



SCHOOL ENHANCEMENT PLAN

2016-17 SCHOOL YEAR

VOTED 5/12/16

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.

VISION

To become an inspired **seeker**, empowered **scholar**, & devoted **servant**.

MISSION

To continually develop the essential skills of: compassion, communication, collaboration, critical-thinking, creativity, and confidence.

CORE VALUES

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

QUICK FACTS

Current Enrollment	95
Full-time Staff	14
Faculty-to-student ratio	1:11
Typical class size	20
Faculty certification	100%
Boys	55
Girls	40
Dorm students	0
Community students	95
Proposed '16-17 Tuition	\$9200-\$10,250
Fundraising Goal	\$250,000
Master Facility Plan Goal	\$5.5 mil

SWOT AT A GLANCE

Strength	Our family-like atmosphere and genuinely caring educational team
Weakness	The need for a STEM center, campus “living room,” and cafeteria
Opportunity	To launch and implement a renewed school vision centered on servant leadership and its essential qualities and skills.
Threat	The challenges of remaining relevant in changing times and meeting the diverse needs of our student population

OPERATING PRIORITIES FOR 2016-2017

The following four initiatives require priority focus at Madison Academy during the 2016-2017 school year. While the school will continue to provide excellent programs in other areas, these key initiatives will be addressed by administration, the Board of Directors, and the Renaissance Network.

PRIORITY	ACTION STEPS
Re-energize around the school's new vision	<ol style="list-style-type: none"> 1. Create an intentional academic program: <ol style="list-style-type: none"> a. Acquire a common language for having meaningful discussions about Servant Leadership skills (compassion, communication, collaboration, creativity, critical-thinking, and confidence). b. Focus on student learning by designing curriculum, instruction, and assessment strategies and creating a classroom culture that fulfills the promise in individual students. c. Establish a process for evaluating quality accomplishment of the school's vision. 2. Cultivate a spiritual, relevant, and vibrant school culture: <ol style="list-style-type: none"> a. Explore new ways of identifying and developing student leaders in a servant leadership model. b. Revitalize campus ministries as the premier student leadership team on campus. c. Support students in the development and implementation of their own individualized service plans. d. Achieve a balance between the co-curricular programs as it relates to the school calendar, schedule, and resources. 3. Convey the school's vision in all communications, church and community relations, internal activities and external programs. 4. Create a school "living room" and campus ministries office by renovating the library area into a learning commons.
Develop and document an organizational structure for business office and linen service	<ol style="list-style-type: none"> 1. Complete an assessment of the policies, procedures, and financial operations of the business office. <ol style="list-style-type: none"> a. Assess the chart of accounts and make revisions to improve financial reporting. b. Create a written policy /procedure manual for the business office, including a policy for awarding and budgeting student scholarships. 2. Relocate the Business Office in accordance with the Facility Master Plan and ensure the new space is arranged for maximum productivity, efficiency of operations, and customer service. 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.

Establish and Staff an Advancement Office

1. Establish a staffing plan for the Advancement Office that ensures at least one full-time position is devoted to fundraising.
2. Develop viable fundraising plan for the school, and establish a systematic approach for establishing fundraising goals and evaluating outcomes.
3. Develop systems to accommodate increased fundraising activities (i.e. donation records, donor appreciation process).
4. Prepare school leaders, board members, and other key stakeholders to be actively involved in the school's fundraising efforts through training events and focused planning.

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

1. Review and approve the Master Facility Plan design.
2. Retain a third party consultant to complete a feasibility study to assess donor support for the plan. (Cost borne by Renaissance Network).
3. Develop and provide donors with a list / catalog of projects 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
KRIS FUENTES			
DEG	Ed.S.	Principal	Admin. Council
FTE	Admin 100%		Academic Standards
CERT	PROF Admin., English, Business		Campus Ministries
			Health and Safety
			Marketing / PR
			Advancement / Alumni
DAN JOHNSON			
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
KAREN HAMBERGER			
DEG	MA	Registrar	Alumni Association
FTE	Support 100%	Academic Counseling	Marketing / PR
CERT	DES SUBJ, COUNSELOR EDU Comp. Applications, Office	Student Support Services	Admin Council
			Class Co-Sponsor
TALEAH VALLES-PETERS			
DEG			
FTE			
CERT			
FACULTY		PRIMARY	CO-CURRICULAR
ALEX ADAMS			
DEG	MA	Algebra 1	Athletic Director
FTE	Teach 100%	Algebra 1B	Coach
CERT	PROF Phys Ed and General Science; Jr. Academy Math, History, English	Geometry 1A PE 1 & 2 (1 sem ea.) Basketball Skills	
JENNI ADAMS			
DEG	MSW	Spanish 1 & 2	
FTE	Teach 50%		
CERT	COND Spanish		
DANIEL BONDACZUK			
DEG	MA Music	Choir	Worship Ministry
FTE	Teach 50%	Band	
CERT	COND Music	Praise Team	

JULIE ESTELLA

DEG AA Art
 FTE Teach 15%
 CERT DES SUBJ Art

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

DON HARVEY

DEG MS Integrated Science Class Co-Sponsor
 FTE Teach 100% Survey of Chemistry Academic Standards
 CERT PROF Biology, Chemistry and Mathematics Chemistry Committee
 Physics

ANDREW JAMIESON

DEG BA Religion 1, 2, 3, 4 Campus Ministries
 FTE Teach 100% Chaplain MGM Sponsor
 CERT STANDARD Religion and History

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 Acros; Fitness; PE

D.J. MCKENZIE

DEG BA Computer Lit (1 sem x 2) Class Co-Sponsor
 FTE Teach 50%, Support 50% Religion 4 IT Director
 CERT STANDARD Religion and Jr. Pathways
 Academy English, History Drama
 Computers, Drama, Religion Video Editing

WAYNE MOSHER

DEG MA Algebra 1, 2 Class Co-Sponsor
 FTE Teach 100% Geometry Academic Standards
 CERT PROF Mathematics and Chemistry DE Pre-Calculus Committee
 AP Calculus AB
 Survey of Math

KEVIN RAMKISSOON

DEG MA Geography (1 sem x 2) Class Co-Sponsor
 FTE Teach 100% World History & Advanced Academic Standards
 CERT PROF History, English, Library Science US History & Advanced Committee
 Gov't/Economics Admin. Council
 Art History Acad. Standards Co

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

STAFF

PRIMARY

CO-CURRICULAR

MARYANN MONROE

DEG	BA	Attendance
FTE	Support 50%	Reception
CERT	None	Yearbook

FRANKLIN CANAS

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

DAVID HAMBERGER

DEG	MA	Librarian	Study Halls
FTE	Support 80%		Testing Coordinator
CERT	PROF Library, Comp. Science, Religion and History		Web Master
			Nat. Honor Society

JERRY MANGRUM

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

TRINA WARE

DEG	BA	Attendance
FTE	Support 50%	Reception
CERT	None	

BUDGET SYNOPSIS 2016-2017

Assumptions

- ✓ 96 students (4 @ non-SDA rate)
- ✓ Tuition increase of 3%
- ✓ 13 FTEs, 2 PT Faculty, 1 FT hourly, and 3 PT hourly

Income	
Tuition	891,150
Entrance Fees	48,000
Miscellaneous Income (fees, bus, etc.)	147,715
KY-TN Subsidy	400,000
KY-TN Touch the Future Sabbath Offering	12,500
Offerings & Donations	40,700
Linen Services	2,595,222
Rental Income	229,800
Released From Restricted (Worthy Student Funds)	70,000
Investment Earning	900
Total Income	\$ 4,435,987
Expense	
Instructional / Administrative Payroll	761,757
Instructional Expenses	406,958
Maintenance & Utilities	192,214
Administration (paper, postage, phone, etc.)	135,258
Worthy Student	100,000
Linen Services Payroll & Expense	2,523,363
Rental Properties Payroll & Expense	227,770
Total Expenses	\$ 4,347,320
Net Transfer	750
Net Income (Loss)	\$ 89,417

TUITION AND FEES 2016-2017	
Tuition	\$10,250
Tuition - SDA Subsidized	\$ 9200
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 2016-2017

MADISON ACADEMY FUNDRAISING PROJECTS		ESTIMATE
1	Student Leadership Training	\$2,000
1	Campus Ministries Initiatives	\$3,000
1	Counseling Services	\$7,500
2	Professional Development & PLCs	\$10,000
3	Servant Leadership Initiatives /Projects	\$10,000
4	Student Job Opportunity Growth/ Employment Grant	\$8,000
4	Athletic Equipment & Program Enhancement	\$5,000
5	Worthy Student Work-Matching Scholarships	\$70,000
6	Chapel Audio	\$5,000
6	A Apartment Parking Lot / Landscaping	\$8,000
6	Renovate the CM Office and Learning Commons	\$18,000
6	Relocate the Business Office	\$8,000
6	Door from Learning Commons to Admin Hall	\$10,000
6	Waterproof and repaint the south wall of gym	\$25,000
8	Marketing, PR, Recruitment, and Retention	\$5,000
8	Passenger Vehicle / Minibus	\$25,000
10	Technology Upgrades	\$5,000
	TOTAL	\$227,500

RENAISSANCE NETWORK FUNDED PROJECTS		ESTIMATE
2	Prof. Development for Principal & Business Manager	
3	Naviance Program	
9	Advancement/ Res. Development/Alumni Office	
9	Feasibility study for Facility Master Plan (by 3rd party)	
	Other Projects as determined necessary by Project Manager	
	TOTAL	TBD

MASTER FACILITY PLAN PROJECTS		ESTIMATE
6	STEM Wing (10,300 sq ft)	
6	Cafeteria & Dining Hall (6000 sq ft)	
6	Portico and connecting sidewalks	
6	Site work and Roadways	
6	Gym Addition (1800 sq ft)	
	TOTAL	TBD

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

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|------------------------------|-------------------------------|---------------------------------------|
| 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 | | |