

The Nashville Story

April 2013



About Nashville

Metropolitan Nashville Public Schools (MNPS)

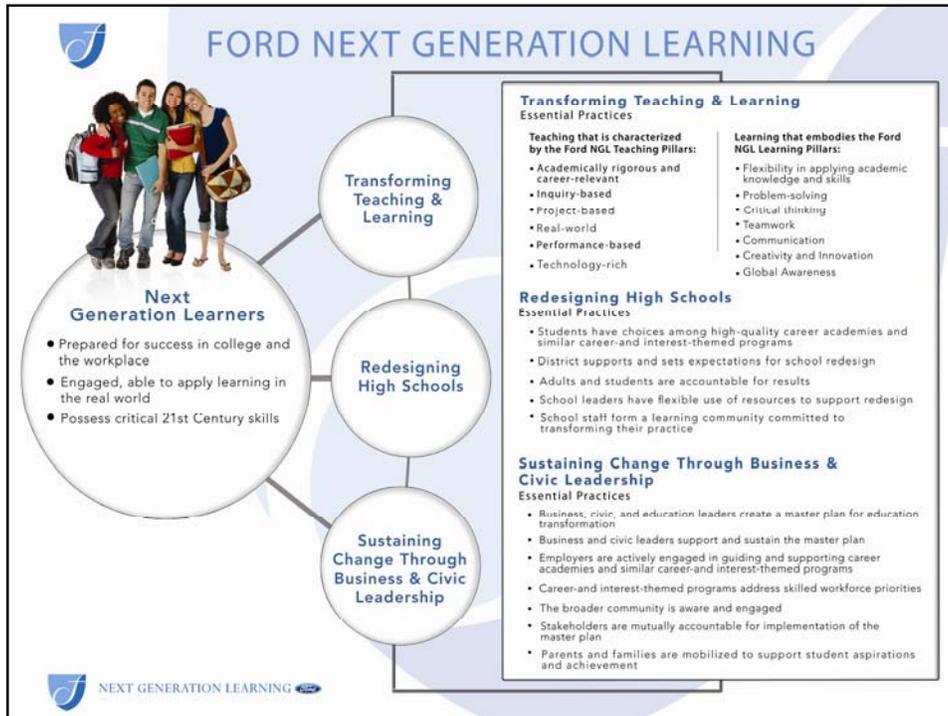
Total population in Nashville: 626,000

Total public school enrollment: 82,000 students

142 Schools

- 74 Elementary Schools
- 32 Middle Schools
- 22 High Schools
- 3 Alternative Schools
- 4 Special Education Schools
- 7 Charter Schools



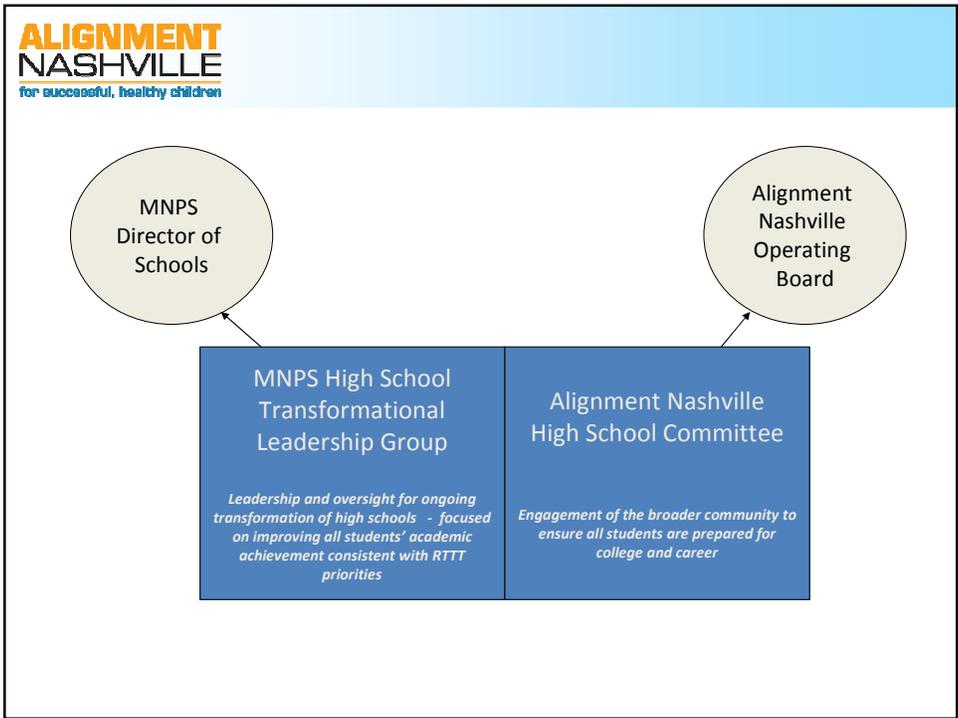


- Low achievement scores and graduation rates (68.8%)
- **Community support and perception of MNPS at an all-time low.**
- AN High School Committee identified need to implement large-scale change in the high schools; used the AN committee process to engage more than 60 community stakeholders in creating a **SHARED VISION for RIGOR, RELEVANCE and RELATIONSHIPS** in Nashville’s public high schools
 - “Academy” model chosen as a way to build on the strong CTE programs already offered in the district and offer rigorous, blended college-prep & career-oriented instruction for ALL students

- Grant from DoE's Small Learning Communities program brought \$6.65 million to Nashville to fund redesign (“wall-to-wall” academies in all 12 zoned high schools)
- After grant was awarded, the High School Committee used the committee process again to engage the community in establishing a **sustainable business and community engagement structure**

What do we want to see in place in 3-5 years?

Small Learning Communities Making (Schools within Schools)	Adults & Students as Career Planning Architects	Dynamic Community of Learners/ Practitioners	Students Actively Engaged in Learning	Practical Real World Learning & Application	Entire Nashville Community Actively Engaged with Learners & Learning	Achievement of Expected Outcomes of all Stakeholders	A SAFE, Compassionate Student Community
Broad empowerment of small community of learners	Students create portfolio to highlight their knowledge/ skills	Continued, sustained professional development	Learning activities that respect learning differences	Financial literacy/ responsibility and basic economic understanding	Community (non-profits, businesses, churches) engaged in the schools	Adopting exit expectations to include social/ emotional learning	Students treating each other with respect
Learning teams	Innovative technology-based career guidance	Teachers leading innovation in teaching & learning	Focus on learning not behavior management	Job shadow/ internships/ mentor programs for real world relevance	All stakeholders work together - student, teacher, parent, admin, business, etc.	90% attendance - teacher & students	Rewarding improvement students
Address barriers to learning	10 year plan for all students	Peer structures All teachers are masterful of current pedagogy	Students actively engaged in the learning process	Learning in context of real world relevance	Community engaged and supports schools	90% graduation rate	Students' voices heard and action taken
	Colleges & financial aid consultants	All teachers are masterful of current pedagogy	Classes more interesting to prevent dropout	Students have relevant learning outside the classroom	Greater collaboration between parents and school	Youth with LOTS of ASSETS	Positive peer mentoring
	Teachers as coaches/ facilitators	Teachers as coaches/ facilitators	Academics "break" permeates school environment	More rigorous curriculum for ALL students	Parents motivated to support their child		
	Teachers with renewed energy	Rewarding improvement teachers	Classes that are more interactive	Relevant learning	ALL stakeholders engaged		
	Eliminate the "dream killer"	Eliminate the "dream killer"	Student centered learning	Hands-on learning in all environments	Inter-ship ops for students		
			Students wanting to be in school	Volunteerism ops for students			
			Hands-on vs traditional learning				



Alignment Nashville was created in 2003-2004 by local philanthropists and business men at the Nashville Area Chamber of Commerce to accomplish the following mission:

The mission of Alignment Nashville is to align community organizations and resources so that their coordinated support of Nashville's youth has a positive impact on public school success, children's health, and the success of our community as a whole.

A collective impact organization

A P-20 Council

An intermediary organization

A structure for developing cradle to career initiatives

A convener for community alignment of strategic goals

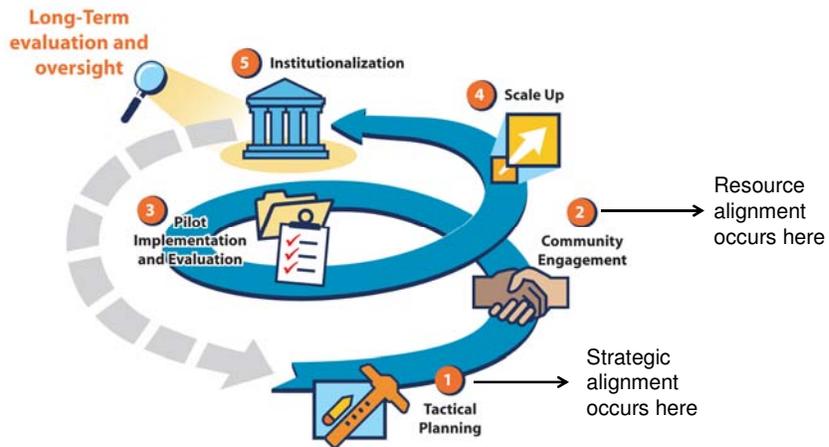
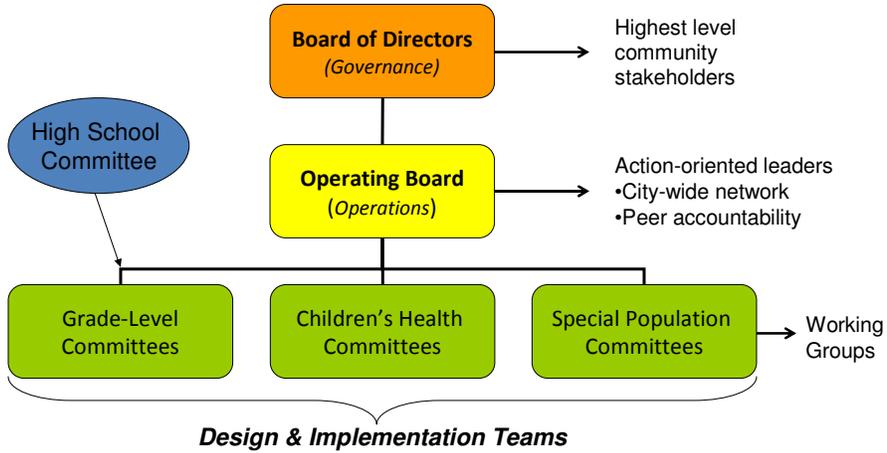
A convener for community alignment of existing resources

A framework for developing community schools

Systematically integrated

- Principles
- Structure
- Process
- Technology

- The outcome of our work is to **enable children to be successful.**
- **Alignment with MNPS priorities** is for the welfare of the community's children.
- The work is designed to support the **MNPS Strategic Plan.**
- The work is **generational.**
- The work is **focused on those who most need support** in order to be successful.
- While we are targeting academics we are focusing on the **whole child.**
- The work is a **comprehensive and multifaceted approach** designed to enable student success.

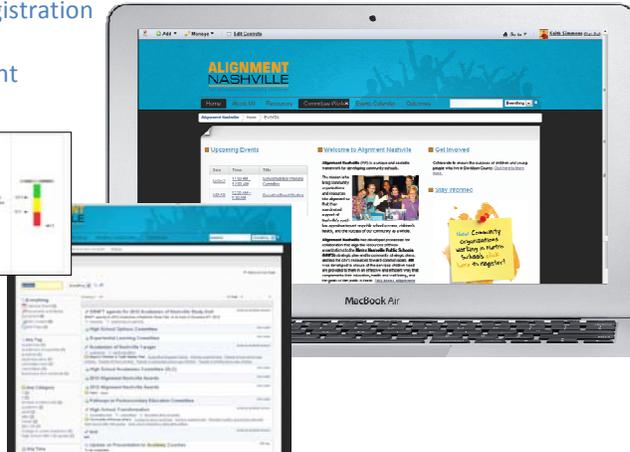


New collaboration portal

Custom-built to support Alignment principles, structure and process

Integration of:

- Community partner registration
- Project management
- Knowledge management
- Content management



A national community of practice

Current Communities

- Alignment Nashville
- Alignment Rockford (Illinois)
- Alignment Jackson (Mississippi)
- New Orleans Kids Partnership

Up and coming communities

- Oneida County, New York
- Coachella Valley, California
- Hawaii



- **United States Chamber of Commerce, Institute for a Competitive Workforce case study**
- **Harvard University Graduate School of Education case study**
- **America's Promise, Duke University case study**
- **American Youth Policy Forum case study**
- **White House Council for Community Solutions case study and tools**
- **Johns Hopkins University Press Progress in Community Health Partnerships (article by Maury Nation)**



Middle School Committee

MIDDLE SCHOOL COMMITTEE



VISION:

The Middle School Committee works collaboratively with students, parents/ families, MNPS Personnel and community members to ensure positive learning environments that support student academic, social and emotional success.

All they need is love.

OK, not really. But a caring, supportive school culture does go a long way. That's why the Alignment Nashville Middle School Committee has focused its efforts for several years on school climate and providing support systems to eliminate bullying and violence and create a culture of kindness.

Research clearly shows the direct connection between an environment that promotes safety, well-being and caring and academic achievement. According to America's Promise Alliance, Safe Places and Caring Adults are fundamental resources young people need to succeed in school and in life.

During 2012, the MNPS Middle School Transformational Leadership Group (TLG) created their first five-year strategic plan for Middle Schools, "This We Believe," a position paper from the National Middle School Association, was used as the framework for this new strategic plan. This framework has 16 essential attributes and characteristics that are divided into three areas: (1) Curriculum, Instruction and Assessment, (2) Leadership and Organization, and (3) Culture and Community.

Have you heard about Project Based Learning (PBL)?

Adolescent Sexual Responsibility Committee

ADOLESCENT SEXUALITY RESPONSIBILITY



VISION:

Working to ensure that Nashville adolescents are sexually responsible with the help of district-wide, evidence-based reproductive health resources and pregnancy prevention information and facilitate the ease of youth access to reproductive health services.

RESULTS

Post-conference surveys revealed:



of attendees stated the youth panel increased their knowledge and understanding of the needs and desires of youth in our community.

K-12 College and Career Readiness Committee

**PATHWAYS TO
POST-
SECONDARY
EDUCATION
COMMITTEE**



VISION:

Create a culture of college-going students in Nashville.

College access. It's more than a test score.

That's why creating a college-going culture in Nashville is the vision of Alignment Nashville's Pathways to Postsecondary Education. The committee strives to engage the broader community in supporting MNPS' efforts to increase rigor and prepare students for college and career through Freshmen Seminar, International Baccalaureate Program, 8-10 School, Advanced Placement, Virtual Academy and Dual Enrollment initiatives.

Parent Engagement Committee

In 2013, this committee's name changed to Parent Engagement Committee.

**PARENT
UNIVERSITY**

It all starts at home.



VISION:

Identify and remove barriers to acquiring accurate school-related information and the necessary skills for parents/caregivers to be their child's best teacher and advocate.

That's why the Alignment Nashville Parent University Committee is focused on giving parents and families the skills they need to be their child's first - and most effective - teacher. For its fourth consecutive summer, the Parent University Be A Parent Event was held on July 28th. The host for this summer's event was McGavock High School. 235 Parents and 126 Children attended this event. A choice of course offerings were provided to parents on topics such as GradeSpeed, parent engagement, advocating for your child, bullying, Exceptional Education Services, homework help and many others.

Along with the workshops, families also received a wealth of resources and information from our exhibitors fair on topics such as health resources, healthy food options, financial literacy, workforce development, head start, early start and adult educational programs, English language learners programs, voting rights, TonderCare, college planning, and much more.

Behavioral Health Committee

**SOCIAL AND
EMOTIONAL
LEARNING/
BEHAVIORAL
HEALTH**



VISION:

Ensure that Nashville children and youth are mentally healthy.

Foundation for lifelong success.

According to the Collaborative for Academic Social and Emotional Learning (CASEL), "Social and emotional learning is a process for helping children and even adults develop the fundamental skills for life effectiveness." It is also a framework for school improvement; effective integration of social emotional learning has been shown to contribute to improvements in academic achievement and other student outcomes.

HEAL - Healthy Eating & Active Living Committee

**HEALTHY
EATING AND
ACTIVE LIVING**



VISION:

Ensure the children of Nashville are healthy by creating a culture of wellness in every school through the eight components of Coordinated School Health.

Nashville is on the move.

In 2009, Tennessee ranked as the 3rd highest obese state in the nation with 32.9% of the population having a BMI score of 25-29.9. In 2011, Tennessee moved down the list to 8th in the nation. While there is still great need for improvement, this downward trend in obesity rates is encouraging. And according to the Tennessee Obesity Task Force, this improvement is showing up in adults and high school students alike.



Experiential Learning Committee

EXPERIENTIAL LEARNING COMMITTEE



VISION:

All high school students will receive either a service-learning, work-based learning or capstone research project experience before graduation



Learning through doing.

Experiential learning—or planned, real-life learning activities—is Nashville’s secret weapon in completing the transformation of its high schools and providing a quality education to its 82,000 public school students. In Tennessee, all students are required to complete a “capstone experience” before graduation. The Alignment Nashville Experiential Learning Committee was formed in 2012 to engage the community in providing a “capstone experience” to every MNPS high school student.

Research indicates that meaningful capstone experiences—internships, externships, service learning, work-based learning, etc.—provide a number of benefits to students, including:

- Social emotional learning skills—including self awareness and social awareness
- Strengthened academic resumes
- Planning for the future (specifically helps with (1) exploring career alternatives, (2) developing relationship with experts in the field that interests them, (3) identifying, clarifying and developing career goals and (4) the transition from post high school like to college and career)

Refugee and Immigrant Support Services Committee

REFUGEE AND IMMIGRANT SUPPORT SERVICES



VISION:

Provide supports to refugee and immigrant families, teachers, principals, counselors and others to help children succeed in MNPS schools, careers and community.

Diversity is our greatest strength.... and our greatest challenge.

Did you know that more than 100 languages are spoken by MNPS students? Nashville has become a center of rich cultural diversity. This diversity brings a unique challenge in educating children and fostering success. The Refugee and Immigrant Support Services Committee works to align the resources available to refugee and immigrant families in Nashville to meet their basic and educational needs. In addition, RISS is committed to improving cultural responsiveness in schools and in the community, engaging parents and families, increasing graduation rates for English language learners and improving college and career readiness among refugee and immigrant students.

Pre-K Committee

PRE-K
COMMITTEE

Ready. Set. Learn.



VISION:
All children are ready for kindergarten.

High-quality early childhood education provides significant long-term benefits, yet many of Nashville's children will not be able to participate in a Pre-K program. In 2012, Metro Nashville Public Schools received nearly 4,000 applications for 2,478 seats.



Each year more than **2,000 families** who request Pre-K services for their child will not have an opportunity to attend MNPS Pre-K programs.



Over 14,000 per month the circulation of Nashville Public Library's Pre-K Essential Literature titles

School Nutrition Committee

SCHOOL
NUTRITION

Your mom was right.
Eating your vegetables
does make you smarter.



VISION:
Create an innovative nutrition program that enables student achievement by empowering children to make healthy choices, increasing school meal participation and inviting parents to eating in the school cafeteria.



RESULTS



86% increase in the number of fresh produce items served from spring 2011 to spring of 2012



43% increase in the number of "cooked from scratch" items served from spring 2011 to spring 2012

There are numerous national studies that show the direct correlation between quality nutrition and academic achievement. We can't expect our children to learn if they are hungry or not receiving proper nutrition.

www.alignmentnashville.org

Click on RESOURCES

2012 Annual Report with details about all committee work

QUESTIONS?

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MY FUTURE. MY WAY.



METROPOLITAN NASHVILLE PUBLIC SCHOOLS

- Approximately 81,000 students, 76% FARM, diverse
- 12 zoned high schools (16,000 students, 1,000 teachers)
- 10,000 school system employees, 5,200 teachers
- \$720m School budget, \$11,080 per pupil expenditure



SHARED HIGH SCHOOL MISSION

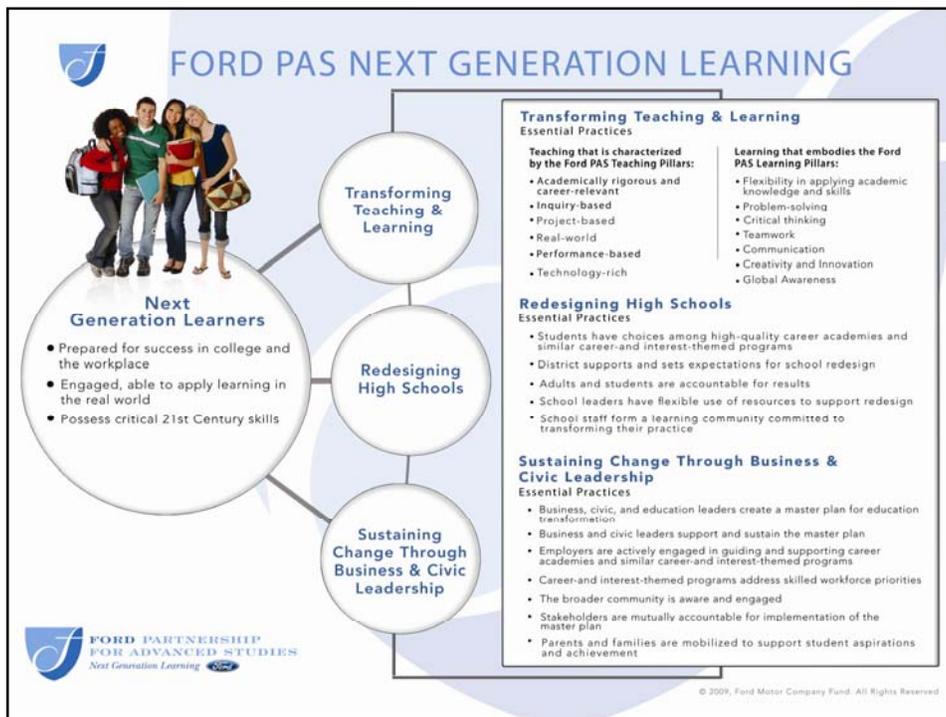
All high school students will belong to a personalized smaller learning community engaged around interests where relationships are valued. Instruction will be project-based, applied and integrated where meaningful business engagement is evident, post secondary institutions are involved and the community is supportive.



Every Graduate Has:

- ◆ a plan for postsecondary education and career
- ◆ at least a 21 composite score on the ACT
- ◆ a work-based or service learning experience, or a capstone research project
- ◆ at least one course completed online
- ◆ college credit, a nationally-recognized professional certification, or both





Redesigning High Schools

Academies of Nashville characteristics:

- Freshmen Academies
- Academies with career or thematic focus for grades 10-12
- Teacher teams with common planning time
- Academy Assistant Principals, Academy Coach, counselors
- Academy offerings informed by workforce projections / college degrees
- 10 National Standards of Practices for academies
- Transforming the learning space



Transforming Teaching & Learning

Academies of Nashville characteristics:

- Project and Inquiry-based, real world application
- Work-based learning experiences
- Acceleration options – AP, IB, Cambridge AICE, and dual enrollment
- Virtual/online learning
- PD: blended learning, project-based learning, ACT Prep, highly effective teaming, and Merit Scholar Prep
- Teacher externships



TEACHER EXTERNSHIPS



Sustaining Change Through Effective Business Engagement

Business & Postsecondary Partnerships

1. Align schools with colleges, universities, technical schools, apprenticeship programs
2. Establish articulation agreements and dual enrollment
3. Curriculum Enrichment: Externships, Student Work-based Learning, Executives in the classroom
4. Classroom redesign



Sustaining Change through Business and Civic Involvement

CEO Champions

Committee of the Nashville Area Chamber of Commerce support the reform effort through advocacy—policy and community

Academies of Nashville Partnership Councils

6 industry-specific councils convened by the Nashville Area Chamber of Commerce
Provide a district-wide perspective of their industry area and academies

Academy Advisory Board

Composed of an academy's partners and stakeholders

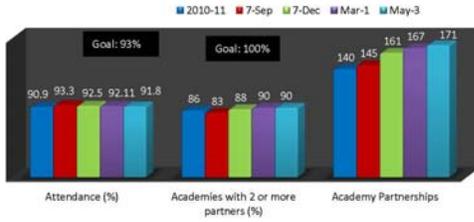
Academy Partners

Individual businesses or organizations that work with an academy during a school year through the PENCIL Foundation

CEO CHAMPIONS DATA DASHBOARD

May 3, 2012

Quarterly Data



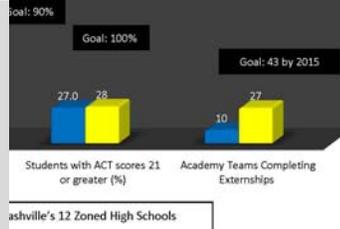
Community Investment



Community Investment Dollars
 Golf Channel Donation to Pearl-Cohn: \$3,000,000
 Volunteer Hours: 5506,088
 In-kind and Monetary Donations: \$330,157

Annual Achievement Data

2009-10 2010-11 2011-12



Nashville's 12 Zoned High Schools



MY FUTURE. MY WAY.

CAREER EXPLORATION FAIR





RESULTS: STUDENTS ENGAGED

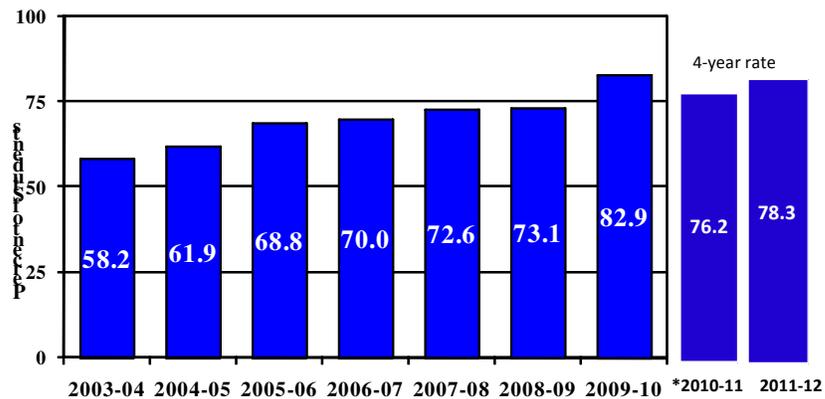
The on-time graduation rate at every zoned high school has increased and is 76% overall

1.2% increase in average daily attendance (230 more students);
66% decrease in the number of students absent >35 days

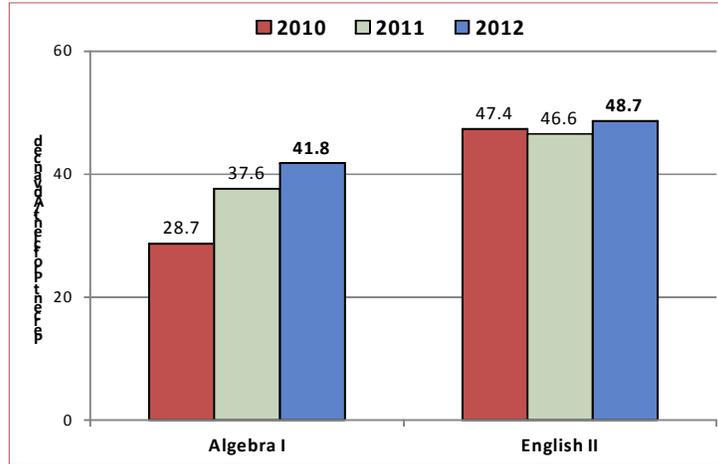
35.5% decrease in discipline referrals;
41% decrease in OSS



NASHVILLE GRADUATION RATE

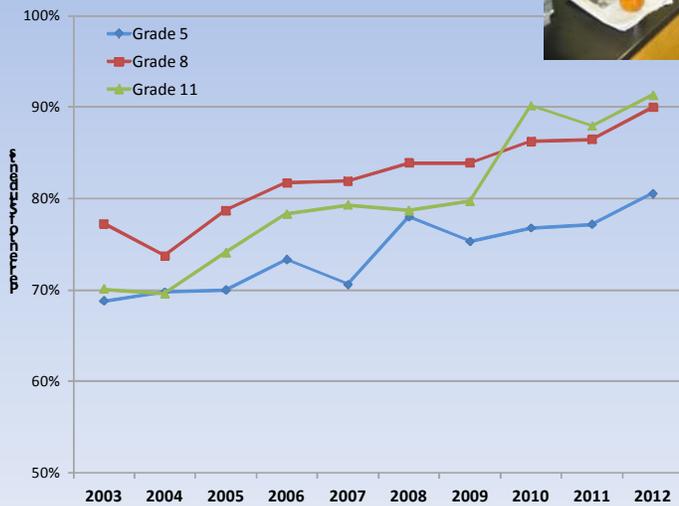


MNPS 2010-2012 End of Course Exam (Grades 9-12) Results: Percent of Students Scoring Proficient or Advanced



ACT Scores: 2010 – 18; 2011 – 18.1; 2012 – 18.4

MNPS Writing Scores



MY FUTURE. MY WAY.





Business Engagement
in the
Academies of Nashville

Chelsea Parker, Program Director

Academy Business Engagement

The top three reasons why high school PENCIL Partnerships failed in the past

1. Lack of communication; no follow-up; didn't hear from the school
2. Only asking for money; sense of entitlement about partner financial donations
3. Didn't feel needed; weren't working in areas or projects that made a difference for students

Business Engagement Structure

- **Academy Partners**

Businesses or organizations that work with an academy during a school year through the PENCIL Foundation

- **Academy Advisory Board**

Composed of an academy's partners and stakeholders to provide guidance

- **Academies of Nashville Partnership Councils**

6 industry-specific councils that provide a district-wide perspective of their industry area and their related academies

- **CEO Champions**

Committee of the Nashville Area Chamber of Commerce, co-chaired by the Mayor and a Chamber business leader. Support the reform effort through advocacy—policy and community

Recruiting Academy Partners

- **Formation of Partnership Councils first**

- Arts, Media & Communications
- Business, Marketing & IT
- Engineering, Manufacturing & Industrial Technology
- Health & Public Service
- Hospitality & Tourism

- **Targeted asks**

- **Industry breakfasts**



Recruiting Academy Partners

- Establish quick wins with structured and supported ways to engage
 - Classroom speakers
 - Career mentors
 - Career exploration fair
 - Teacher externships
 - Job shadowing
- Working toward additional school-managed opportunities
 - Curriculum advice
 - Field trips
 - Internships
 - Loaned instructors



Building Relationships

- Academy Coach as point-of-contact, coordinator, and key builder of relationships
- Formation of Advisory Boards for each academy to bring partners together regularly
- Support from PENCIL in planning academy meetings, expressing appreciation to partners, and troubleshooting concerns
- Opportunities for recognition through Chamber Academy Awards and Mayor's Award for Outstanding School Partner

Academy Partnership Agreements

- School partners agree to
 - Work together for at least one school year
 - Identify a partnership coordinator who will be the chief contact with the school
 - Participate in a planning session to determine how best to work together with the school and with other partners
 - Support the goals of the school in at least one activity
 - Report the time spent on the partnership through www.schoolvolunteers.org



Academy Partners

- All Academies have at least 2 partners
 - 2011-12 Academy Partners: 165
 - 2012-13 Academy Partners to date: 197
- 50 New Partnerships June –November 2012
- 5 Naming Rights Partners (over \$100,000 in community investment)
- New goal: One post-secondary partner per

Community Investment

- Community Investment is the dollar equivalent of the time, equipment and other resources donated to the school system
- Last year's total: \$3,836,240
- **This year to date: \$959,560**
 - Volunteer hours: \$474,086
 - In-kind donations: \$485,483



Teacher Team Externship

Questions?



www.PencilFD.org

www.SchoolVolunteers.org

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