



MADISON ACADEMY

SCHOOL ENHANCEMENT PLAN

2013-2016



MISSION:

“To do justly, love mercy, and walk humbly with thy God.” ~ Micah 6:8

CORE VALUES:

- K**nowledge
- P**robility
- I**ntegrity
- G**reatness
- H**umility
- T**houghtfulness
- S**ervanthood

HISTORY:

In 1904, acting on their convictions to educate and evangelize the South, Ellen G. White, P.T. Magan and E.A. Sutherland boarded Edson White’s river steamer, *The Morning Star*, on the Cumberland River near Nashville. They purchased the Nelson Farm and established a hospital and college. In the years that followed, other churches and institutions were formed following the educational-medical model.

When the college closed in 1964, the Kentucky-Tennessee Conference transitioned the school to an academy program. Building on our rich heritage, the school continues to provide a well-rounded education that enhances students’ mental, physical, social, and spiritual growth and development.

DATA ANALYSIS:

Madison Academy is committed to regular ongoing evaluation to ensure that it is achieving its mission. We utilize a variety of valuable data collection tools including, but not limited to:

Student Achievement	Perception	Self-Evaluation	Financial
<ul style="list-style-type: none"> • ITED standardized test scores • Student GPAs • Formative Assessment • Summative Assessment 	<ul style="list-style-type: none"> • Parent surveys • Student evaluation • Board surveys 	<ul style="list-style-type: none"> • Teacher • School Board • Student • Accreditation Self-Study 	<ul style="list-style-type: none"> • Annual Budget • Reserves • Industry • Property

STRATEGIC GOALS & OBJECTIVES:

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. This is an intentional effort to help every student achieve his/her greatest potential. In order to fulfill this mission, the school board, faculty, and staff seek continuous school improvement based on reliable research, sound principles of child development, and proven teaching techniques that increase student learning.

GOAL A: SCHOOL CULTURE**OBJ. 1: CAMPUS MINISTRY AND SERVICE LEARNING**

Foster a culture that encourages a growing relationship with Jesus Christ and prepares students to serve in their local and global communities

**OBJ. 2: ACADEMIC EXCELLENCE**

Improve student learning through enhanced instruction and professional development

**OBJ. 3: CO-CURRICULAR PROGRAMS**

Cultivate programs in music, art, and athletics to assist in development of the whole child

**OBJ. 4: TECHNOLOGY INTEGRATION AND ADVANCEMENT**

Follow a decision-making protocol when planning for advances in technology

GOAL B: FISCAL PLANNING**OBJ. 5: FINANCIAL ACCOUNTABILITY**

Create and maintain a balanced annual operating budget

**OBJ. 6: CAMPUS AND FACILITIES**

Maintain a safe, efficient, and aesthetic campus and facility

**OBJ. 7: WORK EXPERIENCE PROGRAM**

Sustain a viable work experience program where students develop appreciation for the dignity and blessing of work

**OBJ. 8: RESOURCE DEVELOPMENT**

Develop resources for scholarships and projects to ensure long-term viability and sustainability

GOAL C: MARKETING**OBJ. 9: RECRUITMENT AND RETENTION**

Pursue a comprehensive marketing and retention plan

**OBJ. 10: ALUMNI ASSOCIATION**

Engage alumni in curricular review, continued communication, and financial support

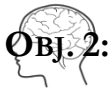
ACTION PLANS:

The Action Plans that follow are designed to provide a specific focus of attention toward the completion of our goals. Each one includes specific action steps, timelines, estimated costs, available resources, and assessments used to measure success. These plans are reviewed and revised annually.


OBJ. 1:
CAMPUS MINISTRY & SERVICE LEARNING

Foster a culture that encourages a growing relationship with Jesus Christ and prepares students to serve in their local and global communities

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Revise the mission statement & core values to better infuse it into the school culture <ul style="list-style-type: none"> • Student/Teacher Team brainstorming sessions • Student & Faculty vote to recommend • School Board approval 	Feb & Mar 2013 Fall 2013 Winter '13	\$0	Students Teachers Principal Prev. documents	Approval Observation Feedback
Develop a campus ministry leadership team	August 2013	\$2000	Chaplain Youth pastors Principal Students	Attendance Activities outcomes Team accountability Student survey
Begin a Big Brother/Sister connection between HS and elementary <ul style="list-style-type: none"> • Life Skills (10th) & 7th Grade • Add another grade if successful 	Fall 2013 Fall 2014	LS Budget	Teachers Elem Teachers Parents	Calendar Student Survey (PG)
Increase student-led campus ministry activities that are relationship-focused	Fall 2013	Existing budget	Youth pastor / Dept. Campus Ministry team	Attendance Student survey Calendar
Develop a praise team	Fall 2013	\$0	Pastors Community Musicians	Student survey Schedule
Investigate the possibility of adding a counselor to see students at least one afternoon a week.	Fall 2014		Local Adventist counselors	Feedback
Continue to refine the local outreach ministry and the global missions program, especially in the area of being "first-responders" to disaster	Ongoing	Varies with project/event	Conference Youth Local churches	Observation Calendar Student response
Increase communication of the campus ministry and outreach activities through newsletters, church bulletins, etc.	Ongoing	Existing budget	Principal's new Student writers Marketing Director	Feedback



OBJ. 2: ACADEMIC EXCELLENCE

Improve student learning through enhanced instruction and professional development

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Align the SDA standards with yearly lesson plans	By 1 st Qtr 2013-14	\$0	SDA & Common Core standards	Yearly lesson plans
Encourage and support on-going professional development	Annual & Ongoing	\$15-20,000/ annually	Funding Conferences Teacher participation	Professional activity credits
Develop principal-teacher collaboration through classroom supervision to enhance student learning	Annual & Ongoing	\$0	Time Observation tool	Classroom visitation schedule Teacher records
Demonstrate continuous improvement of curriculum delivery and student assessment	Annual & Ongoing	\$1000	Prof. Dev. funds Faculty meetings Technology Class Observation Time Substitute teachers	Teacher self-eval. Course/Teacher evaluations by students and by principal
Introduce summer program similar to SAU's "Smart Start" in math, language arts and study skills	Summer 2014	\$8000	Teaching faculty Pledged funds MA Alums/college stdts	Student data (ITED, ACT, PLAN, Explorer, & GPA) comparison
Study standardized testing data annually both internally and with SDA feeder elementary schools to guide curricular and instructional improvement	Annual & Ongoing	\$0	Testing data Testing coordinator Faculty meetings MCE, FHJ, RAE principals and teachers	Student data (ITED, ACT, PLAN, Explorer, & GPA) comparison Meeting minutes and revised Action Plans
Teach reading, study skills (organization, time-management, etc.) in each content area <ul style="list-style-type: none"> Begin with "Academic Boot Camp" for first week of school Ongoing as needed 	Aug 2013 Ongoing	\$0	Teachers Curriculum	Lesson Plans Test Scores Student assessment Feedback
Address learning styles and challenges in each content area	Annual & Ongoing	\$0	Professional development Faculty collaboration time Student Study Team	Lesson Plans Test Scores GPA Feedback
Maintain and recruit when needed a qualified, capable, and dedicated teaching faculty	Ongoing	As needed	KyTn Conf SDA Colleges NAD Jobline	Student test scores and GPAs, student survey, parent survey, teacher evaluations



CO-CURRICULAR PROGRAMS

Cultivate programs in music, art, and athletics to assist in development of the whole child

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Develop interscholastic sports policies	Aug 2013	\$0	Time	Athletic team rosters: Student GPAs
Coordinate a school-wide cross-curricular unit of study resulting in a student project showcase in the afternoon for elementary school field trips and an evening event for parents and community	To be Determined with Faculty	Existing budget	Teachers Parents Local Elementary Schools	Feedback



TECHNOLOGY INTEGRATION AND ADVANCEMENT

Follow a decision-making protocol when planning for advances in technology

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Develop a Decision-Making Protocol for all technology purchases, including but not limited to: hard- and software, product longevity and quality, teacher professional development and commitments, educational usefulness, cost, etc.	Winter 2013-14	\$0	Committee of Students Parents Faculty	Success of technology purchases
Develop and administer a rubric for teachers, students, and parents, to assess the effectiveness of iPads use.	Winter 2013-14	\$0	Committee of Students Parents Faculty	Feedback
New desktops for 6 teachers	Summer 2013	\$5000		Use
Purchase classroom projectors to replace aging ones	Fall 2013	\$2000	Ky-Tn used	Use



OBJ. 5: FINANCIAL RESPONSIBILITY

Develop and maintain a balanced annual operating budget

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Create and approval an annual balanced budget	Annual & Ongoing	\$0	KYTN Treasurer	Approval
Create and utilize a Student Finance Committee to review Worthy Student scholarship applications and determine funding.	July 2013	\$0	Principal Business Manager Pastor Board Member	Success (longevity, grades, work ethic, etc.) of students receiving W/S funds
Increase reserves	Ongoing		Budget Donations	Reserve fund growth



OBJ. 6: SAFE, EFFICIENT, AND AESTHETIC CAMPUS AND FACILITIES

Maintain a safe, efficient, and aesthetic campus and facility

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Install additional cameras, front entrance “buzzer” and speaker, and large monitor for office monitoring	2013	Bids coming in Apr/May 2013	Area business bids Budget Donations	Observation
Address security (potentially fence around perimeter of campus recognizing that sections may be moved when additional structures/buildings are added)	Unknown	\$30k entrance \$35k fence	Area business bids Budget Donations	Observation Feedback
Move reception to front entrance for both security and hospitality benefits	Fall 2013	\$12-14k	Local contractor Parent/Student/ Faculty/Staff Response	Feedback
Remodel Locker Rooms	Summer 2014	Bids coming in winter 2013	Booster club Acros	Observation and use
Develop a campus and facility master plan giving priority to securing the campus and anticipating future needs <ul style="list-style-type: none"> Organize committee Plans 	Winter ‘13 Fall ‘14	Existing budget	Faculty Students Board Members Parents Experts in the Community	Master Plan



OBJ. 7: WORK EXPERIENCE PROGRAM

Sustain a viable work experience program where students develop appreciation for the dignity and blessing of work

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Create more job opportunities for students, ideas include, but are not limited to: tutoring program for peers and/or elementary students, community service or garden, etc.	Fall 2013 and as needed	6 hrs/wk = \$2000/st/school year	Donors Teachers MCE SAU	Feedback
Designate a work program coordinator	Fall 2013	Included in salary	Faculty Administration	Feedback



OBJ. 8:

RESOURCE DEVELOPMENT FOR LONG-TERM VIABILITY & SUSTAINABILITY

Develop resources for scholarships and projects to ensure long-term sustainability.

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Raise funds to be matched with RN <ul style="list-style-type: none"> Year 1 = \$50,000 Year 2 = \$200,000 	Dec 2013 June 2014	\$500 \$1000	Alumni Constituency Churches	Funds raised
Reorganize the Board structure and make-up	2013-2014 school yr	\$0	AAF KyTn Conference	Revised Constitution/
Investigate the need and usefulness of a part-time Development Director to assist in these plans	Fall 2013	\$30,000	Donation Funds PSI Grant	Feedback
Engage parents, grandparents, and community members in school activities	Ongoing	Existing marketing funds	School families Church members Booster club	Attendance and participation at MA programs and events
Routine communication and "appreciation" plan for donors including: Thank you letters and emails, newsletters/mailings, and other recognition	2013-14 2014-15 Ongoing	\$500 \$2000 \$2000	Administration Faculty Students <i>Madisonian</i>	Record of plans Feedback
Locate funding for tuition assistance, program development, and capital improvements	2013-14 2014-15 Ongoing	\$500 \$1000 \$1000	School Board Constituency Alumni Principal's Fund	Funds received
Prospect Cultivation and Visits includes: Major Gifts, Naming Rights, Endowments, Planned Giving, Grants, etc.	2013-14 2014-15 2015-16	\$500 \$10,000 \$10,000	School Board Constituency Alumni Community	Funds received



RECRUITMENT & RETENTION

Pursue a comprehensive marketing and retention plan

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Develop brand unity: letterhead, entry doors, business cards, gym entry mat, vehicles, etc.	Summer & Fall 2013	\$2000	Visioning Team Students Faculty	Product evaluation
Utilize general marketing tools including: brochures, direct mailing campaign, interest packets, media promotion, community presence	Ongoing	\$6000 + existing budget	Budget Marketing Support Staff Receptionist Media Outlets	Product evaluation Stakeholder feedback
Increase communication and demonstrate a presence in the constituency and community through: <ul style="list-style-type: none"> Weekly email news and/or media slide for church bulletins/ppt Bi-monthly <i>Madisonian</i> newsletter to churches, community, donors, elem. schools, prospective families Quarterly write-up for every <i>Southern Tidings</i> & <i>KyTn Connection</i> Preaching appointments for principal, faculty, and students Performance groups at area SDA & non-SDA churches and elementaries Big/Little Buddy program Sports/Acros Clinics for elem schools Website design and updates Host a Co-Curricular Fair/Event Principal attend Chamber of Commerce meetings Booth at campmeeting and Tween/Teen Camp registration Information to local realtors 	Ongoing		Faculty & Staff Students	Product evaluation Stakeholder feedback
Continue communication with current students and families through: <ul style="list-style-type: none"> Weekly <i>Knightly kNews</i> from principal to parents and students Social media: facebook & instagram 	Ongoing	\$0	Receptionist Faculty & Staff RenWeb Current research	Product evaluation Stakeholder feedback
Encourage SDA pastors to assist in marketing by identifying and helping to recruit SDA school-age children not currently enrolled at MA	Ongoing	\$0	Pastor gatherings School Board Volunteers	Documented contacts Applications Contact results
Conduct a targeted Open House evening and Academy Day for potential new students and families	March 2014	Existing budget	Referrals Marketing Enrollment lists	Documented contacts Applications

			Churches Current students	Contact results
Recruit students from area SDA and other Christian elementary schools	Ongoing	\$7000 + existing budget	Networking contacts Elem Principals & Teachers Volunteers	Documented contacts Applications Contact results
Scholarships for new students	Ongoing	\$100,000	Student Fin. Co. Scholarship Apps Donors	Number of new students



OBJ. 10: ENGAGED & SUPPORTIVE ALUMNI

Engage alumni in curricular review, continued communication, and financial support

Action Steps	Timeline	Estimated Cost	Resources Available	Assessment
Utilize a variety of communication conduits to connect with alumni through: mailings, email /Online newsletters, social media, web page	Ongoing	Alumni & Marketing existing funds	Database Social media accounts Volunteers	Responses Analytics
Conduct curricular / co-curricular program review through follow up studies/ alumni interviews	Spring 2014	\$10,000	Faculty Alumni Database Volunteers Student Labor	Survey responses Phone-a-thon records Meeting notes
Host a meaningful Homecoming/ Alumni Weekend	Annually in October	Alumni existing funds	Homecoming Committee Class agents Volunteers Faculty	Attendance Offering Alumni Response
Cultivate relationships with alumni that encourage donations through: direct mail campaign, phone-a-thon, event sponsorships, donor visits	Ongoing	Alumni & Marketing existing funds	Database Class agents Alumni Volunteers	Number of Responses Funds raised
Engage the Madison College alumni in a shared history with the Academy	Ongoing	\$0	MC alumni	Feedback

PROPOSED BUDGET FOR 2013-2014 MA DONATIONS & AAF MATCHING FUNDS

The 2013-2014 SEP Matching Fund will be utilized in to benefit our students, faculty, and facility. Funds will assist in the development of student leadership, enhance teacher professional growth, improve campus security, subsidize tuition for qualifying students, and pursue a comprehensive marketing and retention plan.

During the course of the school year, the principal and the resource development team will build relationships with potential donors and solicit contributions from the constituency and alumni through a capital campaign. The new principal will also seek to evaluate the usefulness of the former and newly organized fundraising programs including the Committee of 100, Booster Club, worthy-student scholarship commission, and the Principal's Fund.

SEP INCOME			
SEP donations from school community			\$50,000.00
AAF Match			\$100,000.00
TOTAL INCOME			\$150,000.00
SEP EXPENSES			
Objective	Core Initiative	Total Project Cost	Covered via SEP Fund
1 – Campus Ministry	Develop student leadership team	\$2,000.00	\$2,000.00
2 – Academic Excellence	Professional Development	\$20,000.00	\$20,000.00
4 – Technology	Purchase of six new teacher desktops	\$5,000.00	\$5,000.00
6 – Campus & Facilities	Entrance alteration to address security and hospitality	\$25,000.00	\$25,000.00
8 – Resource Development	Worthy Student Scholarships	\$53,000.00	\$53,000.00
8 – Resource Development	PT Director & development expenses <i>(should the right person be located and retained to fill the position, if not the funds will be allocated elsewhere)</i>	\$30,000.00	\$30,000.00
9 – Recruitment & Retention	Develop brand identity; intentional marketing and retention programs	\$15,000.00	\$15,000.00
TOTAL EXPENSE		\$150,000.00	\$150,000.00