2015-16 OBJECTIVES

This year we will:

- Achieve 100% of teachers completing yearly lesson plans and alignment with NAD standards
- Address learning styles and challenges in each content through differentiated instruction as well as other means
- Participate in Southern Union Professional Learning Communities for each subject area
- Share and evaluate assessment data from Aspire and ACT with Renaissance Network schools
- Study standardized testing data both internally and with SDA feeder elementary schools to guide curricular and instructional improvement
- Hold student/teacher conferences following the results of standardized testing
- Employ the NAVIANCE program for college/career counselor
- Refine the career education and pathways curriculum structures utilizing the NAVIANCE program
- Add study skills one-week course to the summer academic courses offered and to the Freshmen course schedule

3 – 5 YEAR PROJECTION

- Establish an ESL program

FUNDING NEEDS

Professional Learning Communities	\$1,500
Naviance	\$3,000

4 — Co-curricular Programming

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

2015-16 OBJECTIVES

This year we will:

- Address the ongoing “growing pains” of the two-year old interscholastic sports program
- Work to better solidify and communicate specific event details from every department and class 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, churches) and the transportation needed for this to be successful
- Transition the ASSIST program management and fundraising from the local church to the Academy

3 – 5 YEAR PROJECTION

- Increase student job opportunities without over staffing current jobs/departments

FUNDING NEEDS

Student Job Opportunity / Work Grant	\$6,000
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Athletic Equipment and Program Enhancement	\$5,000
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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 in the appendix.

2015-16 OBJECTIVES

This year we will:

- Closely monitor and adjust the existing business plans for both the Linen Service and rental properties to ensure that they are viable and useful to the goals of Madison Academy
- Sustain the Lunch-on-Me Program

BUDGET ASSUMPTIONS

- 100 students
- \$70,000 scholarship allocation (*up \$5000 from last year*)
- \$30,000 scholarship funds from SU endowment for work-matching program
- Fully-funded School Enhancement Plan

FOCALPOINT: SEPARATE THE FINANCIAL RECORDS OF THE LINEN SERVICE AND ACADEMY

- Improve financial management and ongoing evaluation of the Laundry and Academy by maintaining independent financial records for each entity.
- Provide adequate staffing in the school business office to allow for increased work load as financial records are separated.

3 – 5 YEAR PROJECTION

- Fund depreciation at Linen Service
- Create operating capital

FUNDING NEEDS

Scholarships	\$70,000
Lunch on Me	\$3000

6 — Safety, Facility, and Grounds

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

2015-16 OBJECTIVES

This year we will:

- Complete a systematic bi-weekly walk of campus with administrative and plant management team
- Improve lighting on campus
- Improve campus and building signage
- Improve audio in chapel

FOCALPOINT: MASTER PLAN

- Discuss the master plan findings and determine phases for the entire project, including remodel of current science classrooms, STEM Center construction, roadways, parking, fencing, signage, landscaping, library/student center remodel, 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
- Remodel library to include student center components
- Begin development of the next phase of the master plan

FUNDING NEEDS

Signage	\$10,000
Chapel Audio	\$5,000
MP Phase 2: Science/Math Renovation	\$100,000
Master Planning Services	\$20,000
Master Plan Phase 3	TBD

7 — Networking

Renaissance Network schools share ideas with each other for optimal operations and educational improvements.

2015-16 OBJECTIVES

This year we will:

- Participate in the Principals' Workshop(s) hosted by RN
- Participate in Southern Union Professional Learning Communities for each subject area
- Participate in monthly Renaissance Network conference call and the development of the “RN Experience” for students, staff and the community.
- Attend the SDE Differentiated Conference in July 2016

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.

2015-16 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 worship, 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

- Be intentional about hospitality with all guests
- 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, and Adventist values
- Communication from teachers and class sponsors appears to be the most important area to "improve our service"

3 – 5 YEAR PROJECTIONS

- Increase enrollment

FUNDING NEEDS

Marketing, PR, Recruitment, and Retention	\$8,000
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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.

2015-16 OBJECTIVES

This year we will:

- Nurture relationships with MA Alumni through regular communication
- Engage Madison College alumni in a shared history with the Academy

FOCALPOINT: ADVANCEMENT OFFICE GROWTH PLAN

- Utilize the Renaissance Network fundraising coach to train school board members and administrators, build capacity in the fundraising program, and develop a plan for recruiting a fundraising professional.
- Continue implementing the following steps to gain momentum in 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
 - Develop and provide to donors a list/catalog of projects/needs at various cost levels

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	\$4,000
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10 — Technology and Support

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

2015-16 OBJECTIVES

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 management software and online learning sites
- Purchase new iPads and cases
- Invest in a classroom set of Bluetooth keyboards to be checked out from library

3 – 5 YEAR PROJECTIONS

- This area is in development

FUNDING NEEDS

Technology	\$20,000
Comcast Business	\$2500

STAFFING PLAN

ADMINISTRATION	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
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KRIS FUENTES

DEG Ed.S., Education	Principal	Student Association	Differentiated Instruction	\$1800
FTE Admin 90% Teach 5%		Admin. Council	Prof Learning Community	\$145
CERT PROF Admin., English, Business		Academic Standards Health and Safety Marketing / PR Alumni Association		

DAN JOHNSON

DEG MBA	Business Manager	Acros		
FTE Business 50%, Linen Ser 20%, Rent. Prop. 15%, Teach 15%	Hon. Pers. Finance	SA Co-Sponsor		
CERT none		Admin Council Health and Safety Com		

KAREN HAMBERGER

DEG MA	Registrar	Alumni Association	Differentiated Instruction	\$1800
FTE Support 100%	Academic Counseling	Marketing / PR	Prof Learning Community	\$145
CERT DES SUBJ, COUNSELOR EDU Comp. Applications, Office Management	Student Support Services	Admin Council Class Co-Sponsor Acad. Standards Co.		

FACULTY	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
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ALEX ADAMS

DEG MA	Algebra 1A	Athletic Director	Differentiated Instruction	\$1800
FTE Teach 100%	Algebra 1B	Basketball Coach	Prof Learning Community	\$145
CERT COND Phys Ed and General Science; Jr. Academy Math, History, and English	Geometry 1A PE B'Ball/V'Ball Skills			

JULIE ESTELLA

DEG AA	Art		Prof Learning Community	\$145
FTE Teach 15%				
CERT DES SUBJ Art				

DIANA HARDIN

DEG MA	English 1, 2, 3, 4	Class Co-Sponsor	Differentiated Instruction	\$1800
FTE Teach 100%	Comp 101	Nat. Honor Society	Prof Learning Community	\$145
CERT STANDARD English	Life Skills			

DON HARVEY

DEG MS	Anat. & Physiology	Class Co-Sponsor	Differentiated Instruction	\$1800
FTE Teach 100%	Honors Chemistry	Academic Standards Committee	Prof Learning Community	\$145
CERT PROF Biology, Chemistry and Mathematics	Honors Physics Survey of Chemistry			

ANDREW JAMIESON

DEG BA	Religion 1, 2, 3, 4	Class Sponsor	Differentiated Instruction	\$1800
FTE Teach 100%	US History	Campus Ministries	Prof Learning Community	\$145
CERT STANDARD Religion and History	Chaplain	MGM Sponsor		

RAPHAN LEY

DEG BS	Biology	Class Co-Sponsor	Differentiated Instruction	\$1800
FTE Teach 100%	Physical Science		Prof Learning Community	\$145
CERT DES SUBJ Gymnastics COND Biology and Chemistry	Health (S2) Acros; Fitness; PE			

D.J. MCKENZIE

DEG	BA	Computer Lit (S1)	Class Co-Sponsor	Differentiated Instruction	\$1800
FTE	Teach 50%, Support 50%	Religion 3	IT Director	Prof Learning Community	\$145
CERT	STANDARD Religion and Jr. Academy English, History Computers, Drama, Religion	Pathways Film Editing Comp. Programming			

WAYNE MOSHER

DEG	MA	Algebra 1, 2	Class Sponsor	Differentiated Instruction	\$1800
FTE	Teach 100%	Geometry	Academic Standards	Prof Learning Community	\$145
CERT	PROF Mathematics and Chemistry	Honors Pre-Calculus AP Calculus AB Survey of Math	Committee		

MICHAEL PICHETTE

DEG	BA	Band		Prof Learning Community	\$145
FTE	Teach 15%				
CERT	STANDARD Music				

KEVIN RAMKISSOON

DEG	MA	Geography (S1)	Class Co-Sponsor	Differentiated Instruction	\$1800
FTE	Teach 100%	World History	Academic Standards	Prof Learning Community	\$145
CERT	PROF History, English, Library Science	Adv US History Gov't/Economics World Wars Art History	Committee Admin. Council Acad. Standards Co		

GLORIA SUTHERLAND

DEG	BS	Treasurer	Student Association		
FTE	Linen Ser 60%, Rent. Prop. 10%, Treasury 21%, Teach 9%	Personal Finance	Bus Driver		
CERT	STANDARD Business Admin. IC3 Certification		Admin. Council		

WALDEMAR WENSELL

DEG	MMu	Choir		Prof Learning Community	\$145
FTE	Teach 75%	Spanish 1, 2			
CERT	PROF Music, DES SUBJ Spanish				

STAFF	PRIMARY	CO-CURRICULAR	PROFESSIONAL DEV	COST
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MARYANN MONROE

DEG	BA	Attendance	Yearbook		
FTE	Support 50%	Reception			
CERT	None	Secretary			

FRANKLIN CANAS

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

GEORGE CARPENTER

DEG	BS in Business Management	Linen Services	Health and Safety		
FTE	Linen Serv. 100%,		Committee		
CERT			Bus Driver		

DAVID HAMBERGER

DEG	MA	Librarian	Study Halls	Prof Learning Community	\$145
FTE	Support 100%		Testing Coordinator		
CERT	PROF Library, Comp. Science, Religion and History		Web Master Nat. Honor Society		

JERRY MANGRUM

DEG	Reg. Laundry & Linen Director	Linen Services	Health and Safety		
FTE	Laundry 85%, Support 15%	General Manager	Bus Driver		
CERT	None				

TRINA WARE

DEG	BA	Attendance			
FTE	Support 50%	Reception			
CERT	None				

BUDGET SYNOPSIS 2015-1016	
INCOME	
Tuition	\$ 89,000.00
Entrance Fees	\$ 50,000.00
Miscellaneous Income (fees, bus, etc.)	\$144,255.00
KY-TN Subsidy	\$ 400,000.00
KY-TN Touch the Future Sabbath Offering	\$12,500.00
Offerings & Donations	\$ 40,700.00
Linen Services	\$ 2,043,304.87
Rental Income	\$ 223,200.00
Released From Restricted (Worthy Student Funds)	\$ 70,000.00
Investment Earning	\$600.00
Total Income	\$ 3,883,559.87
EXPENSE	
Instructional / Administrative Payroll	\$ 702,277.00
Instructional Expenses	\$ 490,682.39
Maintenance & Utilities	\$ 198,078.33
Administration (paper, postage, phone, etc.)	\$123,040.01
Worthy Student	\$100,000.00
Linen Services Payroll & Expense	\$ 2,035,769.48
Rental Properties Payroll & Expense	\$ 222,738.75
Total Expenses	\$3,872,585.96
Net Income (Loss)	\$ 12,823.91

TUITION AND FEES 2015-2016	
Tuition	\$9950.00
Tuition – SDA Subsidized	\$8950.00
Application Fee	\$25.00
Re-Enrollment Fee	\$15-25
Registration / Entrance Fee	\$500.00
Lab Fees (science students)	\$50.00
iPad	Included in tuition

FUNDRAISING PROJECTS 2015-2016	WHEN	RAISE
Campus Ministries Events and Programs; Leadership Training	School Year	\$2000
Counseling Services	School Year	\$7500
Professional Development / Differentiated Instruction	July 2016	\$18,000
Professional Learning Communities	School Year	\$1500
Naviance Program	School Year	\$3000
Student Job Opportunity Growth – Employment Grant	School Year	\$6,000
Athletic Equipment and Program Enhancement	School Year	\$5000
Worthy Student Scholarships	School Year	\$70,000
Lunch on Me Program	School Year	\$3,000
Signage		\$10,000
Chapel Audio	School Year	\$5,000
MP Phase 2 - Math / Science Area Renovation	School Year	\$100,000
Master Planning Services (Rardin & Carroll)	Fall 2015	\$20,000
Master Plan – Phase 3	School Year	TBD
Marketing, Public Relations, Recruitment, and Retention	School Year	\$8,000
Advancement/ Res. Development - Communication / Relationship building	Fall 2015	\$4,000
Technology Upgrades	July / Aug. 2015	\$ 20,000
Comcast Business	September 2015	\$2500
Total		\$285,500

REVENUE		RAISE
2014-15 Fundraising Rollover		\$ 54,970
2015-16 Fundraising Goal		\$200,000
Renaissance Network		\$103,000
Total		\$357,970

FUTURE PROJECTS	WHEN	RAISE
Master Plan Phase 3		TBD
Master Plan Phase 4		
Master Plan Phase 5		
Total		\$