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Network



ALIGNMENT
NASHVILLE

IMPACT 2009 Annual Report



Alignment Nashville is just wrapping up its fifth year. Milestones like this require a thoughtful look at where we are and where we are going. To give us insight, we asked those who work with us most closely, the Alignment committee members, to tell us how we are doing and what we can do better. A total of 138 people who serve on committees responded to our survey. First, we wanted to know why they participate in Alignment Nashville work. They told us that motivation for involvement with AN was primarily associated with increasing member organization's ability to achieve their mission, attaining shared data regarding program effects, accessing MNPS schools, and looking for competitive funding. More than 95% of the respondents stated that their motivation for participating in Alignment Nashville is because collaboration produces better youth outcomes.

I remember when we first started Alignment Nashville. Tom Cigarran, one of Alignment's founders told me that people and organizations would participate with Alignment committee work when they could see and understand the value of participation to their own work. He said that people would want to participate because participation would help them achieve their own goals. While there are always areas for improvement, from the survey feedback we received, it seems the organization is accomplishing what it was intended to do.

In this report, you will read about the three "Resource Guides" that Alignment committees have published in 2009 and more that are under development. The focus and format of these guides has become a useful tool to bring agencies together around a central focus. Early indications from the field suggest that the tool will be invaluable in establishing the network of providers around critical issues for children and youth - thus, the theme of this year's report, "We're Your Network". We anticipate that as these networks of providers become established and work more closely together, they will develop more and better ways to work together to ensure the success of all of our children.

Once again, thank you for your interest in and support of Alignment Nashville. We look forward to achieving even more success in 2010.

Sydney Rogers
Executive Director,
Alignment Nashville



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Beverly Goetzman, Jere Baxter Middle School
Kyle Harris, Brick Church Middle School
Troy Wade, W.A. Bass Middle School

Operating Board

The Alignment Nashville Operating Board & Davidson County P-16 Council meets monthly to monitor the progress of the committees and approve new plans. The Operating Board consists of Chairs and Vice Chairs of committees, MNPS administrators, and other non-profit and community leaders supporting public education and children's health. Operating Board meetings provide a rich forum for networking and idea exchange.

Operating Board Members

| | | | |
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| Candy Markman | Mayor's Afterschool Initiatives | Kim Wyche-Etheridge, MD | Metro Public Health Department |
| Carol Martin-Osorio | Nashville State Community College | Ellen Zinkiewicz | Nashville Career Advancement Center |
| Darwin Mason | MNPS | | |

* MNPS=Metro Nashville Public Schools

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About Alignment Nashville

Alignment Nashville (AN) is a unique and scalable framework for developing community schools. The mission is to bring community organizations and resources into alignment 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.

In the past, over 175 nonprofit organizations worked in the schools and community individually, without direction or coordination. While each organization provided much-needed services, the problems facing public education and our children are far too complex for any single organization to address in isolation.

Alignment Nashville has developed processes for collaboration that align the resources of these organizations to the Metro Nashville Public Schools strategic plan and to community strategic plans, aligning the city's resources toward common goals.

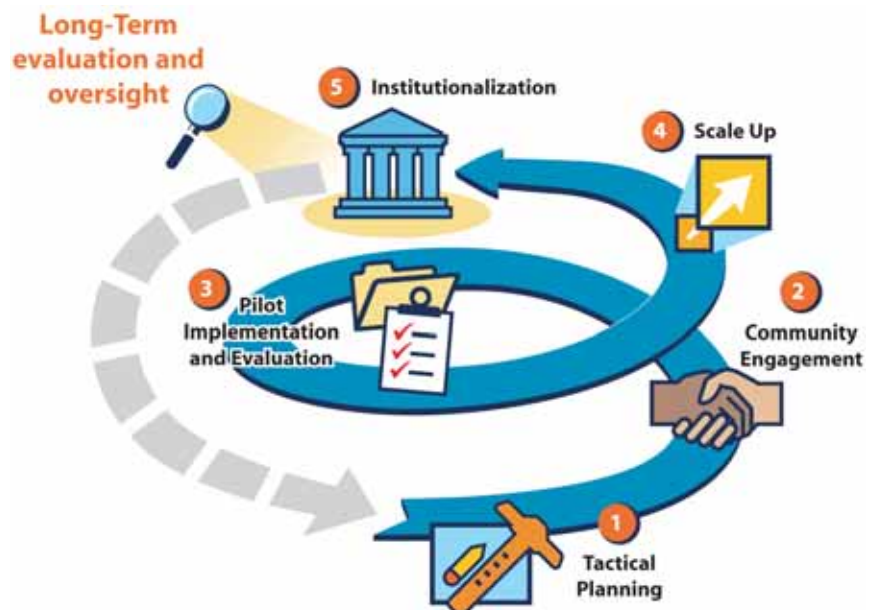
AN was developed to ensure all the services children need are provided to them in an effective and efficient way that complements their education, health and well-being, and the goals of the public schools. Through community-wide collaboration among schools, non-profits, businesses, and the public sector, AN creates the synergy necessary for sustained improvement in public education and children's health. This collaboration provides the following advantages:

- **Greater returns on investment** - by working together toward common goals, resources are leveraged, duplication is avoided, and efficiency is greatly increased.
- **Higher-quality services** - utilizing expertise from multiple organizations guarantees a broader perspective and a wiser approach.
- **Enhanced capacity** - very few organizations have the capacity to have community-wide impact. A collective effort enhances the impact of each of organization, while generating a much greater overall impact.
- **Leverage of local funding** - AN programs have demonstrated they can attract large national funding, increasing the impact of the local funding that played a role in building the pilot programs.

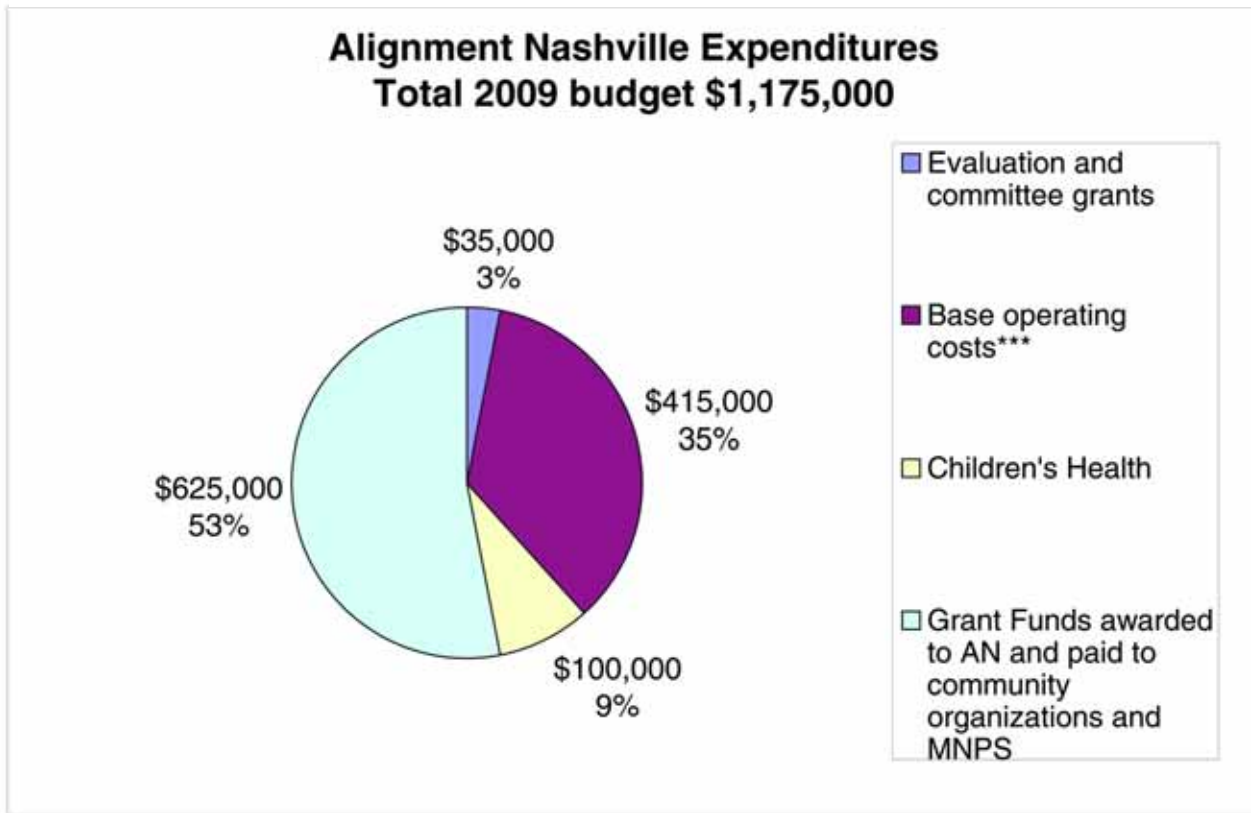
Committee Process

The committee process is what sets Alignment Nashville apart from other similar collaborative initiatives. This Annual Report illustrates the significant strides AN committees have made this year in creating sustainable collaborations. This process, depicted below, ensures that all committee work is thoroughly planned, engages a diverse group of stakeholders representing public schools and community organizations, and is sufficiently evaluated before becoming institutionalized. Below is a review of each of the stages of the committee process. Keep this collaborative process in mind as you read of the successes of each committee in this year's report.

- (1) In the tactical planning phase, committees of school district and community organization leaders develop a detailed plan for implementing a pilot project and determine the goals, vision, outcomes, and tactics.
- (2) Committees engage a wide range of organizations by developing an Invitation to Participate (ITP) that describes the collaborative and gives organizations an opportunity to propose ways they can align their resources to join the effort.
- (3) As the initial project plan is finalized and implemented, regular communication is established with participating organizations and an assessment plan is developed to ensure accountability.
- (4) The scale-up phase allows the committee to expand the project to a greater target audience after examining data.



Financing



***Note: Base operating costs have remained level for three years, while grant funding awards to support committee initiatives have increased from zero to more than \$600,000 per year.

Total grant funding for community organizations and schools leveraged by the work of Alignment Nashville committees and all partner organizations since 2005 totals \$16.5 million.

Alignment Nashville is grateful to the following organizations for financial support of Alignment Nashville operations and committee initiatives in 2009:

America's Promise Alliance
 Amerigroup
 Americhoice
 Belmont University
 Healthways Foundation
 HCA Foundation
 Ingram Charitable Fund
 Mayor's Office and Metro Nashville Government
 Meharry Medical School and the Center for Disease Control and Prevention (CDC)

Meharry / Vanderbilt Community Engaged Research Program
 Metro Nashville Public Schools
 Nashville Area Chamber of Commerce
 Nashville State Community College Foundation
 National Science Foundation
 State Farm Insurance
 United Way of Metropolitan Nashville
 U.S. Department of Education
 Vanderbilt University
 Volunteer State Community College Foundation

"Alignment Nashville is a vital and effective link in our efforts to ensure success for all children in Nashville. I fully support the work of Alignment and appreciate the valuable contribution the organization makes to improving education and children's health in Nashville. I encourage all community organizations to consider participation in the collaborative initiatives of Alignment Nashville."

-- The Honorable Karl Dean, Mayor, Metropolitan Nashville and Davidson County

"In Rockford, Illinois we're examining systems which bring together public and private sector support for public schools. We want tight focus and strategic purpose behind the effort. Our research began with 'A' (Anchorage) and continued through to 'W' (Washington, D.C.). But we kept returning to 'N' for Nashville! We look forward to listening about and learning best practices from Alignment Nashville and its collaborative partners during our upcoming visit."

-- Laurie Preece, Executive Director, Charter Schools Initiative, Rockford, IL

"Alignment Nashville's model has been instrumental in the development of Tacoma 360. We came across the Alignment Nashville website and decided we liked what they are doing, because we too want to coordinate a complementary learning philosophy in our schools. What we liked best about Alignment's model, as opposed to other school district programs, was that it is supported by the Chamber, providing credibility. Their work in Nashville showed us the value of alignment and collaboration of services."

-- Connie Ladenburg, City Council Member, Tacoma, WA

"This past year has been one of much excitement and change for Metro Nashville Public Schools as we work to better serve students and become the first choice for Nashville's families. Alignment Nashville is a crucial link that joins our goals and work to the efforts of our community organizations. These strategic partnerships are critically important to our students' success and Alignment Nashville provides the structure, guidance and support for the development of these partnerships. I applaud the visionaries who founded Alignment Nashville and appreciate the collaborative relationship that we have developed to serve our students."

-- Jesse Register, Director, Metropolitan Nashville Public Schools

"Nashville's business and philanthropic community is proud of the progress of Alignment Nashville. In this report you will see the impact of five short years of strategically aligning our community organizations to produce successful outcomes for children. If you are a non-profit organization working with school-age children, I hope you will consider working with the collaborative initiatives designed by the Alignment Nashville committees."

-- Orrin Ingram, Founder and Board Chair, Alignment Nashville

"For Nashville to be the truly great city we all envision, all of our children must be healthy and academically successful. Alignment Nashville was developed to ensure that our efforts as a community to achieve this vision are aligned with school system and community developed strategies. By all accounts, the work of Alignment Nashville is making a difference. The pages of this report document the work and the impact. Please join us in continuing the work."

-- Tom Cigarran, Founder and Operating Board Chair, Alignment Nashville

Pre-Kindergarten

Reading is essential to a child's success in school; however, many parents don't understand the importance of reading to their children and engaging them in the process. To level the playing field, the Alignment Nashville Pre-K Committee has developed a community-wide collaboration to encourage parents and early childhood educators to read high-quality books to three- and four-year-olds, with a special emphasis on the *Pre-K Essential Literature* books identified by MNPS. These books, listed below, support state and local Pre-K standards in literacy and numeracy, and they also provide a shared experience with familiar stories for children entering kindergarten.

The Napping House

No David

Ten Black Dots

Big Red Barn

Jamberry

Have You Seen My Cat?

Audrey Wood

David Shannon

Donald Crews

Margaret Wise Brown

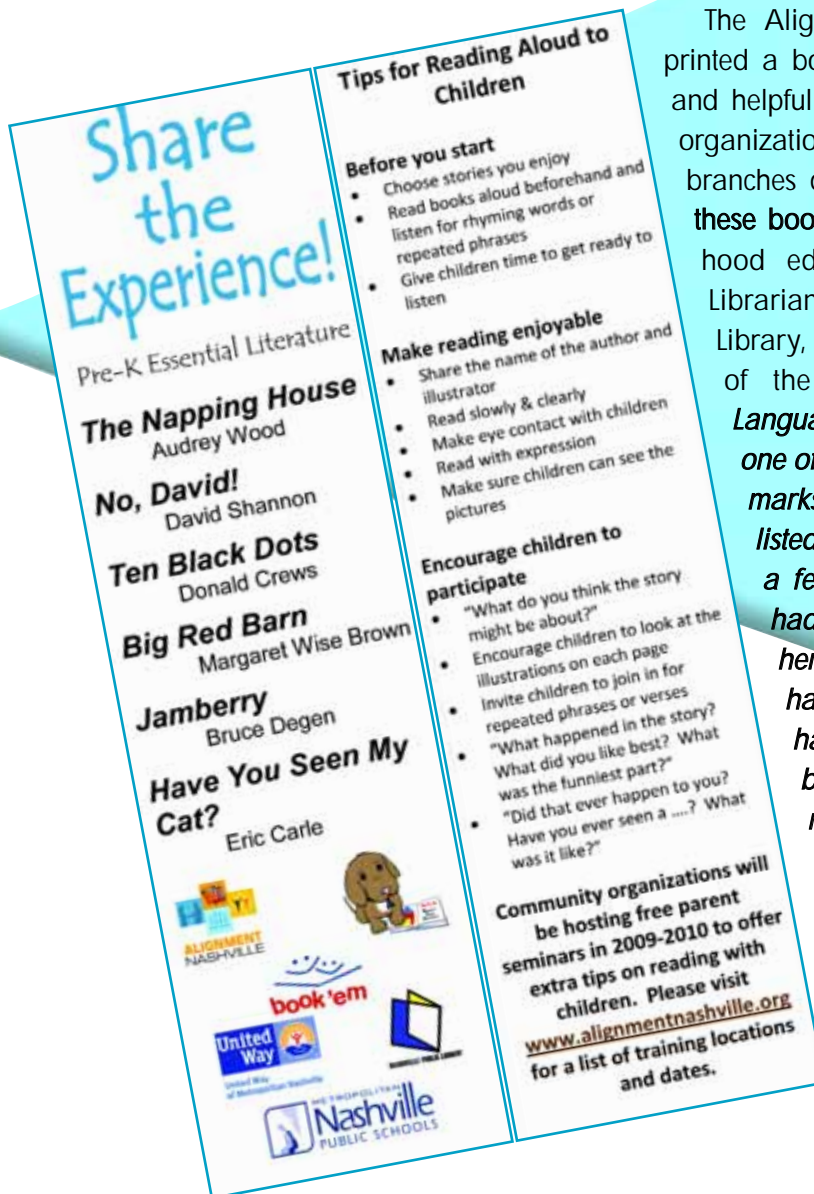
Bruce Degen

Eric Carle



The Essential Literature community collaboration has had a measurable impact in the Nashville community. According to the Nashville Public Library, circulation of the six Essential Literature titles has increased **49%** since the collaboration began in 2005.

In celebration of National Volunteer Week and Week of the Young Child, United Way of Metropolitan Nashville volunteers donated books and then gave their time and effort in a book-sort-a-thon to make an impact in the lives of **200 children and families** right here in Nashville. The books and resources provided will assist parents as they embrace early literacy efforts, which will impact the future of their children. Book drive titles were selected based on Alignment Nashville's Pre-K Committee's recommendation of six Essential Literature books for kids entering kindergarten. Parents and caregivers play a crucial role in preparing children for kindergarten. Through this Day of Action effort and United Way's funding of Parent and Caregiver Education programs, parents and children are receiving the crucial support needed for success. Through the support of donors across Nashville, United Way supports programming for up to 350 children and parents that enables them to participate in parent education programming including literacy, language, and social-emotional development workshops.



The Alignment Nashville Pre-K Committee printed a bookmark with a list of these books and helpful reading tips; in 2009, community organizations and the Nashville Public Library branches distributed approximately **8,000 of these bookmarks** to parents and early childhood educators. Tori Roberts, Children's Librarian of the Edmonson Pike Branch Library, shared this story about the impact of the bookmarks: *"An ELL (English Language Learner) parent just handed me one of the Pre-K Essential Literature bookmarks and asked me for all the titles listed. She checked out all six titles, and a few others. I asked her where she had gotten the bookmark, and she said her child's school, Shayne Elementary, had sent it home. The mother was so happy to leave here with all the books the teacher wanted her son to read."*

Nina VandeWater, United Way volunteer and Bridgestone Americas Holding, Inc. employee, sorts and labels Essential Literature books donated through the United Way's April 2009 Day of Action.



Community organizations such as the Nashville Public Library, Nashville Public Television, United Way of Metropolitan Nashville, Books from Birth of Middle Tennessee, McNeilly Center for Children, and Tennessee Voices for Children have incorporated information about the Pre-K Essential Literature books and helpful reading strategies for parents and educators into their existing family literacy programming. A community-wide list of these trainings was developed and distributed by the AN Pre-K Committee.

Through a grant from the Dollar General Foundation, the Pre-K Committee partnered with the Nashville Area Association for the Education of Young Children (NAAEYC) to deliver Essential Literature trainings to early childhood educators from different childcare settings across the city; in 2009, more than 275 educators participated in the training sessions. Since 2005, the total number of educators trained is 762, impacting more than 15,420 pre-kindergarten children in Nashville.

All MNPS Pre-K classrooms have one or more sets of the Essential Literature books.

The Alignment Nashville Pre-K Committee also serves as the state-mandated Pre-K Advisory Committee, providing community input on Pre-K policies and procedures.

- | Committee | |
|-------------------------|--------------------------------------|
| Phyllis Phillips, Chair | MNPS |
| Flo Kidd, Chair | MNPS |
| Debby Gould, Vice Chair | PENCIL Foundation |
| Elyse Adler | Nashville Public Library |
| Etta Bell | Nashville Area Chamber of Commerce |
| Carol Garrett | MNPS |
| Amy Key | MNPS |
| Nancy Ledbetter | Nashville State Community College |
| Sara Longhini | Fannie Battle Childcare Center |
| Judy Maloney | MNPS |
| Melba Marcrum | Tennessee Voices for Children |
| Mamie McKenzie | McNeilly Center |
| Kesha Moore | MNPS |
| Martha Ann Pilcher | Tennessee Voices for Children |
| Jennifer Holmes Roddy | MNPS |
| Sheryl Rogers | Book'Em |
| Susan Rollyson | Child Care Resource Referral |
| Jo Ann Scalf | Books from Birth |
| Seth Scholer | Metro Action Commission - Head Start |
| Gerri Smith | NPT |
| Heather Smith | Vanderbilt Children's Hospital |
| Clare Terry | Bethlehem Centers |
| Ruth Wolery | United Way of Middle TN |
| | United Way of Metro Nashville |
| | Susan Gray School for Children |

Elementary School

Respect, responsibility and honesty are just some of the character traits that are universally accepted as ideal behavior for everyone in our society. In Nashville, these desirable attributes are reinforced from the first day that children step into an elementary school.

In 2005, the Alignment Nashville Elementary School committee identified seven character traits that all children should practice:

| | |
|------------------------|---|
| Respect | Good manners, honesty, tolerant of differences, consider other people's feelings. |
| Responsibility | Do your best, think before you act, keep trying, accept responsibility for your actions, take initiative. |
| Fairness | Don't blame others carelessly, take turns, share, be open-minded, don't take advantage of others. |
| Caring | Help people, be kind, show that you care, demonstrate gratitude. |
| Honesty | Telling the truth, not lying, admitting wrong doing, being sincere. |
| Trustworthiness | Do what's right, have courage, build a good reputation, be true to your word, don't cheat or steal. |
| Citizenship | Cooperate, obey laws, vote, protect the environment, and be involved in the community. |

The committee then asked for all the city's organizations to strategically align their resources to bring character education to every elementary child. **The effort grew from 8,800 students the first year, and now reaches each of the 33,715 students in elementary grades for 2009-2010.**

The results show that children can embrace better behavior when they learn how to act with an internal character compass. *"We have received much positive feedback from many schools,"* said Tom Carr, executive director of Character Counts, one of the participating organizations. *"Tom Joy Elementary reported a 40% reduction in disciplinary referrals. Glenn Enhanced Option Elementary School reported a similar reduction in tardiness and bullying incidents. Glenn and Chadwell Elementary also began murals at their schools ... and showed great school spirit. We have made a good start towards making our public school students practitioners of good character."*

With character education now in place at every elementary school, the Elementary School Committee is producing a Character Education Resource Guide for MNPS elementary teachers, counselors and principals. This guide will map the resources that are most important in supporting educators while they provide this important character education.

| COMMITTEE | |
|------------------------------|---|
| Todd Wigginton, Chair | MNPS Book'Em |
| Melissa Spradlin, Vice Chair | CHARACTER COUNTS! Nashville |
| Tom Carr | Nashville Public Library |
| Judy Goetz | Big Brothers and Big Sisters of Middle TN |
| Stephanie Grimes | Monroe Harding Project S.H.A.R.E. |
| Laquita Harrison | Youth Life Learning Centers |
| Thomas Howard | PENCIL Foundation |
| Ann Johnston | MNPS |
| Judy Maloney | Hillsboro Church of Christ |
| Sheila Montgomery | MNPS |
| David Moore | MNPS |
| Greg Patterson | Kids on the Block of STARS Nashville |
| Melanie Scott | |



Middle School

The transformation of Jere Baxter Middle School over the last two years leaves little doubt that improved behavior translates to improved academics for students. While the statistical data are still being compiled, the anecdotal evidence from Principal David Martin shows the impact of the **Culture of Kindness** project coordinated by Alignment Nashville's Middle School Committee.

"I remember my first year here well. When reports cards came out, most of them ended up on the floors or in trash cans," Martin said. *"I remember seeing students throw them out the windows of the buses as they left for the day. I remember thinking parents were going to be really upset. No one called."*

"Today, as we distributed report cards, I was in the eighth-grade hallway listening to the students bragging about their grades," he continued. *"Students were approaching teachers asking why they had a lower-than-expected grade, or why they had a comment that was less than flattering. When I heard them advocating for their grades and behavior, I was very pleased."*

The Middle School Committee has worked tirelessly to provide the resources that can make that kind of school transformation possible by eliminating bullying and violence and helping students create and maintain their own **Culture of Kindness**. The collaboration helped Nashville receive a \$4.2 million federal grant from the Centers for Disease Control and Prevention (CDC) three years ago, and has remained the intense focus of the committee.

The CDC grant is funding the **Culture of Kindness** program to change the school climate at four middle schools, selected for the study because of their high rates of student violence. Each school now has an Alignment Enhanced Services (AES) Coordinator who works to involve more and more community organizations into the schools to provide a wide variety of services that meet the specific needs of the staff, students, and their families. Jere Baxter AES Coordinator, Beverly Goetzman, for example, has brought in community organizations such as United Neighborhood Health Services, Girls Inc., Backfield in Motion, and Oasis Center to help the students and teachers create a new culture for the school. Also, Jere Baxter is participating in the Nashville After-Zone Alliance (NAZA) initiative to promote youth involvement in quality after-school programming that will reinforce the skills and values that students are developing at school.

The AES coordinators serve four purposes, which are:

- To create a culture of kindness - promote an overall positive school climate;
- To improve student behavior in school and morale;
- To enhance the utilization of effectiveness of agencies in the schools; and
- To act as gatekeeper to vet agencies that work in the middle schools.

Although the process is similar at each of the intervention schools, the AES coordinators have worked closely with teachers and principals to tailor the intervention to the needs of the school. Consequently, Brick Church Middle School has focused on partnering with agencies that address the physical health needs of their students, in addition to working with agencies like Big Brothers Big Sisters that address social emotional health needs. West End Middle School has incorporated the work of the coordinator into their International Baccalaureate program, and is working with community partners to involve students in service learning opportunities. Finally, W. A. Bass Middle School has used a peer mediation program as one strategy to engage students in non-violent ways of resolving conflict and is developing partnerships with the YMCA and Bethlehem Centers to provide support services to students who are at risk.

| COMMITTEE | |
|----------------------------|------------------------------------|
| Wade Jones, Chair | MNPS |
| Anne Henderson, Vice Chair | Frist Center for the Visual Arts |
| Lisa Beck | YMCA of Middle Tennessee |
| Morlunda Brooks | YWCA |
| Audrey Cothran | AES Coordinator - West End MS |
| Marsha Edwards | Martha O'Bryan Center |
| Judy Freudenthal | Oasis Center |
| Beverly Goetzman | AES Coordinator - Jere Baxter MS |
| Debby Gould | PENCIL Foundation |
| Dorothy Gunn | MNPS / Creswell MS |
| Kyle Harris | AES Coordinator - Brick Church MS |
| Jeri Hasselbring | Adventure Science Center |
| Thomas Howard | Youth Life Learning Centers |
| Barbara Ide | MNPS / Thurgood Marshall |
| Candy Markman | Mayor's Afterschool Initiatives |
| Illia Moore | Project for Neighborhood Aftercare |
| Maury Nation | Vanderbilt University |
| Carol Nixon | Alignment Nashville |
| Jonathon Norman | Juvenile Court |
| Troy Wade | AES Coordinator - WA Bass MS |
| Mary Walker | Big Brothers Big Sisters |

The initial data compiled by Maury Nation, a professor at Vanderbilt University and Principal Investigator for the CDC grant, show promise for this approach. As shown in the charts below, the four pilot schools have demonstrated improvement on student relationships and prosocial behavior, particularly important changes because these are two of the goals that coordinators worked on most intensely.

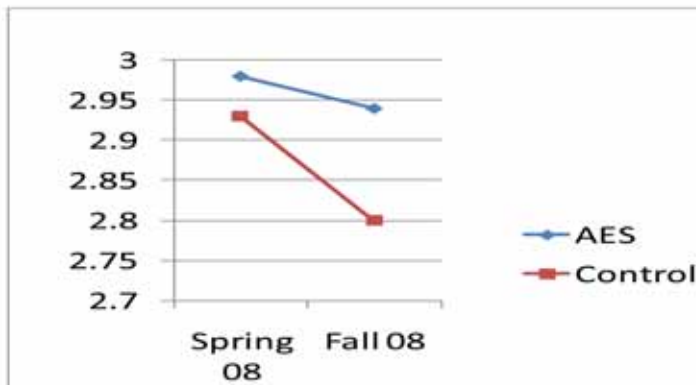
The preliminary analyses also suggest that the program is having positive effects on students' reports of their grades. Students in the AES schools have gone from reporting poorer grades than students in the control schools to outperforming the control schools. These findings are consistent with Principal Martin's observations, and they translate into success for children. *"Our kids are showing us every day that we can make a difference for them,"* Martin said. *"Today, our students care about their own academic success. That's an incredible transformation. Thank you for all you do EVERY day for EVERY child. You make a difference."*



Middle School students are more interested in academics.

Student Relations

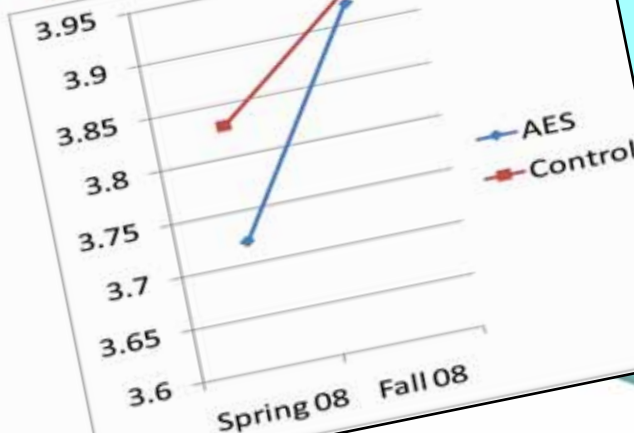
(Note: Higher scores are better)



Student Relations - Students at AES schools reported stable peer-to-peer relationships between spring and fall (over a summer) while students at control schools perceived a significant decline in peer-to-peer relationships.

Prosocial Behavior

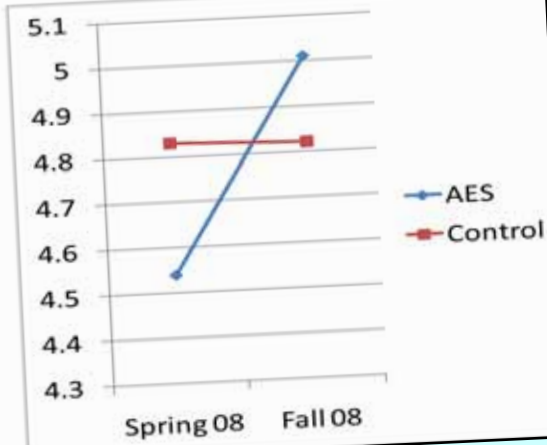
(Note: Higher scores are better)



Prosocial Behavior - While students at all schools reported increased prosocial behavior, the increase observed at AES schools was significantly greater than at the control schools. Although students at AES schools reported less prosocial behavior than did students at control schools in the spring, AES schools essentially caught up with control schools in reported prosocial behavior. Prosocial behavior includes caring for the rights of others, demonstrating empathy, and engaging in acts of kindness.

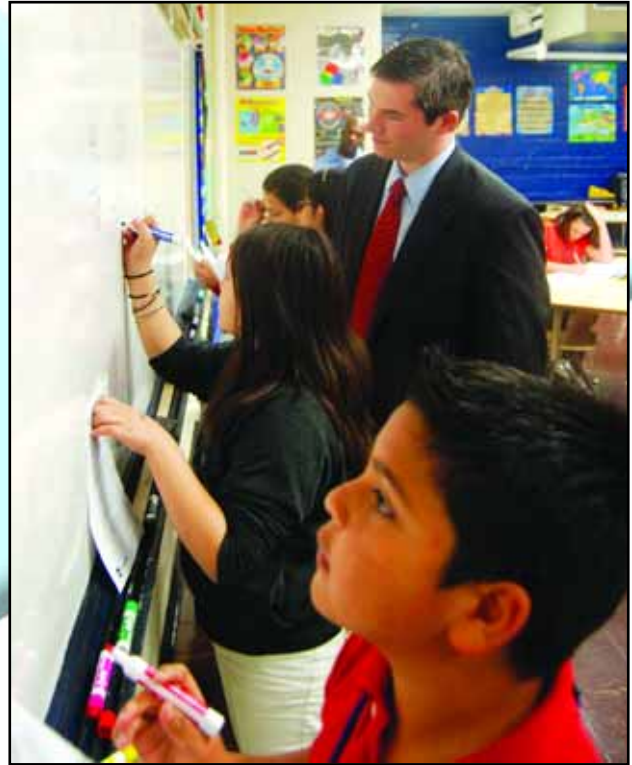
Self-Reported Grades

(Note: Higher scores are better)



Self-Reported Grades - Students at AES schools self-reported significantly higher grades between spring and fall (over a summer) while students at control schools reported no changes.

Middle school students work with a community volunteer.



Middle school students pay close attention to their teacher.

High School

Developing Community Leaders



Miguel Perez, senior at Maplewood High School and member of the Developing Community Leaders program

Gangs. Drugs. Violence. That was the life of Miguel Perez, senior at Maplewood High School. Miguel had always been a leader, but he was leading in negative ways. ***"I was going down the wrong path, the path of drugs, gangs, and gang-related stuff,"*** said Miguel. Then he enrolled in Marci Garner's Developing Community Leaders (DCL) class during his junior year, where he realized that he had the potential for so much more.

Ms. "G", as her students call her, used a college-level leadership development curriculum from Phi Theta Kappa to expose Miguel and his classmates to a wide range of readings, studies, and films that featured leaders from Abraham Lincoln to Dr. Martin Luther King, Jr. Through the Alignment Nashville DCL committee, community organizations such as Community Nashville provided opportunities like a "MiniTown" weekend retreat for DCL students to further explore their leadership potential and learn how to remove barriers like racism and bigotry. ***"At first, I was there just to pass the time,"*** said Miguel, when asked about his MiniTown experience. ***"I thought it was going to be boring and lame. But then I started to make new friends, and we did some serious activities that helped me understand them better and see how together we could make a difference. I came back to school on Monday and realized that MiniTown was a life-changing experience, and now I had the opportunity to use what I had learned to help other students develop themselves as leaders."***

Ms. G then inspired the kids to use what they had learned to create service-learning projects that would improve their own school and community. The students decided that they wanted to host a "CommUNITY Awareness Block Party" to engage the community in their efforts and raise awareness of the positive things happening in their school, neighborhoods, and community. When the students started to doubt whether they could pull it off, Ms. G pushed them to keep going and make it happen.



Mayor Karl Dean speaking with a community member at the 2009 Maplewood CommUNITY Block Party

The Block Party was a success; Nashville Mayor Karl Dean kicked the day off with a welcome speech, and more than 350 people from the community were there. But more importantly, the lives of Miguel and his classmates were forever changed. ***"College was never something that was on my mind, until this year,"*** said Miguel. ***"Now I want to major in computer engineering. I also want to come back to Maplewood and work with the DCL classes to help them make the Block Party an annual event."***

2009 America's Promise GradNation Action Forum
 Marci Garner, Miguel Perez, Keayana Robinson, and Marguerite Kondracke, President & CEO - America's Promise Alliance



In September 2009, Miguel and classmate Keayana Robinson served as youth delegates to the America's Promise GradNation Action Forum in Washington, DC, where they learned how youth leaders like themselves can play a role in reducing the nation's dropout rates.

The Developing Community Leaders (DCL) program is currently offered in nine of Nashville's twelve comprehensive high schools. For the 2009-2010 school year, approximately 550 students are participating in the program. Through the program, many of the participating schools offer Leadership I and II courses; Leadership II may be taken as a dual enrollment course, allowing students to receive college credit. The Alignment Nashville DCL Committee provides links to community organizations to support the students and teachers through the leadership development and service-learning process. In 2010, the committee is planning to host a series of professional development opportunities for the DCL teachers, as well as opportunities for students to interact with community organizations that are interested in providing service-learning support. In addition, the committee is currently developing a resource guide for the DCL teachers that will include information about resources as well as case studies of the DCL experience.



Keayana Robinson, senior at Maplewood High School and member of the Developing Community Leaders program, at the 2009 COMMUNITY Block Party

- COMMITTEE**
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 - Anthony Johnson
 - Dee Gee Lester
 - Bruce Middlebrooks
 - Meghan Oliver
 - Susan Ragsdale
 - Tim Stewart
 - Dan Surface
- MNPS
 - Nashville CARES
 - Learners Edge Consulting
 - Community Nashville
 - Metro Parks Department
 - Healthways
 - Nashville State Community College
 - Center for Asset Development
 - Belmont University
 - Daniel Surface Consulting

- 2009-2010 Teachers:**
- Susanne Frensley
 - Marci Garner
 - Khalilah King
 - Megan Lee
 - Suzanne Link
 - Sharon Matthews
 - Jera Niewoehner
 - Marc Quarles
 - Stephen Sheaffer
 - Morgan Strobel
 - Laura Vignon
 - Audrey Woodward
 - Melissa Wrenne

High School

Smaller Learning Communities

Jan Morey stood at the table for Deloitte & Touche, ready to explain the mysteries of information technology forensics at Nashville's first Career Exploration Fair in November 2009.

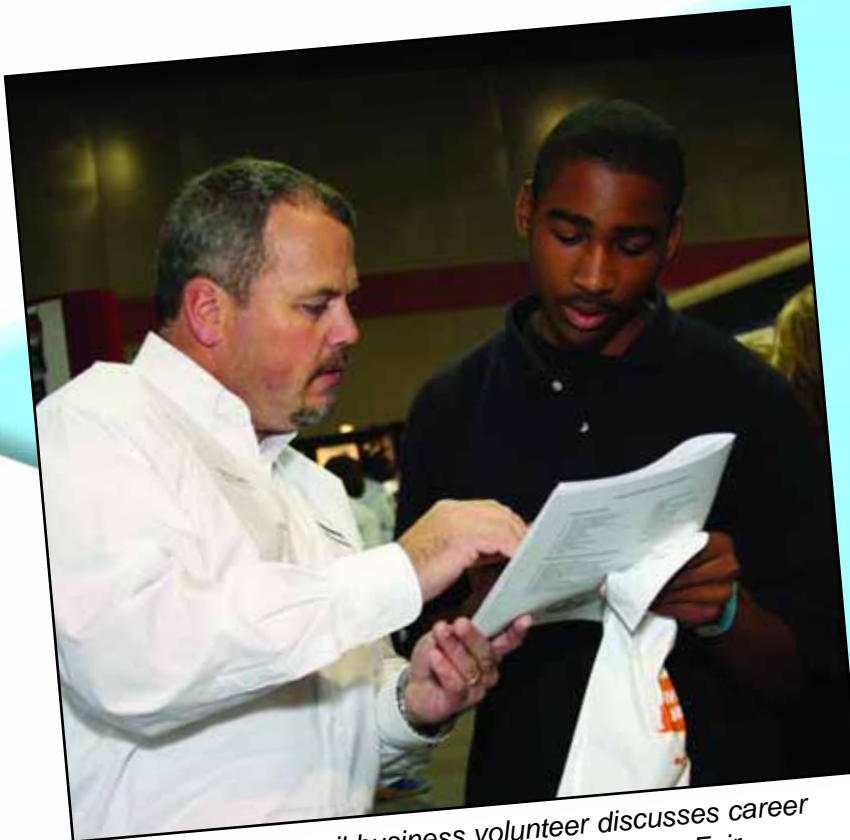
Open to thousands of ninth-graders in Metro's public high schools, the fair offered the students an opportunity to explore hundreds of career opportunities with professionals from more than 150 local businesses. The event was hosted by the Nashville Area Chamber of Commerce CEO Champions, the Business Partnership Councils facilitated by Alignment Nashville's Small Learning Communities (SLC) Committee and PENCIL Foundation, and Metro Nashville Public Schools (MNPS). This event was one of the first initiatives of the newly formed Business Partnership Councils, which are led by business volunteers and provide a systemic, sustainable way for businesses to be engaged in meaningful ways in MNPS high schools.

The fair was designed as a perfect companion to the new emphasis on career academies within MNPS high schools. Ninth-graders are now assigned to a Freshman Seminar class, where they explore such topics as time management, decision-making, study skills, and career research – all of which are designed to help the students choose a career academy. With a career goal in mind, students are able to see how the next three years of education are relevant to their future.

While at the fair, each student was required to visit at least five booths, participate in interactive displays, ask questions, and record the response in a specially prepared booklet. The information will fuel a variety of future lessons in the seminar class.

Kent Fourman, chair of the Business, Marketing & IT Partnership Council and an executive with Permanent General Assurance Corporation, had this to say about the event:

"By any measurement, the event was a smashing success. Every participating organization from the Business, Marketing & IT Partnership Council I talked to was energized by the experience and couldn't wait for next year's event. Everyone was a winner, particularly the students."



A Partnership Council business volunteer discusses career options with a MNPS student at the 2009 Career Fair.

Many thanks to the Nashville Area Chamber of Commerce for their leadership and coordination of the 2009 Career Fair.



Starr Herrman, Director of Career Academies for MNPS, said, *“The Partnership Council’s displays were just amazing. They were interactive and interesting. More important, however, was the way the teams (more than 300 individuals) interfaced with our students. They truly seemed to enjoy and want to mentor the many young people who attended the fair.”*

Some of the comments made by members of the Partnership Council during the day were especially revealing:

“Your kids have been respectful, well prepared and well behaved.”

“Thank you for letting us do this.”

“... many of these students obviously come from very challenging backgrounds, but they were putting forth their best effort.”

“I had students thank me for doing all of this for them.”

“This was good for our team.”

“I am looking forward to next year—this needs to be an annual event.”

“This has restored my faith in public education.”

“It is obvious these students need the information they received and we need for them to stay focused and interested in pursuing a good education and a career that will make them productive.”



Members of the Vanderbilt Medical Center LifeFlight team at their booth during the 2009 Career Fair.



A business volunteer from the Engineering, Manufacturing & Construction Technology Partnership Council provides a hands-on demonstration for students interested in careers in that industry cluster.

Most of the students who talked with Morey didn't know Deloitte is a major international accounting and consulting firm. Even the few who recognized the prestigious name didn't know that information technology is an important facet of the company's work.

Again and again, Morey explained the equipment she uses to extract information from computers, phones or other electronic equipment – information that could be used in an investigation or legal trial.

"I love sharing my job," Morey said. "It's fabulous that the schools are doing this because all kids should be thinking about their future."

Each of the 12 non-magnet Metro Nashville high schools are being redesigned into "small learning communities" that provide personalized academic learning experiences for all students. Many of the small learning communities will be career academies in the following industry groups:

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

The Alignment Nashville Small Learning Communities Committee helped facilitate the implementation of the \$6.65 million grant from the US Department of Education that began the redesign effort in MNPS high schools. Alignment was instrumental in the writing of the grant. The committee provides ongoing support for the redesign effort. In addition to the Career Fair, members of the committee worked with MNPS in 2009 to support implementation in the following ways:

- Members of the committee supported the **High School Redesign Summer Institute** that provided various elements of professional development for over 600 teachers to prepare them for teaching in the redesigned high schools.
- Committee members also developed **business externship experiences** for teams of teachers. These externships were piloted in 2009 and will be expanded in 2010.
- All twelve comprehensive high schools now have **Freshman Academies**, and 11 high schools have **Career and/or Thematic Academies**.
- Ten high schools are now offering a **Freshman Seminar** course, which provides a series of career exploration activities (including the Career Fair), which emphasize study skills, time management and personal responsibility that are needed for student achievement and success in any career they choose. The PENCIL Foundation is providing speakers in these classes to support students and teachers and bring relevance to the curriculum. PENCIL is also piloting a mentor program in four of the high schools offering Freshman Seminar.
- All twelve comprehensive high schools are now offering advisories, which provide an opportunity for students to meet with teacher advisors in a small group setting.
- In 2010, the SLC Committee will engage postsecondary institutions in an effort to better prepare pre-service and in-service teachers for teaching 21st Century learners in the redesigned high schools.
- Six industry partnership councils (with over 200 members) were developed in partnership with the Nashville Area Chamber of Commerce and PENCIL, which was begun through the Invitation to Participate that Alignment Nashville developed.
- Partnerships with various academies have developed and more are in the process of developing in 2010.



Congratulations to the Engineering, Manufacturing & Construction Technology Partnership Council for winning the 2009 "Best of Show" award.

COMMITTEE

| | | | |
|-----------------------------|--------------------------------------|--------------------|--|
| Starr Herrman, Chair | MNPS | Tony Majors | MNPS |
| Danielle Mezera, Vice Chair | Mayor's Office of Children and Youth | Noelle Mashburn | MNPS |
| Bill Rochford, Vice Chair | Vanderbilt Medical Center | Kathleen McEnerney | Tennessee State University |
| Connie Williams, Vice Chair | PENCIL Foundation | David McNeel | Consultant |
| Lynn Anderson | MNPS | Kelly Noser | Kelly Noser Consulting |
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| Kelly Dando | TN Associated General Contractors | Dan Surface | Daniel Surface Consulting |
| Thom Druffel | Holiday Inn at Vanderbilt | Connie Valentine | Arts & Business Council of Greater Nashville |
| Kira Florita | Leadership Music | Suzanne Warner | PENCIL Foundation |
| Kent Fourman | Permanent General | Ellen Weed | Nashville State Community College |
| Donna Gilley | MNPS | Johnny Williams | TN Technological Center |
| Kelly Henderson | MNPS | Aimee Wyatt | MNPS |
| Chelsea Heresco Parker | Nashville Area Chamber of Commerce | Jeff Yarbro | Bass, Berry & Sims |
| Marc Hill | Nashville Area Chamber of Commerce | | |

Partnership Councils for Career

ARTS, MEDIA & COMMUNICATIONS PARTNERSHIP COUNCIL

Chair: **Kira Florita**, Executive Director, Leadership Music
 Vice Chair: **Kelly Henderson**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

- Nancy Cardwell**, Special Projects Director, IBMA
- Sharon Corbitt-House**, Owner, ArtistSessionsLive
- Andrea Dillenburg**, Executive Director, Nashville Ballet
- Sandra Duncan**, Metro Arts Commission
- Chris Ferrell**, SouthComm
- Lucia Folk**, Director of Public Affairs, CMT
- Jay Frank**, Vice President of Music and Strategy, CMT
- Heidi Hall**, Education Editor, The Tennessean
- Anne Henderson**, Director of Education, The Frist Center
- Denice Hicks**, Artistic Director, Shakespeare Festival
- Michael Janas**, RCA Studio B manager, AES / Nashville Recording Workshop & Expo
- Pat McMakin**, Director Of Operations, Ocean Way
- Camilla Meek**, Director of Communications, Vanderbilt University
- Ellen Meyer**, President, Watkins College of Art, Design & Film
- Kim Milligan**, Metropolitan Educational Access Corporation
- David Minnigan**, Architect, Earl Swensson Architects
- Cesar Muedas**, Sales Executive, Channel 4 (WSMV) / Telemundo Nashville
- Erika Wollam Nichols**, Tin Pan South Festival Director, NSAI/The Bluebird Café
- Carol Penterman**, Nashville Opera
- Dave Pomeroy**, National Association of Musicians
- Jonah Rabinowitz**, Executive Director, W.O. Smith Music School
- Catherine Ratliff**, Nashville Ballet
- Paula Roberts**, Executive Director, Museum of African American Music, Art & Culture
- Cheryl Slay**, Intellectual Property and Entertainment Law Attorney, Belmont University
- Eric Stephens**, SESAC
- Connie Valentine**, President & CEO, Arts & Business Council of Greater Nashville
- Andy Van Roon**, Independent Motion Pictures and Film Professional
- Iwonka Waskowski**, Watkins College of Art, Design & Film
- Stacy Widelitz**, Owner, Stacy Widelitz Music, Inc.
- Karen Winkelmann**, Musician
- Bret Wolcott**, Producer, GAC

ENGINEERING, MANUFACTURING & INDUSTRIAL TECHNOLOGY PARTNERSHIP COUNCIL

Chair: **Kelly Dando**, Executive Director, Associated General Contractors of TN
 Vice Chair: **Donna Gilley**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

- Heather Brown**, Director of Concrete Management Program, MTSU
- John Carpenter**, Founder, Nashville Tools for Schools
- Nitaya Chayangkura**, Gresham, Smith and Partners
- Yvonne Clark**, Engineering Professor, Tennessee State University
- Terry Cobb**, Director, Metropolitan Codes Department
- Michael Cochrane**, Division VP, Gresham, Smith & Partners
- Dave Crowe**, Vice President of Engineering & Technology, LP Corporation
- Rusty Deese**, Marketing Representative, SERVPRO of Belle Meade/West Nashville
- Robert Fisher**, Southern Educational Systems
- Doug Fox**, Vice President, Nashville Auto Diesel College
- Joey Hatch**, Skanska
- Floyd Hooker**, USDA Agricultural Liaison Officer, TSU
- Jan Hosse**, Operations Coordinator, ACE Mentor Program
- Bobby Hullet**, Training, The Lee Company
- George Killgore**, UT Agricultural Extension Service
- Roger Lindsey**, Metro Water Services
- David Masterson**, Wasco, Inc.
- Tara Myers**, Architect, Earl Swensson Architects
- Terry Ruppel**, Director of Education, Associated Builders & Contractors, Middle TN
- Bob Sarratt**, Project Manager, The Parent Company
- Jack Tipton**, Balfour Beatty Construction
- Philip Welch**, Service Operations Manager, Thompson Machinery Commerce Corp.
- Giselle Newman Young**, Environments In Life

BUSINESS, MARKETING & INFORMATION TECHNOLOGY PARTNERSHIP COUNCIL

Chair: **Kent Fourman**, Vice President & CIO, Permanent General Assurance Corporation
 Vice Chair: **Kelly Henderson**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

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- Patti Butler**, Cornerstone Financial Credit Union
- Thomas Conner**, President, Sitemason, Inc.
- Mark Davison**, VP Information Technology, Bridgestone Americas
- Michael Galo**, President & IT Strategist, Bytes of Knowledge
- Gary Garrison**, Assistant Professor ISM, Belmont University
- Kevin Hawley**, Senior Vice-President of Sales, Great American Opportunities
- Michael Hollis**, Vice President of Sales & Marketing, eMids Technologies, Inc.
- Melissa Lamb**, Director of Continuous Improvement, Cigna Government Services
- Shannon Wright**, Learning Manager, Deloitte Services LLP
- Greg Lemon**, President, Axis Accounting Systems, LLC
- Michael Lomax**, Group Vice President, Private Wealth Management, SunTrust Bank
- Lee McCroskey**, Director of Sales Development, The Southwestern Company
- Katherine McElroy**, Principal/Partner, C3 Consulting LLC
- Jackie Morgan**, Federal Reserve Bank of Atlanta
- Kathy Nevill**, CFO, EFT Source, Inc.
- Andy Schenck**, Director of Programs, Junior Achievement of Middle Tennessee
- Chris Schlueter**, Vice President, Avenue Bank
- Mary Seely**, Global HR Manager, Caterpillar Financial Services
- Sheralynn Sloan-Wright**, Manager, Information Systems Training, Emdeon Business Services
- Denine Torr**, Director, Community Initiatives, Dollar General
- Jon Walters**, CIO, Direct General

and Thematic Academies

HEALTH PARTNERSHIP COUNCIL

Chair: **Bill Rochford**, Vanderbilt University Medical Center
 Vice Chair: **Donna Gilley**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

- D'Yuanna Allen**, Metropolitan Public Health
- Gene Allen**, CVS Drug Stores
- Mary Bufwack**, United Neighborhood Health Services
- Sheila Carlton**, TN Department of Education
- Kristen Dinger**, Baptist Healing Trust
- Joe Flynn**, HCA Hospitals
- Jennifer Holcomb**, Vanderbilt Sports Medicine
- Julie Jackson**, Tennessee Technology Center at Nashville
- Philip E. Johnston**, Dean, Belmont University School of Pharmacy
- Laura Kelley**, Program Manager, Diversity & Inclusion, Vanderbilt University Medical Center
- Wanda King**, Program Manager, Tennessee Department of Health
- Dr. Terry Kopansky**, Mur-Ci Homes, Inc.
- Kay Kretsch**, AVP, Cigna Government Services
- Laurie Kush**, Volunteer Services, Vanderbilt Health-One Hundred Oaks
- Tonia Moore-Davis**, Vanderbilt University School of Nursing
- Julie O'Connor**, Baptist Hospital
- Steve Phillips**, CVS Drug Stores
- Cheryl Read**, VP Marketing and Public Relations, Tri Star Health System
- Micail L. Samiere**, Chief Operating Officer, Urology Associates P.C.
- Charlotte Scott**, DCI, Inc.
- Deborah Tullos**, Employee Relations Manager, Nashville General Hospital at Meharry
- Cyndi Wiltshire**, Nashville Medical Group
- Latresa Witherspoon**, Program Coordinator, St. Thomas Hospital
- Diana Wohlfahrt**, HR Director, Nashville General Hospital at Meharry

HOSPITALITY & TOURISM PARTNERSHIP COUNCIL

Chair: **Thom Druffel**, General Manager, Holiday Inn Select Vanderbilt
 Vice Chair: **Kelly Henderson**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

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- Andrea Arnold**, Senior VP, Nashville Convention & Visitors Bureau
- Caroline Dawson**, Dir. Of Education Services, Greater Nashville Hotel & Lodging Assn.
- Kathy Demonbreun**, Marketing/Media Director, Frist Center for the Visual Arts
- John Espey**, Academic Dean, Volunteer State Community College
- John Fleming**, General Manager, Renaissance Nashville Hotel
- Tonya Jones**, Director of HR, Nashville Airport Marriott
- Alton Kelly**, President, Belle Meade Plantation
- Mike Kelly**, President, Jimmy Kelly's Restaurant
- Tom Loftis**, Program Coordinator, Nashville State Community College
- Lynne Maynor**, Senior Training Manager, Gaylord Hotels
- Mary Nunaley**, Volunteer State Community College
- Tom Rybak**, Hilton Suites Brentwood
- Marsha Sparkmon**, Director of Training, Loews Vanderbilt Hotel
- Charles Starks**, Executive Director, Nashville Convention Center
- Tina Tackett**, Sales Manager, Ruth's Chris Steak House, Inc.
- Falon Veit**, Director of Sales, Event Logistics, Inc.
- Paul Widman**, Director of Recreation, Metro Parks & Recreation

HUMAN AND PUBLIC SERVICES PARTNERSHIP COUNCIL

Chair: **Jeff Yarbro**, Bass, Berry & Sims
 Vice Chair: **Donna Gilley**, MNPS CTE Coordinator

PARTNERSHIP COUNCIL MEMBERS:

- Elyse Adler**, Research and Special Projects Administrator, Nashville Public Library
- Sheila Calloway**, Juvenile Court Referee
- Jessica LeVeon Farr**, Regional Community Development Manager, Federal Reserve Bank of Atlanta
- Steve Fleming**, President & CEO, Bethlehem Centers of Nashville
- Karen Franklin**, Executive Director, National Association of Social Workers Tennessee Chapter
- Debbie Grant**, Development Director, Goodwill Industries of Middle Tennessee, Inc.
- Bill Hampton**, Davidson County Sheriff's Department
- Mike Heilbronn**, Senior Vice President of Operations, YMCA of Middle Tennessee
- Lynnette Henderson**, Research Assistant Professor of Pediatrics, Vanderbilt Kennedy Center
- Kim Hunter**, True Blue Salon
- Julie Jackson**, Tennessee Technology Center
- Jeremy Kane**, Founder and School Director, LEAD Academy
- Kyndyll Lackey**, Youth Employment Program Coordinator, Nashville Career Advancement Center
- Rhonda Laird**, Site Manager, Vanderbilt Child and Family Center
- Beth Morrow**, Director of Communication and Outreach, Lipscomb University
- Lowell Perry**, Chief Executive Officer, Big Brothers Big Sisters of Middle Tennessee
- Lisa Pote**, Director of Consulting Services, Center for Nonprofit Management
- Dexter Samuels**, Interim Asst. Dean, TSU
- Ivanetta Davis-Samuels**, Director of Corporate Compliance, Meharry General
- Cagney Slye**, Catholic Charities of Tennessee, Inc.
- Carrie Thornthwaite**, Director of Educational Technology, Lipscomb University
- Charlotte Wood**, Marketing Director, TN Voices for Children

Partnership Councils
 are coordinated by:



with oversight from
 Alignment Nashville
 SLC Committee

Alternative High School Initiative (AHSI)

With assistance from the National League of Cities, Nashville made a significant expansion of optional schools for Nashville's youth in 2009. Big Picture High School, which began in 2007, doubled its number of enrolled students, while a new initiative, Nashville Diploma Plus, was added to the portfolio. Diploma Plus is a national model school for students in grades 9-10 who are at risk of dropping out of a traditional high school. Both schools are currently housed in the White Bridge Road area of Nashville.

As one of Alignment Nashville's newest committees, the Alternative High School Initiative Committee works to align the city's resources to support these two non-traditional high schools, where each student gets individual attention while working toward graduation and the skills necessary to move on to college or careers. The committee's goal is to define the most pressing needs of these schools' populations and recruit partner organizations to provide resources such as:

- Financial literacy
- Career exploration services
- Emergency household supports (emergency food, rent, utilities)
- Homelessness services
- Information about healthy lifestyles
- Gang resistance and awareness
- Post-secondary education and training access
- Additional services related to transition to adulthood
- Child care
- Transportation



Nashville Big Picture High School and Diploma Plus High School



Mayor Karl Dean, center, welcomes guests from the National League of Cities for a reception at Vanderbilt's Dyer Observatory on May 5, 2009.

In May 2009, Alignment Nashville hosted a two-day event in conjunction with the visit of members of the National League of Cities. The leadership team of the League came from across the United States to meet with the community resource partnership leaders, with discussion focusing on how best to support these student populations and their families. During the visit, Vanderbilt University hosted a reception at the Dyer Observatory for the AHSI participants and community leaders. Director of Schools, Dr. Jesse Register and his guests from the Annenberg Foundation also attended the reception. This was an excellent beginning for this newly formed committee to begin the much-needed support work for this new student population and their families.

In the coming year, the AHSI Committee will lead a community-wide effort to develop a Resource Guide for older teens and young adults. This guide will include the services offered by partner organizations and will be used by school counselors, administrators, and teachers in the alternative high schools. The guide will also assist community groups as they identify and serve young people who have dropped out or who are at-risk of dropping out of school.

COMMITTEE

- | | |
|-------------------------|-------------------------------------|
| Ellen Zinkiewicz, Chair | Nashville Career Advancement Center |
| Atica J. Helms | Metro Student Attendance Center |
| Carmen Moore-Minor | MDHA |
| Cathie Dodd | Woodbine Community Center |
| Charlotte Bryson | Tennessee Voices for Children |
| Chrystalyn Hall | Dept. of Children's Services |
| Connie Williams | PENCIL Foundation |
| Judy Rye | Martha O'Bryan Center |
| Karen Lefkovitz | MNPS |
| Laura Hansen | Office of the Mayor |
| Marsha Edwards | Martha O'Bryan Center |
| Mary Walker | Big Brothers Big Sisters |
| Mary Bufwack | United Neighborhood Health Services |
| Monica Causey | TN Voices for Children/TPIRC |
| Neely Williams | IMF/Peniel Initiative |
| Patty Harman | Monroe Harding |
| Paul Ballard | Metro Transit Authority |
| Paul Juarez | Meharry Medical College |
| Per Thomas | DCS |
| Ralph Tagg | Big Picture High School |
| Rodger Dinwiddie | Center for Youth Issues/STARS |
| Roy Wilson | Metro Parks and Recreation |

Parent University

It's a well-known truism that students with engaged parents have a better chance at graduation and readiness for a career or secondary education. But that's easier said than done for some families, especially when parents face barriers to being involved in their child's schooling.

The Parent University Committee of Alignment Nashville is working to remove those barriers by ensuring that parents are empowered with accurate school-related information and the necessary skills to be their child's best teacher. With that focus in mind, the committee guided two major citywide projects for 2009 – both of which helped parents make more informed decisions about their children's education.

Finding Where You Fit

In 2009-2010, Metro Schools offered families more school-choice options than ever before with a revised zoning plan, more charter schools, new alternative high schools and two new academies. Faced with the monumental task of communicating all these options, MNPS came to the Parent University Committee and asked for help.

The committee quickly designed a community involvement plan that would enhance the MNPS "Finding Where You Fit" campaign to support the ambitious goal of MNPS: 100% of all parents/caregivers would know about their options and make an informed choice for their children.

In February, the committee invited organizations across Nashville that had access to parents to attend a train-the-trainer session. In response, more than 40 community organizations attended the information session presented by MNPS zoning and school options personnel. Each community partner then agreed to take this information regarding school choices back to their parents and caregivers.

At the end of the "Finding Where You Fit" campaign in March, Alignment Nashville polled partner community organizations to assess their outreach. The amazing results showed that in just a few short weeks, this grassroots community effort reached more than 45,000 people. This effort was a significant factor in making sure 100% of all parents were given the information they needed to make informed decisions.



Parents and their children arrive at the "Be A Plus Parent" event.



Children and parents received school supplies and school uniform vouchers at the "Be A Plus Parent" event.

"Be A Plus Parent" Event

Top-quality parent education is critical for parents as they make the best decisions and offer the best assistance to their children. The Alignment Nashville Parent University Committee took that mission and decided to bring quality education straight to the parents.

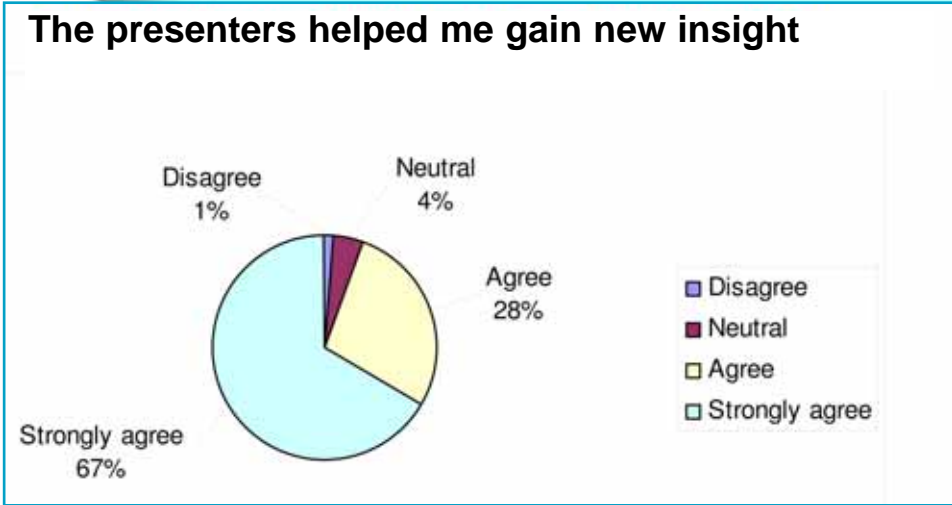
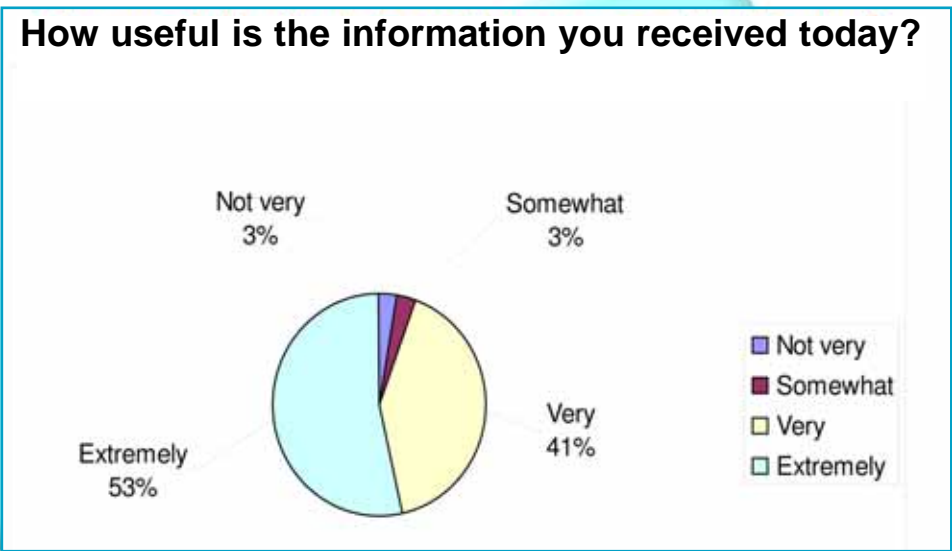
Through funding from MNPS, the Nashville Area Chamber of Commerce, and the Orrin H. Ingram Fund, Parent University held its first annual "Be A Plus Parent" conference on the Avon Williams Campus of Tennessee State University. Almost 200 parents and more than 200 children attended the half-day event on July 25, 2009.

Through the Alignment Nashville Invitation to Participate (ITP) process, the committee identified 24 community organizations willing to participate in the conference by providing a variety of workshop sessions. The sessions covered such important and relevant topics as:

- Parent advocacy
- Comprehensive child development
- Importance of parent engagement
- Non-traditional supports
- Creating resilient children
- Communicating available resources
- Youth culture

The Parent University Committee provided transportation, breakfast, and lunch for the attending parents and children, while the YMCA provided outstanding and engaging learning activities for all of the attending children. As a grand finale to the informative day, each parent was presented with a Parent University diploma by Belmont University President, Dr. Bob Fisher and TSU's Interim Vice President for Academic Affairs, Dr. Kathleen McEnerney. Each parent also received vouchers for two school uniforms, and backpacks filled with school supplies were given to every child. Parents were also eligible to win other great incentives such as laptop computers and gift certificates for school supplies.

Some of the parent feedback on the day is below:



| COMMITTEE | | | |
|--------------------------|---|------------------|---|
| Olivia Brown, Chair | MNPS | Kayce Matthews | Planned Parenthood of Mid TN |
| Francie Hunt, Vice Chair | Stand for Children | Bryan McClarey | Healthways |
| Sandra Avent | Martha O'Bryan Center | Brandyn Payne | Healthways |
| Melva Black | IMF/Peniel Initiative | Virginia Pirkle | Conexion Americas |
| John Bowman | MNPS | Avi Poster | Consultant Activist |
| Sam Braden | MNPS JFK MS Principal | Sherry Raymer | MNPS |
| Julee Brooks | Nashville Children's Theatre | Bradley Redmond | MNPS Liaison |
| Monica Causey | TN Voices for Children/TPIRC | LaToiSpears | Family Resource Center |
| Colleen Coffey | National Mental Health Awareness Campaign | Verda Stewart | MNPS |
| Lindsay Cook | Healthways | Charnette Thomas | Stand for Children |
| Ruben De Pena | MNPS | Jane Walling | MNPS |
| Tracey Dill | MNPS | Ellen Weed | Nashville State Community College |
| Marsha Edwards | Martha O'Bryan Center | Jude White | Renewal House |
| Eulonda Ford | MNPS | Neely Williams | IMF/Peniel Initiative |
| Todd Foster | Exchange Club Family Center | Louisa Saratova | TN Office of Refugees, Catholic Charities |
| Julia Laughlin | Country Music Hall of Fame | | |

Refugee & Immigrant Support Services

Nashville has a national reputation as a great city in which to live and work, making it a natural choice when the federal government resettles international refugees or when immigrants choose an American home. While these new residents create a rich diversity in Nashville, MNPS faces a fresh set of challenges in serving these populations; in fact, the number of school-age refugee students coming to the city since 2007 has doubled.

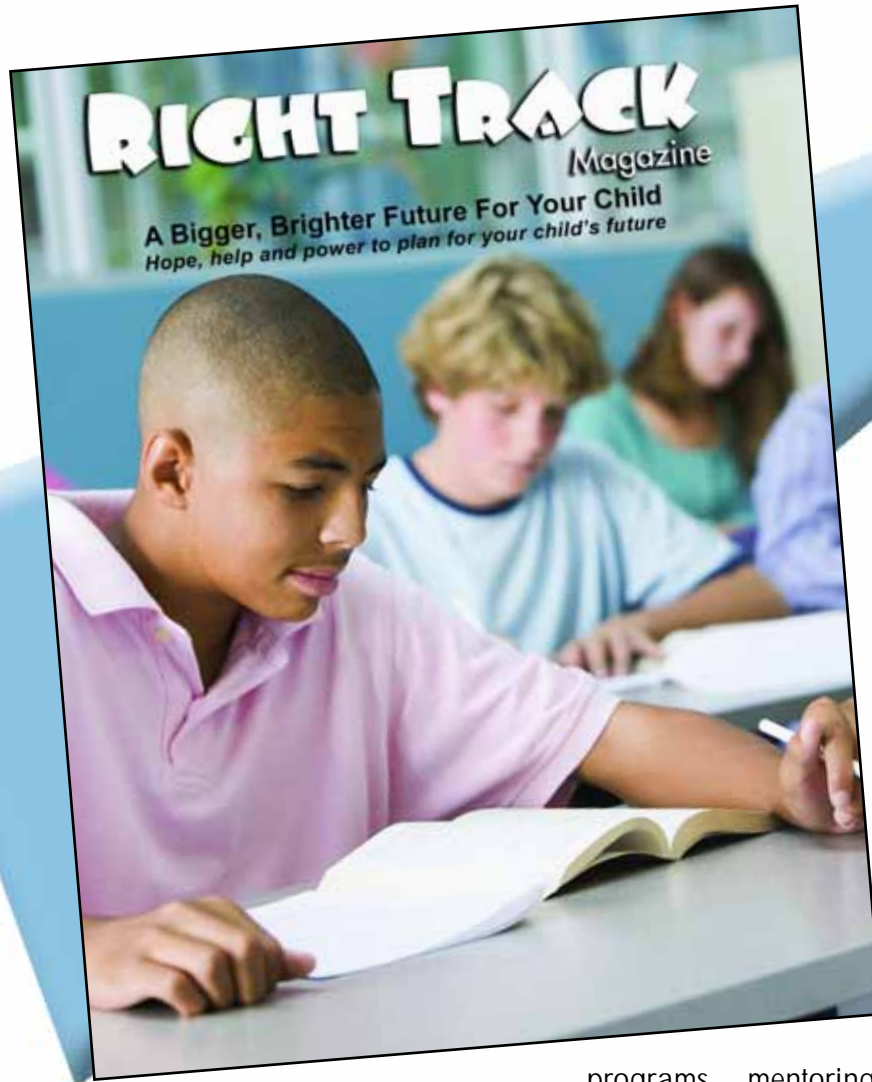
In November 2009, Alignment Nashville convened the Refugee and Immigrant Support Services Committee (RISSC). Under the leadership of Jennifer Escue (Catholic Charities) and Linda DePriest (Metro Nashville Public Schools), this committee will work to identify and align the resources available in Nashville to meet the basic and educational needs of refugee and immigrant students and families of MNPS. *"We are working to create a network of organizations to serve the schools as well as refugee and immigrant students and families,"* said Jennifer Escue, RISSC chair. *"There are many needs to be met, and no single organization can do it alone. I am so encouraged by the enthusiastic response of community organizations represented on our committee, and I am confident that we will make significant progress in the coming year."*



COMMITTEE

| | | | |
|----------------------------|---|------------------|----------------------------------|
| Jennifer Escue, Chair | Catholic Charities | Eulonda Ford | MNPS |
| Linda DePriest, Vice Chair | MNPS | Tracy Glascoe | Vanderbilt University |
| Gerry Alteri | MNPS - Tech Coordinator | Debby Gould | PENCIL Foundation |
| Abdelghani Barre | Metropolitan Social Services of Nashville & Davidson County | Kathy Gracey | Vanderbilt University |
| Eva Bennett | Siloam Family Health Center | Julia Lydon | MNPS |
| Alan Coverstone | MNPS - Charter Schools | Meg Nugent | Nashville Adult Literacy Council |
| Sonnye Dixon | Hobson United Methodist Church | Shul Pelham | MNPS - Overton High School |
| Cathie Dodd | Woodbine Community Center | Virginia Pirkle | Conexion Americas |
| Cathy Dunn | Metro Public Health | Denise Rollins | MNPS |
| Kathy Edson | WNPT | LaWanna Shelton | MNPS - ELL Department |
| Emmanuel Ehiemua | CWA-Cayce Learning Center | Meryl Taylor | Centerstone |
| Elias Feghali | Tennessee Immigrant and Refugee Rights Coalition (TIIRC) | Donald Wingfield | MNPS - Title I Translator |

Pathways to Postsecondary Education



Right Track Magazine

Financial aid. Admissions. ACT. These terms, commonplace to those who attended college, are often intimidating to parents who never went to college themselves. It's difficult to prepare your child for something that is intimidating and foreign to you.

That's why the Alignment Nashville Pathways to Postsecondary Education Committee developed the *Right Track* magazine – to ease parents' fears and connect them to community resources that can help them prepare their child for life after high school. The committee also wanted to encourage parents to start early – in middle school – to make sure their child receives all the support they need to succeed in high school and beyond.

The Right Track magazine contains information about afterschool programs, mentoring and tutoring programs, leadership development programs, resources for students with disabilities, and more. The committee printed and distributed 7,500 copies of the magazine in fall 2009, concentrating on the high-need Whites Creek and Pearl-Cohn clusters. The committee partnered with the McGruder and St. Luke's Family Resource Centers to distribute the majority of the magazines to parents. ***"There is a real need to inform parents about the resources available to them for assisting their child with making better choices for their educational and career paths,"*** said Rev. Neely Williams, Director of the IMF/Peniel Initiative and the Nashville Community Coalition for Youth Safety (NCCYS). ***"The Right Track magazine is an excellent tool for community organizations, school personnel, churches, and others to use when informing parents and students about their options for education after high school."***

To gauge its effectiveness, the committee created a Parent Support Hotline, located at IMF/Peniel Initiative, to provide one-on-one support for parents and refer them to needed services. The majority of the calls to the Hotline have been overwhelmingly positive; in fact, most callers want to know if they can get more copies of the magazine to give their friends and family.

The committee plans to survey organizations that are included in the magazine in January 2010 and will use that information to refine the magazine, as well as expand the number of organizations represented in the publication.

One Step Ahead

Many of Nashville's students are several steps behind when it comes to being ready for life after high school. Dual enrollment is one way to help them move forward in planning for their future.

Dual enrollment is a program that allows high school students to attend college classes at their high schools in which they earn both high school and college credit. In a study of dual enrollment students in Florida and New York conducted by the Community College Research Center at Columbia University, they found that:

- Dual enrollment increased students' likelihood of earning a high school diploma.
- Dual enrollment increased college enrollment rates.
- Dual enrollment students had higher college GPAs one year after high school graduation.

The Tennessee Student Assistance Corporation (TSAC) offers Dual Enrollment Grants of \$300 per semester for high school students. However, there is a tuition gap of approximately \$60-75 per class, which presents a barrier for many Nashville students. That is why Mayor Karl Dean has partnered with the Nashville State Foundation, Volunteer State Community College Foundation, United Way of Metropolitan Nashville, the Ingram Charitable Fund, and other local funders to create One Step Ahead, a dual enrollment scholarship fund that will ensure all of Nashville's students have access to this opportunity.

The first One Step Ahead scholarships were awarded in fall 2009 to 197 MNPS high school students, many of whom would not have been able to participate otherwise. One of those students is Jameshia Fosten, a senior at Glencliff High School:

"The One Step Ahead program has prepared me for college and has given me the opportunity to experience what college life is actually like... This program has encouraged me to pursue college right after completing high school. Since entering the program, I feel I am better prepared to go to college, having been acquainted with what to expect. The scholarship has given me the opportunity to save money for college that would otherwise be paid for dual enrollment classes; therefore, I do not feel as financially troubled with funding college."



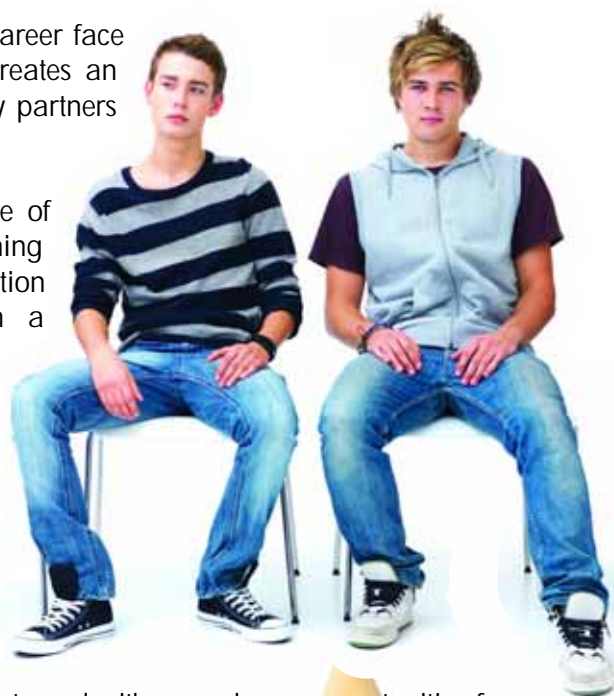
Mayor Karl Dean speaking at a press conference held on the campus of Nashville State Community College to announce the creation of the One Step Ahead dual enrollment scholarship fund.

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 - MNPS
 - TN Higher Education Commission (THEC)
 - Nashville State Community College
 - Tennessee State University
 - Nashville State Community College
 - TSAC - Hope Scholarship Program
 - Tennessee Scholars
 - TN Higher Education Commission (THEC)

16-24 Out of School and Out of Work

In today's world, students without a diploma or viable career face a future of financial and emotional peril. That necessity creates an undeniably huge need for the contributions from community partners to help students create a strategy for future success.

The 16-24 Out of School and Out of Work Committee of Alignment Nashville has spent a great part of this year defining and mapping out the availability of GED/Adult Education programs offered in Nashville. This work comes in a period of great change: at the start of this school year MNPS ceased providing GED certifications. Due to these changes, most of Nashville's community organizations that offer the GED classes and pre-testing are at full capacity with a waiting list. While this shows that a huge number of 16-24-year-olds without a high school degree are realizing the need to become re-engaged, it also clearly demonstrates the great need for the city to offer this group more opportunities to succeed.



MNPS and the 16-24 Committee are working to meet that need with several new opportunities for youth engagement. MNPS opened the Academy at Old Cockrill and the Academy at Opry Mills for students who:

- Are between the ages of 17 and 21;
- Have at least 14 ½ credits;
- Dropped out during the second semester of their junior year or their senior year; or
- Are not slated to graduate on time in the 2009-2010 school year.

Another new option is the Nashville Diploma Plus High School for students with fewer than 14 ½ credits, in addition to the expansion of the Nashville Big Picture High School for students who prefer a non-traditional high school setting.

The 16-24 Committee is compiling all the various options for youth to earn a GED or high school diploma and is currently in the beginning stages of producing a community resource directory in collaboration with the Alternative High School Committee.

Judy Rye, Adult Education Instructor at the Martha O'Bryan Center, recently shared this story which shows why more GED and Adult Education resources are needed in Nashville:

"Megan recently moved to Nashville. She is 21, has a three-year-old son, and no high school diploma. Determined to better herself and make a good life for her son, she started making connections. At Martha O'Bryan Center she joined the nine-week Tied Together parenting class. She heard about the Adult Education classes and made an appointment to talk with the instructor. Based on her above-average placement and assessment test scores, it was obvious that Megan could go directly to the Official Practice Test for the GED. Megan was not surprised. She knew she was smart, but circumstances had made it impossible for her to finish high school. Although Megan had an academic delay, she always had a job. So while she waits for the results from her GED test, she is applying for jobs with a resume that shows she is experienced and dependable. Megan is now working on her life-long aspiration of becoming a pediatric nurse."

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Children's Health Executive Oversight

The Children's Health Executive Oversight Committee provides high-level oversight for the city-wide effort to make Nashville "America's Healthiest City for Children".

Children's Health became a priority of Alignment Nashville when former Mayor Bill Purcell held a summit that focused on the issue. Prior to that time, all Alignment committees concentrated on school tier-level age groups and the issues that were of the most importance to those groups. It was recognized that many of the agencies helping school-age children were focused on addressing problems related to health. Alignment Nashville took on the task of aligning these services, and funding for staffing the effort was provided by the HCA Foundation, the Healthways Foundation, and Amerigroup.

In 2006, as a result of a city-wide strategic planning effort sponsored by the HCA Foundation and Vanderbilt Children's Hospital, six Children's Health goals were affirmed by the community and six committees were established to align community resources around those goals. The six committees were named:

Healthy Starts
 Primary Care and Vaccines
 Healthy Practices
 Adolescent Sexual Responsibility
 Specialty and Oral Care
 Behavioral Health

In 2009, the Children's Health Executive Oversight Committee merged the Specialty and Oral Care Committee with the Primary Care Committee resulting in five committees.

Under the leadership of Bill Paul, MD, Director of Public Health, the committees of the Children's Health Initiative (CHI) have all established networks of providers around the five focus areas. Two of the committees have published resource guides, and resource guides for the other three committees are under development. Grant funding for the initiatives has been secured for all committees from a variety of private and government sources. The next few pages detail the committees' progress.

This year, the Alignment Children's Health committees are working with Nashville Public Television (NPT) as they begin production of a series of documentary programs based upon the issues central to the Children's Health Initiative. The first documentary will air in early 2010, and committees will be working to leverage these programs to focus attention on the issues addressed by each of the committees.

COMMITTEE

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| D'Yuanna Allen | Nashville Public Health Department | Mary Kate Mouser | Monroe Carell, Jr. Children's Hospital at Vanderbilt |
| Lisa Beck | YMCA of Middle Tennessee | Carol Nixon | Alignment Nashville |
| Mary Bufwack | United Neighborhood Health Services | Sydney Rogers | Alignment Nashville |
| Tom Cigarran | Healthways | Michael Warren, MD, MPH | Monroe Carell, Jr. Children's Hospital at Vanderbilt |
| Justin Lanning | CredenceHealth | Kim Wyche-Etheridge, MD, MPH | Metro Public Health Department |
| May Lavender | Healthways | | |

Adolescent Sexual Responsibility

According to the 2007 Nashville Youth Risk Behavior Survey, over half of all male students surveyed reported having had sexual intercourse. Nothing can derail the future of a student -- male or female -- like the consequences of adolescent sexuality. After the committee conducted a survey of school counselors and nurses in 2008 indicated a need for additional preventative services in the schools, Alignment Nashville's Adolescent Sexual Responsibility (ASR) Committee, led by D'Yuanna Allen (Metro Public Health Department) and Linda DePriest (Metro Nashville Public Schools) created a community-wide collaboration to tackle this problematic issue by publishing a **Lifetime Wellness Resource Guide**.

The Lifetime Wellness Resource Guide includes community resources available to support the schools in delivering the Lifetime Wellness curriculum, which meets the requirements set out in state law. The guides were hand-delivered to MNPS high schools and have been well-received by Lifetime Wellness teachers, high school counselors and principals. Community organizations are also reporting an increase in requests for their services by the schools.

"I had the opportunity to speak at Hunter's Lane High School after receiving a request from one of the coaches who found my program's information in the AN ASR Resource Guide...the students were very well-mannered and very involved with the discussions on the anatomy & reproductive systems and the short movies that were shown ('The Choices We Make' and 'Reflections')... several students came up to thank me for putting my presentation in what one student said was a 'cool way'."

--Lillian Maddox-Whitehead, Metro Public Health Department

The ASR Committee is now working on a similar guide to support middle school educators, which is expected to be ready for distribution in January 2010.



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| Sharon Travis | Hope Clinic For Women |
| Lynnette Whitlow | Positive Prevention Alliance |

Healthy Starts

It's no surprise that most teenagers who are pregnant or parenting drop out of school. Childcare, transportation, and other issues make it extremely difficult for them to stay in school until graduation. Services and resources are available to help these students stay in school and have a healthy pregnancy and birth, but school personnel reported a difficulty in accessing up-to-date information about these services in a central location.

That's why the Healthy Starts Committee, led by Dr. Kimberlee Wyche-Etheridge (Metro Public Health Department) and Cel Franklin (Metro Nashville Public Schools, Homebound Services), developed the **Healthy Nashville, Healthy Future** resource guide. This invaluable resource puts information about these resources at the fingertips of teachers, counselors, and school nurses who are working with these students every day.



A unique feature of the **Healthy Nashville, Healthy Future** resource guide is a **Pregnancy Calendar**, which provides a list of important milestones during a teen's pregnancy, along with a listing of community organizations that provide services related to these milestones. For example, the **Pregnancy Calendar** encourages school personnel to make sure that students sign up for a Home Visiting program early in their pregnancy, during the first trimester, and provides a list of Home Visiting programs and their contact information.

Karen Caruthers, a Homebound Services teacher with MNPS, had this to say about the **Healthy Nashville, Healthy Future** resource guide:

"This is a much needed resource for pregnant girls. Sometimes they don't

know what to do or where to turn when they become pregnant. It is such a shock and surprise, oftentimes they remain in denial until they begin to show. This guide will be helpful in educating the girls in what steps they need to take."

Sya Zoller, another Homebound Services teacher, said that *"the Healthy Nashville, Healthy Future resource guide...is the best information guide I have seen. It provides the all the information they might need ... It is a manageable piece of information that is not overwhelming."*

The **Healthy Nashville, Healthy Future** resource guide was made available for teachers, counselors, and nurses in November 2009. The committee will collect information about the guide and its usefulness in early 2010 to inform future activities. In early 2010, the committee will also launch a similar resource guide to be used by the pregnant and parenting teens themselves; it will include a Pregnancy Calendar and will be part of a community effort to connect these students to the resources they need to stay in school, have a healthy pregnancy, and give birth to a healthy, full-term baby.



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 Betsy Walkup

Metro Public Health Department
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 Metro Public Health Department
 Vanderbilt School of Nursing - Vine Hill Clinic
 Community Foundation of Middle Tennessee

Primary Care

What does it mean for a child to be healthy? There are many factors – but it all starts with primary care. Children who don't have a "medical home" – that is, a doctor or medical provider that they see on a regular basis and knows them and their family well – are less likely to receive regular screenings and vaccinations. Many families who are uninsured or under-insured rely on walk-in clinics and hospital emergency rooms for services, decreasing the quality of their ongoing care and placing a strain on the health care system in general.

The Alignment Nashville Primary Care Committee, led by Michael Warren, MD from the Governor's Office of Children's Care Coordination and Monroe Carell, Jr. Children's Hospital at Vanderbilt, embarked on a pilot project during the 2009-2010 school year that brings resources to families to help them connect to a medical home and improve health outcomes for their children. ***"Our aim is to raise the number of students who have health insurance, an established primary care provider, and up-to-date screenings and vaccinations,"*** said Dr. Warren. ***"We hope to be able to connect parents and families with the many health-related resources in our community."***

The committee identified Brick Church Middle School as the pilot site, in order to leverage CDC funding that provides a full-time coordinator at the school (through the AN Middle School Committee). A parent focus group was held at the school in May 2009 to learn more about the barriers these families experience when trying to access primary care.

When asked what it meant for their children to be healthy, parents answered:

- Exercise
- Eat right
- Being active
- Being focused
- Plenty of rest

When asked what makes it difficult for your child to be healthy, parents answered:

- Extra foods in the cafeteria (kids are more likely to choose unhealthy options if offered)
- Not enough time in physical education
- Parents sometimes are poor role models
- Kids need regular checkups, but lack of insurance, transportation, and cost of services not covered by insurance are a barrier



Students visit a booth hosted by the Metro Public Health Department about dental health.



Vanderbilt medical students conduct screenings at the Brick Church Middle School Health Fair hosted by the AN Primary Care Committee.

The Primary Care Committee responded to these needs by creating a "Passport to Health" pilot program, beginning with a Health Fair at the school in September 2009. More than 25 community organizations participated, bringing valuable information and resources to the school to help parents sign up for TennCare and CoverKids, learn about health care providers in the area, and more. However, parent and student turnout was very low, in spite of several efforts by the school and committee to reach parents. *"We were surprised by the low parent turnout,"* said Dr. Warren, *"but it served to remind us that we were going to have to intentionally reach out to parents with our message of the importance of primary care."*



Taking this into account, the committee is now revising its pilot project to include a stronger emphasis on parent involvement. They are also developing a resource guide for parents that educate parents and connect them to services in the community that can help them lead a healthy life.



Students in the Vanderbilt Dietetic Internship Program (above and right) promote healthy food choices at the 2009 Health Fair.



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| Betsy Dooley | Healthways |
| Kathy Gilliland | Metro Public Health Dept |
| Becky Green | AES Coordinator - Brick Church MS |
| Kyle Harris | Health Assist Tennessee |
| Michelle McRae | Healthways |
| Melissa O'Connor | Vanderbilt School of Nursing |
| Patti Scott | Vanderbilt University |
| Clare Sullivan | |

Behavioral Health

The Behavioral Health Committee (BHC)'s overarching goal is to ensure that children and youth in Nashville are mentally well. The committee's primary objective, guided by the stakeholder input at the Mayor's Summit on Children and Youth in 2006 and the two-day Rapid Design Workshop in 2007, is **to promote awareness and provide a full range of mental health and substance abuse services along the continuum of care**. In late 2007, the BHC merged with a newly formed Positive Youth Development Committee in order to promote intentional efforts to develop social and emotional competencies in children and adolescents.

The BHC has undertaken a number of initiatives this year to achieve this, supported in part by a grant from the U.S. Department of Education. Several subcommittees are specifically focused on professional development, resources development for social and emotional support personnel, and policy and protocol development. Additionally, the grant supports evaluation activities to help determine the needs as well as assess our progress over time. Several of these efforts are described in more detail below.

In November 2009, the BHC completed a two-day strategic planning retreat facilitated by the National Assembly on School-Based Health Care (NASBHC). The retreat was developed to systematically gather broad stakeholder input to help refine the BHC's objectives and strategies. Over 35 MNPS and community leaders attended. The attendees prioritized three strategies:



Darwin Mason, Denise Rollins and Laura Hansen listen to NASBHC speakers at the November 2009 retreat.

- ◆ Ensure top down support for school climate as the unifying framework to promote the social and emotional well-being of all students
 - Clearly communicate a comprehensive definition of school climate and how it relates to key educational outcomes such as academic achievement, attendance, student behavior, and ultimately dropout
 - Highlight current best-practice efforts in MNPS schools that are demonstrating positive results
 - Pilot school climate reform efforts in 2-3 schools to build on the success of "The Culture of Kindness" middle school project
- ◆ Create Youth and Family Advisory Councils to provide ongoing involvement and input
 - Outreach to family and youth through advocacy and community agencies
 - Hold community meeting for information and recruitment
- ◆ Promote the understanding and use of evidence-based practices in schools and the community
 - Look nationally and locally to highlight best practices
 - Engage school administrators in how best practices relate to educational outcomes

Linking Youth in Nashville with Comprehensive Services (LYNCS)

The goal of Linking Youth in Nashville with Comprehensive Services (LYNCS) is to increase students' access to and utilization of a comprehensive array of services to strengthen their social and emotional competencies and to address their barriers to learning. The project, funded by the U.S. Department of Education, supports infrastructure development. The grant funds the position of Director of Social and Emotional Learning, filled by Denise Rollins. Core strategies include the development of school-based Student Support Teams to oversee the full range of services for all students, from intentional youth development and school climate efforts to services for students at risk and those already experiencing problems. The grant will continue through July 2010.

Professional Development

The subcommittee focused on professional development has leveraged LYNCS funding as well as resources from community partners to provide over 30 training opportunities for MNPS and community agency personnel. Centerstone and Vanderbilt Mental Health Center have taken leadership roles in delivering training in collaboration with MNPS staff. The trainings are designed to help school personnel understand the link between students' social and emotional health and their school success. Participants learn to recognize the warning signs of mental health issues and respond appropriately. Since June 2009, approximately 1,300 individuals have participated in these professional development opportunities.

- ◆ About 400 school personnel have participated in a full-day workshop developed and delivered by Centerstone. Topics include the impact of student mental health needs on schools, risk and protective factors, common mental health disorders and treatment options, and strategies for teachers in working with students experiencing mental health issues;
- ◆ 500 bus drivers and bus monitors received training in August to help them recognize mental health issues and respond more strategically to students' behavior;
- ◆ 65 MNPS personnel have participated in workshops focused on childhood trauma;
- ◆ 209 have attended workshops providing a "Mental Health 101" overview; and
- ◆ Approximately 130 school and community personnel attended a full-day workshop on comprehensive school climate reform. Eight MNPS administrators, SLC coaches, and central office staff attended a three-day workshop on school climate reform in New York City in July.

In the remaining school year, the subcommittee will facilitate school-wide trainings across the district. The 45-minute trainings co-facilitated by MNPS and community staff will help to ensure school personnel can recognize and respond appropriately to students' mental health issues.

Evaluation

The LYNCS grant supports an external evaluation conducted by Noser Consulting, Inc. The evaluation is designed to provide data to guide decision making (i.e., needs assessment) to assess the effectiveness of the work over time.

The Mental Health Services Capacity Survey

To understand more clearly what social and emotional support services were being provided across the district and school personnel's perception of those services. An online survey in May 2009. The survey gathered information about three types of services: crisis, early recognition and referral, and promotion and prevention. Promotion was defined as intentional efforts to strengthen and develop students' social and emotional skills. Across 127 schools, 418 surveys were completed by the respondents shown in the table.

| <u>Respondent</u> | <u># Completed</u> | <u>% of Sample</u> |
|--------------------------------|--------------------|--------------------|
| Executive/ Assistant Principal | 76 | 18% |
| School Counselor | 99 | 24% |
| School Psychologist | 42 | 10% |
| General Education Teacher | 95 | 23% |
| School Social Worker | 9 | 2% |
| Special Education Teacher | 82 | 20% |
| Contracted Community Staff | 15 | 4% |

Across 127 schools, 418 surveys were completed by the respondents shown in the table.

Findings of the survey include the following:

- ◆ Approximately 80% of respondents reported that additional resources are needed in each of the three service areas.
- ◆ Over 50% of respondents reported a definite or obvious need for professional development for each of the three areas – nearly 98% reported that some level of training is needed.
- ◆ The majority were **not** "Satisfied" or "Very Satisfied" with the services, particularly promotion and prevention
- ◆ Policies and protocols are not formally defined, disseminated, and understood across schools.
- ◆ Reports varied by role of the respondent – psychologists generally perceived the lowest levels of services capacity while school administrators perceived the highest.
- ◆ Reports varied by tier – generally, respondents reported higher services capacity in the lower grades. However, at the high school level, respondents reported the greatest capacity in crisis services and the lowest in promotion and prevention.

These findings have informed LYNC's project activities as well as action planning at the November retreat. Our ongoing professional development activities clearly address a need indicated by many respondents. Our strategic focus on school climate addresses the weakness in promotion and prevention systems. Finally, a subcommittee of the BHC will focus specifically on formal policies and protocols related to school-based referrals and student support teams.

In the final section of the survey, respondents were asked to rate the degree to which individual services and/or program types are available in their schools and whether they are offered by school and/or community-based personnel. Consistently, survey respondents reported that most services were provided by school personnel, as opposed to community-based organizations. This suggests that community resources are being underutilized to support students' social and emotional development and needs.

Network Analysis

The LYNCS grant supports a Social Network Analysis (SNA) to examine the structure and patterning of relationships among MNPS departments and community organizations that provide social emotional learning and/or mental health services to MNPS students. These relationships are important as they impact student referral, services coordination, communication, interagency collaboration, and the spread of best practices.

Interviews were conducted with representatives of 75 organizations and MNPS departments in May-July. The survey that was used consisted of open-ended questions about the work of each organization. The social networks portion of the survey collected information about the following relations:

- ◆ Staff interaction / information exchange
- ◆ Referring or recommending clients to another organizations
- ◆ Receiving referred or recommended clients from other organizations
- ◆ Coordination of services
- ◆ Coordinated agency or organization planning
- ◆ Formal agency collaboration – i.e., contracts, MOUs, etc.
- ◆ Organizations that best meet mental health needs of MNPS students
- ◆ Organizations that best meet social/emotional development needs of MNPS students

The results suggest several key agencies should engage in the Committee's efforts, especially related to subcommittee membership. They also inform our efforts to promote best practices by identifying agencies along the continuum of services that are key leaders and provide quality services. The results also identified AN as playing a key role in the dissemination of information and enabling interagency collaboration. While we expect the network relationships to strengthen over time, the BHC's work since 2006 appears to have already strengthened school and community collaboration. Finally, the SNA will be repeated in the summer of 2009 to provide important data to assess the progress of the BHC in achieving its objectives.

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| Eric Johnson | STARS Nashville | Per Thomas | Dept. of Children's Services |
| Alvin Jones | MNPS | Angie Thompson | Metro Public Health Department |
| Mia Jones | MNPS | Rev. Neely Williams | IMF/Peniel Initiative |

Healthy Practices

Creating a Culture of Wellness



Students at Glenclyff High School participate in a group fitness class, offered through the Live It! initiative.

It's not easy to create a culture of wellness at a public high school -- but at Glenclyff High School, students are starting to make changes in their lifestyles because Alignment Nashville Healthy Practices Committee and the Live It! initiative have engaged a wide range of community organizations and resources. As the students said, "Watch less TV and eat better." "The things you eat are who you are, and stuff will catch up with you later on in life." "Put more healthy snacks in the machines." "Eat healthy and exercise, and that will affect you in the long term."

These new-found insights are the best way to combat the nation's obesity crisis, which is particularly problematic in Tennessee. That's the goal of Alignment Nashville's Healthy Practices Committee, which is charged with seeking a scalable and sustainable model to create a culture of wellness by bringing together diverse organizations to educate and encourage students, staff, parents, and the entire neighborhood about healthy eating and physical activity habits.

This year, the committee has again supported the "Live It!" campaign, a schoolwide initiative for the 1,400 students at Glenclyff.

The Live It! program reported overwhelming success in meeting its objectives:

- Teachers were asked to include healthy lessons in their curricula. Throughout the year, 73 lessons were taught with the assistance of 27 community agencies.
- Students and staff were urged to increase their physical activity by logging at least 10,000 steps a day. The astounding total was 42,915,374,646 steps.
- Students were encouraged to increase their fruits and vegetables to at least 5 servings of each daily. This year, they logged 12,320 serving of fruits, 100% fruit juice and vegetables.
- Teachers and staff served as examples to their students by joining a "biggest loser" weight-loss competition. The 74 participants tallied an amazing loss of 507 pounds.



Live It! leaders and staff doing some out-of-school curriculum work. On this day the leaders did the 1-mile loop at Centennial Park, had healthy lunches at Subway and walked to the Children's Hospital.

The school-based health, physical activity and nutrition program began in 2005, and in 2008 represented a collaborative partnership between Alignment Nashville, Healthways Foundation, MNPS, the Health Improvement and Prevention Program of Vanderbilt's Monroe Carell Jr. Children's Hospital, and more than 40 community organizations and businesses. In addition, the program has expanded to include Wright Middle, a feeder school to Glenclyff.

The Healthy Practices Committee is currently in a redesign phase to expand the successful work to other schools. With the success already evidenced at Glenclyff, the committee will work to blend the initiatives into a project that can be scaled up for implementation across the district. This will be done through a more defined and strategic use of community resources and partnerships.

COMMITTEE

| | |
|------------------------------|--|
| Lisa Beck, Chair | YMCA of Middle Tennessee |
| Latissa Hall, Vice Chair | MNPS |
| Susan Lyle, Vice Chair | MNPS |
| Mary Kate Mouser, Vice Chair | Monroe Carell, Jr. Children's Hospital at Vanderbilt |
| Sarah Adams | Belmont University |
| Janet Barcroft | Skyline Medical Center |
| Benita Collins | Oasis Center |
| Vanessa Elliott | Meharry Medical College |
| Sabina Gesell | Vanderbilt |
| Stephanie Grimes Stanley | Healthways |
| Margaret McFarland | Healthways |
| Oscar Miller | Tennessee State University |
| Chris Taylor | Metro Public Health Department |
| Kevin Tumminello | Healthways |
| Deborah Walker | MNPS |
| Paul Widman | Metro Parks |
| Ashley Wrye | American Heart Association |

America's Promise Summit

What does Nashville need to ensure every child in the city has access to Safe Places and Caring Adults?

That question was the focus of the second annual America's Promise High School Dropout Prevention Summit, convened by Alignment Nashville in October 2009. With the goal of ensuring all segments of the community are "On the Same Page," more than 160 city leaders came together to develop action plans to address the issues in multidimensional ways. The summit was sponsored by America's Promise Alliance, AmeriChoice and State Farm. America's Promise Alliance is the nation's largest multi-sector collaborative dedicated to providing youth with the Five Promises necessary for success in life, including Safe Places and Caring Adults.

The summit opened with Nashville Mayor Karl Dean and Metro Schools Director Dr. Jesse Register, who each spoke to these promises and described their commitment to helping every child in Nashville attain a high school diploma and be prepared for a brighter future. Participants also reviewed data regarding the current state of public education, as well as information from a community survey to gauge the perception of the drop-out problem and its causes. Much of the day, however, was focused on local students, who spoke out about how they feel the issue should be addressed. Youth voice was represented through the production of a video, a diverse student panel, a symbolic skit, and student-led break-out sessions.



Metro Schools Director Dr. Jesse Register, student Victoria Bell of The Academy at Old Cockrill, student Charlie Gamma of Glenclyff, and student Keayana Robinson of Maplewood



Director of Schools Dr. Jesse Register with students Victoria Bell (Academy at Old Cockrill), Charlie Gamma (Glenclyff HS), Keayana Robinson (Maplewood HS), Sebastian Jones (Hunters Lane HS), Sam Blumenthal (Hume-Fogg HS), and Santiago Fuentes (Academy at Old Cockrill)

The summit concluded with a call to future action. Working in facilitated sessions, each of the participating stakeholder groups developed a multi-step plan for helping all youth in Nashville have access to Safe Places and Caring Adults. During the next 90 days, Alignment Nashville will work closely with stakeholders to make their plans a reality – creating significant and lasting change for Nashville's youth.

These are highlights from the Action Plans created by each stakeholder group:

- Business** - Create a model for private funding and develop a plan for more business engagement.
- Policy Makers** - Create a youth master plan and remove legislative barriers.
- Educators** - Implement a student climate survey and publicize opportunities to get involved.
- Youth** - Create a student survey and develop plans to educate youth about city wide opportunities.
- Community Organizations** - Empower and create forums for youth voice. Share information and change people's view of young people.



Nashville Mayor Karl Dean, Metro Schools Director Dr. Jesse Register and student Charlie Gamma of Glenclyff High School



Nashville youth present a skit detailing the actions needed from all segments of the community to help students graduate from high school.



Judy Freudenthal, Oasis Center; Carmita Vaughan of America's Promise Alliance; Drost Kokoye, Youth United; Dr. Kim Wyche-Etheridge, Metro Nashville Public Health; Cecila Franklin, Metro Nashville Public Schools; and Tim Stewart, Belmont University Center for Social Entrepreneurship and Service-Learning participate in a focused discussion.

Summit Steering Committee

- Lisa Beck, YMCA of Middle Tennessee
- Terri Francescon, AmeriChoice
- Anthony Johnson, CommunityNashville
- Wendy Kurland, Homework Hotline
- Candy Markman, Mayor's Afterschool Initiatives
- Judy McConkey, State Farm
- Michael McSurdy, Oasis Center
- Lee Anne O'Brien, MD, TN Chapter, American Academy of Pediatrics
- Phil Orr, United Way of Metropolitan Nashville
- Sydney Rogers, Alignment Nashville
- Pamela Session, YWCA of Nashville & Middle Tennessee
- George Thomas, Education Equal Opportunity Group, Inc.
- Dawana Wade, YMCA of Middle Tennessee
- Mary Walker, Big Brothers Big Sisters
- Anderson Williams, Oasis Center
- Neely Williams, IMF/Peniel Initiative



Mid South Grand Slam Champion Sebastian Jones performs his poem "Crucifixion" at the America's Promise Conference. Sebastian serves on the Board of Directors of Youth Speaks Nashville, a youth organization which is building a culture of literacy through spoken word poetry residencies, workshops, shows, and open mics.

Funding provided by:



Summit Planning Team

Art to STEM

This fall, Alignment Nashville (AN) and its partners kicked off **Art to STEM**, a project supporting after-school activities to promote the interests, skills, and continuing education in Science, Technology, Engineering and Math (STEM) among middle school girls attending Nashville public schools.

The project is funded by the National Science Foundation at \$1.35 million over three years. AN's partners include PENCIL, MNPS, Girl Scouts of Middle Tennessee, Adventure Science Center, and Tennessee Technological University. After-school troops/clubs are located in seven middle schools including Apollo, Croft, DuPont-Tyler, Joelton, Oliver, Thurgood Marshall, and West End. Approximately 160 girls have enrolled in **Art to STEM** for the 2009/2010 school year.

One of the long-term goals of **Art to STEM** is to increase the likelihood that the participating girls will enroll in STEM career academies in high school. This effort supports the NSF program's primary aim to expand the "pipeline" so that more individuals enter STEM jobs, especially from underrepresented groups.

Art to STEM provides real-world inquiry- and problem-based experiences for the girls. The activities take place in informal settings and are facilitated by teams of "coaches" that consist of middle and high school teachers as well as mentors who are recruited by Girl Scouts and Adventure Science Center from local colleges and businesses.

The activities are chosen in order to connect the girls' creativity and interests in art to STEM concepts and career opportunities. The girls are learning about the engineering design process and how technology is used in STEM jobs. While most students can visualize jobs in arts and entertainment, they often do not understand the engineering and technology used behind the scenes. Further, few teens understand what scientists and engineers do and thus often do not consider entering STEM education or careers.

Art to STEM activities are grounded within an authentic, local context ensured through partnerships with local businesses. These partnerships provide role models and help the girls understand the relevance of what they are learning. The girls have visited several local businesses to see the design and prototyping processes first-hand, including 1220 exhibits, Aegis Labs, Nashville Display, Tennessee Repertory Theatre, and Vought Aircraft.

The year in **Art to STEM** culminates with a one-week residential summer camp. Girls at schools partnering with Girls Scouts will attend Camp Hollaway, and girls from schools partnering with Adventure Science Center will



Art to STEM teams visit the rapid prototyping lab at Tennessee Technological University in Cookeville.

experience campus life at Tennessee State University. The camps provide an opportunity to dig deeper in previous activities as well as to explore a range of STEM activities including, for example, environmental sciences.

Evaluation activities after the first year will assess changes in the girls' attitudes and beliefs related to STEM as well as their understanding of what engineers do at work. For example, the "Draw an Engineer Test" qualitatively assesses changes in knowledge and understanding. A timeline exercise examines the detail in their future plans and whether it refers to STEM education and/or careers. Analyses of the 136 timelines at entry into the program showed that 64% of the girls mentioned math and/or science as one of their favorite subjects. However, only one girl, who plans to study astronomy, mentioned math or science in her college education plans. Only five girls (3%) mentioned STEM careers – one as an astronomy professor, two as architects, and two as math teachers. Most commonly, the girls visualized careers in medicine, veterinary medicine, arts and entertainment (e.g., singing, fashion design, writing), sports, culinary arts, and cosmetology.



Oliver Middle School Club visited 1220 exhibits to see first hand how art and technology work together.

Leadership Team

- Sydney Rogers, Alignment Nashville
- Connie Williams, PENCIL Foundation
- Carol Nixon, Alignment Nashville
- Sandra Harris, Alignment Nashville and PENCIL Foundation
- Megan Davis, Girl Scouts of Middle Tennessee
- Jeri Hasselbring, Adventure Science Center
- Ismail Fidan, Tennessee Technological University
- David McNeel, Consultant
- Kelly Henderson, Metro Nashville Public Schools

Art to STEM Coaching Teams

APOLLO MIDDLE SCHOOL:

- Lee Tydus – 6th Grade Language Arts Teacher
- Jodi Graham – 6th Grade Math, Science, Social Studies Teacher
- Amber Tydus – NSCC Student
- Cecily Wiseman – TSU Student
- Jameka Johnson – TSU Student

CROFT MIDDLE SCHOOL:

- Sally Spear – 8th Grade Science Teacher
- Patrick Carr – 8th Grade Math Teacher
- John Marshall – Overton H.S. CTE-Business Teacher
- Erica Todd – Belmont Student
- Bianca Edwards – Belmont Student

DUPONT TYLER MIDDLE SCHOOL:

- Nicole Jimenez – 5th Grade Teacher
- Peter Ortner – McGavock H.S. CTE-Tech Teacher
- Michelle Little – McGavock H.S. Math Teacher
- Jessica Price – TSU Student

JOELTON MIDDLE SCHOOL

- Linda Polk – 5th Grade Teacher
- Taryn Bell – 7th Grade Reading Teacher
- Christina Carlisle – Deloitte
- Kim Chenault – Deloitte

OLIVER MIDDLE SCHOOL

- Emily Medlock – 8th Grade Math Teacher
- Millie Norwood – 7th Grade Math Teacher
- Frank Lane – Overton H.S. English Teacher
- Karen Wabby – InfoSystems, Inc.
- Susan Lewis – Deloitte

THURGOOD MARSHALL MIDDLE SCHOOL

- Kimberly Vaughan – 6th Grade Teacher
- Deborah Smith – 7th Grade Math Teacher
- Kevina Bland – TSU Student
- Syrita Murray – TSU Student

WEST END MIDDLE SCHOOL

- Amy Flatt – 7th Grade Math Teacher
- Rachel Gould – Hillsboro H.S. Science Teacher
- Avis Ortiz – TSU Student
- Tonei McKnight – NSCC Student



Funding for this project provided by the National Science Foundation

Participating Community Organizations

- 1220 Exhibits
- Academy for Educational Development
- Adventure Science Center
- Aegis Labs
- Alternatives Unlimited
- America Association of Pediatrics, TN Chapter
- American Heart Association
- AmeriChoice
- Amerigroup Community Care
- Arts & Business Council of Greater Nashville
- AT&T Public Affairs
- Athritis Foundation
- Baptist Healing Trust
- Baptist Hospital
- Bass, Berry & Sims
- Behavioral Health Services
- Bellshire Wellness Center
- Belmont University
- Bethlehem Centers of Nashville
- Big Brothers Big Sisters of Middle Tennessee
- Birthing Project USA-Nashville
- Book'Em Nashville
- Books from Birth of Middle Tennessee
- Boy Scouts of America
- Boys & Girls Clubs of Middle Tennessee
- Catholic Charities
- Center for Asset Development / YMCA
- Center for Nonprofit Management
- Center for Youth Issues/STARS
- Centering Pregnancy Program at Meharry
- Centerstone
- CHARACTER COUNTS! Nashville
- Children's Kindness Network
- Cohn Community Education
- Coleman Community Center (Metro Parks)
- Community Foundation of Middle Tennessee
- CommunityNashville
- Conexion Americas
- Congressman Jim Cooper's Office
- Country Music Hall of Fame and Museum
- CredenceHealth
- CWA-Cayce Learning Center
- Daniel Surface Consulting
- Dietetic Internship Program at Vanderbilt
- Earl Swensson Associates
- Eating Disorders Coalition of Tennessee
- Education Equal Opportunity Group, Inc
- Exchange Club Family Center
- Fannie Battle Childcare Center
- FiftyForward - RSVP/Friends Learning in Pairs (FLIP)
- Food Security Partners of Middle Tennessee
- Frist Center for the Visual Arts
- Girl Scouts of Middle Tennessee
- Glenciff Cosmetology
- Goodwill Industries of Middle Tennessee
- Hands On Nashville
- HCA Foundation
- Health Assist Tennessee
- Healthways Foundation
- Healthways, Inc.
- Healthy Start Of Nashville
- Hillsboro Church of Christ
- Hispanic Services, Catholic Charities
- Hobson United Methodist Church
- Homework Hotline
- Hope Clinic For Women
- IMF/Peniel Initiative, Inc. (IMFPI)
- Institute for Conflict Management
- Interfaith Dental Clinic
- Jazzercise
- Junior Achievement of Middle Tennessee
- Junior League of Nashville
- Junior League-Vanderbilt Center for Parenting Young Children
- Juvenile Court
- Kids on the Block of STARS Nashville
- Leadership Music
- Leadership Nashville
- Learners Edge Consulting
- Lifecare Family Services
- Lipscomb Dietetic Interns
- Lipscomb University
- Love In A Big World
- Management Solutions Group
- Manna
- Martha O'Bryan Center
- Martha O'Bryan Center/ Tied Together Program
- Martha O'Bryan Early Learning Center
- Matthew Walker Comprehensive Health Center
- McGruder FRC
- McNeilly Center
- Medico Spine Center
- Meharry Medical College
- Meharry Sickle Cell Center
- Mental Health Association of Middle TN
- Metro Action Commission - Head Starts
- Metro Development and Housing Agency
- Metro Nashville Police Department
- Metro Nashville Public Defender, Juvenile Division
- Metro Nashville Public Schools
- Metro Parks and Recreation
- Metro Public Health Department
- Metro Social Services

Metro Student Attendance Center (M-SAC)
 Metro Transit Authority
 Metropolitan Educational Access Corporation (MEAC)
 Metropolitan Nashville Board of Parks and Recreation
 Middle Tennessee State University (MTSU)
 Monroe Carell, Jr. Children's Hospital at Vanderbilt
 Monroe Harding
 Monroe Harding - Project S.H.A.R.E. program
 Museum Services
 Nashville Adult Literacy Council
 Nashville Alliance for Public Education
 Nashville Area Association for the Education of Young Children
 Nashville Area Chamber of Commerce
 Nashville Black Chamber of Commerce
 Nashville Career Advancement Center
 Nashville CARES
 Nashville Children's Theatre
 Nashville Convention & Visitors Bureau
 Nashville Display
 Nashville Predators
 Nashville Public Library
 Nashville Public Library - Madison Branch
 Nashville Public Television (NPT)
 Nashville State Community College
 National Mental Health Awareness Campaign
 New Vision Inc. Relative Caregiver Program
 Nurses for Newborns of Tennessee
 Oasis Center
 Office of the Mayor
 Opportunities Industrialization Center
 Parent Pathway Program
 Peabody College, Vanderbilt University
 PENCIL Foundation
 Permanent General
 Planned Parenthood of Mid Tennessee
 Positive Prevention Alliance
 Prevent Blindness Tennessee
 Project for Neighborhood Aftercare
 Project S.E.L.F.-Centerstone
 Public Defender's Office
 Renewal House
 Rocketown
 RuFuS: Ready for School Initiative
 Second Harvest
 Sexual Assault Center
 Shade Tree Clinic
 Siloam Family Health Center
 Skyline Medical Center
 Smoke Free Nashville Coalition
 Stand for Children
 STARS Nashville
 State Farm Insurance

TENNderCare Outreach Program
 Tennessee Board of Regents
 Tennessee Department of Health Maternal & Child Health Section
 Tennessee Dept. of Education, Family and Community Engagement
 Tennessee Immigrant and Refugee Rights Coalition (TIIRC)
 Tennessee Justice Center
 Tennessee Parent and Information Resource Center (TPIRC)
 Tennessee Repertory Theatre
 Tennessee Scholars
 Tennessee State University
 Tennessee State University School of Nursing
 Tennessee State University Speech Pathology & Audiology Dept.
 Tennessee Student Assistance Corporation
 Tennessee Suicide Prevention Network
 Tennessee Tech University
 Tennessee Titans
 Tennessee Voices for Children
 The College Board
 TN Adolescent Pregnancy & Prevention Partnership
 TN Associated General Contractors
 TN Department of Children's Services
 TN Higher Education Commission (THEC)
 TN Student Assistance Corporation (TSAC)
 TN Technological Center
 Total Body Health Care
 United Neighborhood Health Services
 United Neighborhood Health Services - Glentiff Family Clinic
 United Way of Metropolitan Nashville
 Urban League of Middle Tennessee
 UT Extension - TN Nutrition and Consumer Education Program
 Vanderbilt Center for Health Services
 Vanderbilt Coalition for Healthy Aging
 Vanderbilt Children's Hospital Primary Care Clinic
 Vanderbilt Institute for Medicine & Public Health
 Vanderbilt Kennedy Center
 Vanderbilt Medical Center
 Vanderbilt Mental Health Center
 Vanderbilt Psychiatry
 Vanderbilt School of Nursing
 Vanderbilt University, Healthy Head Start
 Vine Hill Community Clinic
 Volunteer State Community College
 Vought Aircraft Industries
 Wasco, Inc.
 Women, Infants and Children (WIC) Program
 Woodbine Community Center
 YMCA Hispanic Achievers
 YMCA of Middle Tennessee
 Youth Life Learning Centers
 Youth Speaks Nashville
 Youth Villages
 YWCA of Nashville & Middle Tennessee

DAVIDSON COUNTY

We're Your

