



# SCHOOL ENHANCEMENT PLAN

## 2017-18 SCHOOL YEAR

VOTED March 2, 2017

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

### MISSION

Rooted in a tradition of purpose, Madison Academy exists to equip high school students to be **inspired Seekers**, **empowered Scholars**, and **devoted Servants** rising to the challenges of the 21<sup>st</sup> Century by developing the skills that improve the quality of the family, the community, and the workforce.

### VISION

Our students leave Madison Academy positioned to thrive in college, career, and life through the embodiment of seven Core Characteristics which are infused in our curriculum and culture.

### CORE CHARACTERISTICS

Communication, Collaboration, Critical-thinking, Creativity, Confidence, Compassion, and Christ-likeness

### QUICK FACTS

Current Enrollment	93
Full-time Staff	12
Faculty-to-student ratio	1:8
Typical class size	20
Faculty certification	100%
Boys	45
Girls	48
Community students	93
Proposed Tuition	\$10,450
Proposed Tuition (SDA-subsidized)	\$9450
Annual Fundraising Goal	\$350,000

### SWOT AT A GLANCE

- Strength
  - Family-like atmosphere
  - Emphasis on community service and outreach
  - Genuinely caring educational team
  - Supportive and active school board
- Weakness
  - The need for STEM classrooms
  - The need for greater diversity in our educational personnel
  - The challenges with meeting the variety of needs in our student population
- Opportunity
  - To launch a capital campaign for a STEM wing
  - To provide professional development intentionally focused on the seven core characteristics
- Threat
  - Establishing our unique place in the parochial educational landscape of North Nashville

## OPERATING PRIORITIES FOR 2017-2018

The following five initiatives require priority focus at Madison Academy during the 2017-2018 school year. While the school will continue to provide excellent programs in other areas, these key initiatives will be addressed by administration, the faculty and staff, the Board of Directors, and the Renaissance Network. A more detailed version of these plans for completing these initiatives (including additional action steps, timeline, resources, and measurements) is available.

PRIORITY	ACTION STEPS
<b>Infuse the school’s mission, vision, and seven core characteristics into the curriculum, instruction, and assessment strategies</b>	<ol style="list-style-type: none"> <li>1. Amend yearly scope &amp; sequence plans / curriculum maps to address intentional strategies for teaching the 7CCs.</li> <li>2. Schedule, plan, and implement specific major course/team/class projects and events designed to cultivate 7CCs.</li> <li>3. Embed the 7CCs, 3Ss, and other related vocabulary as common jargon to reinforce mission / vision.</li> <li>4. Develop a tool for student self-evaluation of 7CCs and implement it at least twice annually.</li> <li>5. Revise the teacher professional growth and development plan process to marry with the mission and vision focus.</li> <li>6. Improve student learning and engagement through design and implementation of intentional curriculum, varied instruction, purposeful assessment, and an inclusive classroom culture.</li> <li>7. Allocate significant resources to instructional leadership.</li> <li>8. Evaluate and formalize a college and career counseling program including: team member job descriptions, course curriculum, and schedule.</li> </ol>
<b>Imprint the school’s mission, vision, and seven core characteristics into the campus culture.</b>	<ol style="list-style-type: none"> <li>1. Support students in the development and implementation of their own individualized service plans.</li> <li>2. Address the need for understanding historical context and practicing cultural sensitivity to advance the relationships, achievement, and attendance of minority students.</li> <li>3. Cultivate a mentoring program with adult volunteers.</li> <li>4. Achieve a balance between the co-curricular programs as it relates to the school calendar, schedule, and resources.</li> </ol>

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**Develop and document an organizational structure Academy and Linen Service**

1. Revise and approve a new Constitution and Bylaws that addresses the changes in Board structure.
2. Revise and receive school board approval on a formal emergency preparedness plan.
3. Formalize an agreement between the School, Conference, and Linen Service that outlines roles and responsibilities for the efficiency management and operations of the Linen Service.

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**Support and Expand the Activities of the Advancement Office**

1. Develop viable fundraising plan for the school, and establish a systematic approach for establishing fundraising goals and evaluating outcomes.
2. Create systems, policies and procedures to accommodate increased fundraising activities (i.e. record keeping, acknowledgements, and stewardship).
3. Prepare school leaders, board members and other key stakeholders to be actively engaged in the school's fundraising efforts through training events and planning (include current board list).
4. Conduct annual performance evaluation of the development program and revise as needed.

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**Engage support for the Master Facility Plan and implement the next phases.**

1. Retain a third party consultant to complete a feasibility study to assess donor support for the plan. (Cost borne by Renaissance Network).
2. Review, modify and approve the Master Facility Plan based on feasibility study results.
3. Develop a fundraising plan for a comprehensive capital campaign and provide donors with a list/ catalog of projects and programs at various cost levels.
4. Develop all aspects of a capital campaign including necessary fundraising materials, committees, timelines and action plans.

## STAFFING PLAN

ADMINISTRATION	PRIMARY	CO-CURRICULAR
<b>KRIS FUENTES</b>		
DEG Ed.S.	Principal	Admin. Council
FTE Admin 100%		Academic Standards
CERT PROF Admin., English, Business		Student Gov't Co-Sponsor
		Health and Safety
		Marketing / PR
		Advancement / Alumni
<b>DAN JOHNSON</b>		
DEG MBA	Business Manager	Acros
FTE Business 58%, Linen Ser 20%, Rent. Prop. 15%, Teach 7%	DE Pers. Finance (1 sem)	Class Co-Sponsor
CERT none		Admin Council
		Health and Safety Com
<b>KAREN HAMBERGER</b>		
DEG MA	Registrar	Admin Council
FTE Support 100%	Academic Interventions	Acad. Standards Co.
CERT DES SUBJ, COUNSELOR EDU Comp. Applications, Office	Attendance	Title 1 Liason
	Serv. Lrng Documentation	Class Co-Sponsor
<b>TALEAH VALLES-PETERS</b>		
DEG BA	Development Director	Recruitment
FTE 100%	Alumni	Student Gov't Co-Sponsor
CERT None	Newswriting ( <i>Elective</i> ) Class	
<b>FACULTY</b>		
<b>ALEX ADAMS</b>		
DEG MA	Algebra 1	Class Co-Sponsor
FTE Teach 100%	Algebra 1B	MCE PK - 2 <sup>nd</sup> Gr. PE
CERT PROF Phys Ed and General Science; Jr. Academy Math, History, English	Geometry 1A	
	Survey of Math	
	Fit for Life	
<b>JENNI ADAMS</b>		
DEG MSW	Spanish 1 & 2	
FTE Teach 33%		
CERT COND Spanish		
<b>DANIEL BONDACZUK</b>		
DEG MA Music	Choir	Worship Ministry
FTE Teach 50%	Band	
CERT COND Music	Praise Team	

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JULIE ESTELLA

DEG AA Art  
 FTE Teach 15%  
 CERT DES SUBJ Art

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DIANA HARDIN

DEG MA English 1, 2, 3, 4 Class Co-Sponsor  
 FTE Teach 100% DE Comp 101  
 CERT STANDARD English Life Skills (1 sem)  
 Handbells

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DON HARVEY

DEG MS Integrated Science (2 sections)  
 FTE Teach 60% Chemistry  
 CERT PROF Biology, Chemistry and  
 Mathematics

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ANDREW JAMIESON

DEG BA Religion 1, 2, 3, 4 Student Gov't Co-Sponsor  
 FTE Teach 100% Chaplain MGM Sponsor  
 CERT STANDARD Religion and History Fitness (co-teacher) Serv Learning Coordinator

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RAPHAN LEY

DEG BS Biology Class Co-Sponsor  
 FTE Teach 100% Life Skills (1 sem)  
 CERT DES SUBJ Gymnastics Health (1 sem)  
 COND Biology and Chemistry Across  
 Fitness  
 PE 1 & 2 (1 sem ea.)

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D.J. MCKENZIE

DEG BA Computer Lit (1 sem x 2) Class Co-Sponsor  
 FTE Teach 60%, Support 40% World History IT Director  
 CERT STANDARD Religion and Jr. Academy Pathways MCE STEAM (1 hr/wk)  
 English, History Drama  
 Computers, Drama, Religion AV Production

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WAYNE MOSHER

DEG MA Algebra 1, 2 Class Co-Sponsor  
 FTE Teach 100% Geometry Acad Standards Comm  
 CERT PROF Mathematics and Chemistry DE Pre-Calculus  
 AP Statistics  
 Survey of Chemistry

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KEVIN RAMKISSOON

DEG	MA	Geography (1 sem x 2)	Class Co-Sponsor
FTE	Teach 100%	AP European History	Acad Standards Comm.
CERT	PROF History, English, Library Science	US History & AP Gov't/Economics Art History	

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GLORIA SUTHERLAND

DEG	BS	Treasurer	Class Co-Sponsor
FTE	Linen Ser 60%, Rent. Prop. 10%, Treasury 23%, Teach 7%	Personal Finance	Bus Driver
CERT	STANDARD Business Admin. IC3 Certification		Admin. Council

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**STAFF**

**PRIMARY**

**CO-CURRICULAR**

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MARYANN MONROE

DEG	BA	Attendance
FTE	Support 50%	Reception
CERT	None	Yearbook

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FRANKLIN CANAS

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

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DAVID HAMBERGER

DEG	MA	Librarian	Naviance Coordinator
FTE	Support 80%	Lng Commons Supervisor	Testing Coordinator
CERT	PROF Library, Comp. Science, Religion and History	Test Prep Course AP Test Prep	Web Master NHS Sponsor

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JEREMY PERKINS

DEG	MS	Athletic Director
FTE	15%	
CERT	PROF K-12 Physical Educ., Health	

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JERRY MANGRUM

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

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TRINA WARE

DEG	BA	Attendance
FTE	Support 50%	Reception
CERT	None	

## 2017-2018 SCHOOL CALENDAR AT A GLANCE

<b>August</b>	1	Teachers Report
	8	Freshmen Orientation
	9	First Day of Classes
	20-21	Student/Staff Retreat at ICC
<b>September</b>	4	Labor Day: No Classes
<b>October</b>	6	End of First Quarter
	13-14	Alumni Weekend
	19-20	Fall Break: No Classes
	28	Octoberfest
<b>November</b>	22-26	Thanksgiving Vacation: No Classes
<b>December</b>	20	End of First Semester
	21 - Jan 2	Christmas Vacation: No Classes
<b>January</b>	3	Second Semester Begins
	15	MLK Day: No Classes
<b>February</b>	16-19	Presidents' Day Long Weekend: No Classes
<b>March</b>	5-9	Spring Break: No Classes
	2	End of Third Quarter
<b>April</b>	7 -13	Senior Class Trip
	12-13	April Break: No Classes
<b>May</b>	17	Finals and Class Night
	18	Finals & End of 2 <sup>nd</sup> Semester
	18	Consecration
	19	Commencement
1 <sup>st</sup> Semester		90 days
2 <sup>nd</sup> Semester		88 days
Professional Development		<u>2 days</u>
Total		180 days

## BUDGET SYNOPSIS 2017-2018

### Assumptions

- ✓ 90 students (3 @ non-SDA rate)
- ✓ Tuition increase of 2.7%
- ✓ 12 FTEs, 3 PT Faculty, 1 FT hourly, and 3 PT hourly

<b>Income</b>	
Tuition	857,250
Entrance Fees	45,000
Miscellaneous Income (fees, bus, etc.)	229,485
KY-TN Subsidy	377,000
KY-TN Advance (2%) & Touch the Future Offering	33,000
Offerings & Donations	37,500
Rental Income	217,200
Released From Restricted (Worthy Student Funds)	70,000
Investment Earning	900
<b>Total Income</b>	<b>\$ 1,867,335</b>
<b>Expense</b>	
Instructional / Administrative Payroll	713,748
Instructional Expenses	460,997
Maintenance & Utilities	198,840
Administration (paper, postage, phone, etc.)	153,888
Worthy Student	100,000
Rental Properties Payroll & Expense	215,578
<b>Total Expenses</b>	<b>\$1,843,051</b>
Net Transfer	750
<b>Net Income (Loss)</b>	<b>\$ 23,534</b>

<b>TUITION AND FEES 2017-2018</b>	
Tuition	\$10,450
Tuition - SDA Subsidized	\$ 9450
Application Fee	\$25
Re-Enrollment Fee	\$15-25
Registration / Entrance Fee	\$500
Activity Fees	See financial brochure
iPad	Included in tuition



## SCHOOL ENHANCEMENT PROJECTS FOR 2017-2018

<b>MADISON ACADEMY FUNDRAISING PROJECTS</b>	<b>ESTIMATE</b>
1 Student Leadership Training	\$2,000
1 Counseling Services	\$10,000
2 Professional Development & PLCs	\$10,000
3 Initiatives /Projects for 7 Core Characteristics	\$10,000
4 Student Job Opp Growth/ Employment Grant	\$10,000
5 Worthy Student Work-Matching Scholarships	\$70,000
6 Bathroom Remodel ( <i>on Humanities wing</i> )	\$10,000
6 Lunchroom Remodel	\$75,000
6 Air Socks for Gymnasium	\$10,000
8 Marketing, PR, Recruitment, and Retention	\$10,000
8 Two 12-passenger Vans	\$50,000
10 Technology Upgrades	\$8,000
 TOTAL	<hr/> \$275,000

<b>RENAISSANCE NETWORK FUNDED PROJECTS</b>	<b>ESTIMATE</b>
3 Naviance Program	TBD
9 Advancement/ Res. Development/Alumni Office	\$84,000
2 Prof. Development for Administrative Team	TBD
Other Projects as determined necessary by RN Project Manager	
TOTAL	<hr/> TBD

<b>COMPREHENSIVE CAPITAL CAMPAIGN</b>	<b>ESTIMATE</b>
6 Field House and Patio on Ball Field	
6 Founders Pavilion	
6 STEM Wing (10,300 sq ft)	
9 Endowment	
6 Front portico and connecting sidewalks	
TOTAL	<hr/> TBD

Renaissance Network Core Standards: *(The numbers in the left column above refer to the following standards.)*

- |                              |                               |                                       |
|------------------------------|-------------------------------|---------------------------------------|
| 1 = Spiritual Atmosphere     | 5 = Business Principals       | 8 = Marketing and Community Relations |
| 2 = Faculty and Staff        | 6 = Safety, Facility, Grounds | 9 = Advancement                       |
| 3 = Academics                | 7 = Networking                | 10 = Technology and Support           |
| 4 = Co-Curricular Programing |                               |                                       |