



**ALIGNMENT
NASHVILLE**
for successful, healthy children

2012 ANNUAL REPORT

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SYDNEY ROGERS

EXECUTIVE DIRECTOR
ALIGNMENT NASHVILLE

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 Glen Biggs, Associate Director
 Anthony Johnson, America’s Promise Collaborative Coordinator
 Heather Chalos, Committee Coordinator
 Sandra Harris, Program Manager
 David McNeel, Consultant
 Bob Teague, Office Manager

**ALIGNMENT
 NASHVILLE**
for successful, healthy children

Alignment Nashville
 4805 Park Avenue
 Nashville, TN 37209
www.alignmentnashville.org

LETTER FROM MNPS DIRECTOR OF SCHOOLS



Jesse Register, Ed.D.

Dear Alignment Nashville Participants and Supporters,

At Metro Nashville Public Schools, we know how important community support is to successful schools. Our district is improving every year in ways others around the country, and even outside our country, want to emulate.

- Our graduate rate is on the rise, increasing more than two percentage points last year alone.
- The district met 7 of 9 overall student achievement targets with all student subgroups increasing in most measures.
- The district's status is *Intermediate* and, according to the 2012 Tennessee Report Card on Schools, Metro Nashville is a "Level 5, Most Effective District" where students are making substantially more progress than the state growth standard/state average.

Success requires a common vision and a community-wide collaboration to achieve our vision of providing every child with the knowledge, skills and character to excel in higher education, work and life.

Alignment Nashville has been a key partner in developing and implementing systematic approaches to support our vision and our children. Alignment Nashville committees pull together to ensure our children are successful and healthy from birth to career. The Alignment structure ensures each committee's work does not occur in isolation, but is connected to others'. For example, the Pre-K committee set its sights on the long-term goals of improved high school graduation rates and college and career readiness.

Alignment Nashville provides an organized structure and communication system that is ready to address ongoing issues and new concerns and brings together many organizations and people to participate in the work.

We are fortunate to be in Nashville and to reap the benefits from the support of our key partners such as Alignment Nashville. I look forward to our continued progress together.

Sincerely,

Jesse Register, Ed.D.
Director of Schools

LETTER FROM BOARD CHAIR



Orrin Ingram, Chair

Dear Alignment Nashville Participants and Supporters,

I have been privileged to Chair the Board of Directors of Alignment Nashville since its founding in 2005. At the end of 2012, I will turn over the Chairman's role to Bob Fisher who has agreed to lead the organization in its next phase.

In the past 8 years we have seen our organization, founded by a small group of business, civic, and school leaders, engage thousands of people and organizations and contribute significantly to the success and health of our children. These results were achievable because Alignment has been systematically built on principles, structure, process, and now, sophisticated technology. Alignment changes the way we work as a community and transforms the ways in which community organizations engage with the school district and with each other.

Several other communities are now adopting the Alignment model and have also begun to show similar progress in focusing the community toward the collective success and health of children.

I want to thank all of you who support Alignment Nashville and those who participate in the on-going and important work. It is you who have made the effort successful. I hope that each of you who read this annual report are as excited as I am about the work here in Nashville and will continue to participate.

I welcome Dr. Fisher to his new role and expect great outcomes for 2013.

Sincerely,

Orrin Ingram
Chairman of the Board

LETTER FROM EXECUTIVE DIRECTOR



Sydney Rogers,
Executive Director

Dear Alignment Nashville Participants and Supporters,

2012 will be remembered by the staff and supporters of Alignment Nashville as a year of reflection and renewal. With the advice of our friends from Deloitte and in partnership with our sister organization, Alignment Rockford, we have implemented a new collaborative technology portal that promises to change the way we work together as a community and launch an improved and more impactful level of collective work across the entire city.

Our new technology will allow all those who are a part of the Alignment Nashville community to engage in real time, to track the work that is being done, and to effectively communicate and collaborate at any time or place. Participants will also be able to access information that is of particular interest to them and the work they are doing. In this way, the technology portal understands the context and profile of each user and can provide targeted information.

In Nashville, as in many other cities, effort toward long-term goals is difficult to track—even the long-term goals themselves are often a moving target in a community. To address these issues and through the Alignment technology portal, the work of participants is categorized in ways that point to the long-term goals of Alignment and to the goals of other important initiatives in the city, such as the Mayor's Children and Youth Master Plan.

New long-term outcomes for Alignment Nashville were approved by the Board of Directors in 2012, and each working committee will target one or more of these outcomes with their efforts. All AN outcomes support the school district's strategic plan or the children's health strategic plan. The new long-term outcomes are:

- Increase high school graduation rate
- Increase college readiness
- Improve career readiness
- Improve children's health

All of these goals are designed to contribute to one overarching long-term outcome—improved community prosperity.

In the 2013 annual report, we look forward to reporting the progress toward these goals to you. Finally, I want to thank all of the committee volunteers and community participants for your continued participation and support of Alignment Nashville.

Sincerely,

A handwritten signature in black ink that reads "Sydney Rogers".

Sydney Rogers
Executive Director

LETTER FROM OPERATING BOARD CHAIR



Kent Fourman, Chair

If you want to be part of an organization that is all talk and no walk, the Alignment Nashville Operating Board is not for you. If you want your views to go unchallenged, you need to stay away from the Alignment Nashville Operating Board. If you want to attend meetings where one way presentations are the norm and sitting on the sideline is accepted, don't attend a monthly AN Operating Board meeting.

As the chair of the Operating Board, I have the opportunity on a monthly basis to see up close and personal a community wide network of 55 committee members demonstrating the power of collaboration and commitment. The committee chairs and vice chairs, the Metropolitan Nashville Public Schools (MNPS) administrators and the community leaders who comprise the Operating Board bring their experience, their passion and their desire to make a difference to every meeting and the results speak for themselves.

The Operating Board is the spoke of the 22 committee wheel. Peer accountability and collaboration are central to its mission which is to support the committee process and to deliberate and approve ITPs (Invitation to Participate). The committees identify tactics, develop plans to achieve the tactics and go to the community via an ITP to garner resources to achieve expected outcomes. Prior to release, the ITP is vetted at an Operating Board meeting. Rubber stamp approval is rare. Lively discussion is common and welcomed.

The Operating Board takes its responsibilities seriously, sometimes to a fault. Like most successful organizations, our members are their own worst critics and tend to look ahead to determine what we can do differently, what we can do better. This past year we added a standing topic at the end of our agenda called Celebration Moments where we look back and reflect on accomplishments. We recently celebrated the nomination of our School Nutrition Committee for a Center for Nonprofit Management Salute to Excellence award for its successful launch of a program to bring healthy eating into 10 pilot schools. We celebrated the impact Art2STEM summer camp has on 200 middle school girls who get the opportunity to connect their love for art and entertainment with a career in science, technology, engineering and math. Celebration is now the icing on the cake of every meeting.

It's an honor and a privilege to be the chair of an organization that is making such a huge difference in the lives of our children and the community. 2012 was a year of challenges and accomplishments. 2013 will be no different, but we wouldn't want it any other way.

2012 ALIGNMENT NASHVILLE OPERATING BOARD

KENT FOURMAN, CHAIR PERMANENT GENERAL COMPANIES

LISA BECK YMCA OF MIDDLE TENNESSEE

OLIVIA BROWN MNPS

REBA BRYANT MNPS

NICOLE CHAPUT-GUIZANI MNPS

NICOLE COBB MNPS

STEPHANIE COLEMAN NASHVILLE AREA CHAMBER OF
COMMERCE

LINDA DEPRIEST MNPS

AMY DOWNEY MNPS

KATHY EDSON NASHVILLE PUBLIC TELEVISION

YOLANDA ELLISON VOLUNTEER STATE COMMUNITY COLLEGE

JENNIFER ESCUE CATHOLIC CHARITIES

KATHY FLOYD BUGGS OFFICE OF CONGRESSMAN JIM
COOPER

CEL FRANKLIN MNPS

KATHY GRACEY VANDERBILT UNIVERSITY

LORA HALL MNPS

LAURA HANSEN MNPS

KIM HARRELL MONROE CARELL JR. CHILDREN'S HOSPITAL AT
VANDERBILT

ANNE HENDERSON FRIST CENTER FOR THE VISUAL ARTS

TRACYE HENDERSON MCGRUDER FAMILY RESOURCE CENTER

STARR HERRMAN MNPS

JENNIFER HILLEN JUNIOR LEAGUE

FLO KIDD MNPS

DEE GEE LESTER METRO PARKS DEPARTMENT

DIANE LONG PENCIL FOUNDATION

JOHN MANN MNPS

CANDY MARKMAN MAYOR'S AFTERSCHOOL INITIATIVES

CAROL MARTIN-OSORIO NASHVILLE STATE COMMUNITY
COLLEGE

DARWIN MASON MNPS

PAM MATTHEWS HEAD START - METRO ACTION COMMISSION

MARCY MELVIN CENTERSTONE

OSCAR MILLER TENNESSEE STATE UNIVERSITY

ERICA MITCHELL UNITED WAY OF METROPOLITAN NASHVILLE

MEGAN MORTON COMMUNITY FOOD ADVOCATES

JOHN NORRIS MNPS

KELLY NOSER KELLY NOSER CONSULTING

PHYLLIS PHILLIPS MNPS

NICOLE PROFFITT MNPS

BILL ROCHFORD HEALTHCARE PARTNERSHIP COUNCIL

JUDY RYE MARTHA O'BRYAN CENTER

MELISSA SPRADLIN BOOK'EM

JAY STEELE MNPS

TINA STENSON MNPS

VERDA STEWART MNPS

GINI PUPO-WALKER MNPS

WHITNEY WEEKS VANDERBILT UNIVERSITY CENTER FOR
NASHVILLE STUDIES

TODD WIGGINTON MNPS

MICHELLE WILCOX MNPS

CONNIE WILLIAMS PENCIL FOUNDATION

NEELY WILLIAMS COMMUNITY PARTNERS NETWORK

AIMEE WYATT METRO NASHVILLE PUBLIC SCHOOLS

KIMBERLEE WYCHE-ETHERIDGE, MD, MPH METRO PUBLIC
HEALTH DEPARTMENT

ELLEN ZINKIEWICZ NASHVILLE CAREER ADVANCEMENT
CENTER

ABOUT ALIGNMENT NASHVILLE

ALIGNMENT NASHVILLE

for successful, healthy children

Alignment Nashville is a 501c3 nonprofit organization that was created to align community organizations and resources so that their coordinated support of Nashville’s youth has a positive impact on public school success, children’s health, and the success of our community as a whole.

Here are some other ways to describe Alignment Nashville:



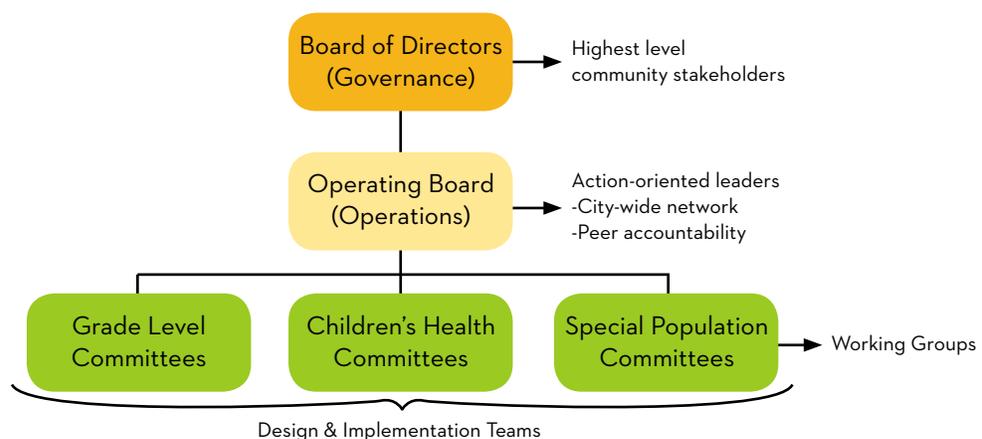
So what makes us different? We believe that what sets Alignment Nashville apart is our integrated **principles, structure, and process**—and now, with the launch of our new collaborative portal, our **technology**.

- ▶ **Principles:** Alignment Nashville is guided by these operating principles, which were defined by the organization’s founders in 2004.
 - The outcome of our work is to **enable children to be successful**.
 - **Alignment with MNPS priorities** is for the welfare of the community’s children.
 - The work is designed to support the **MNPS Strategic Plan**.
 - The work is **generational**.
 - The work is **focused on those who most need support** in order to be successful.
 - While we are targeting academics we are focusing on the **whole child**.
 - The work is a **comprehensive and multifaceted approach** designed to enable student success.

These operating principles ensure that our work is focused on **systemic change**, or change that involves new ways of applying resources to underlying causes. Systemic change happens when an outcome or goal has been attained; the result is either that the cause of the problem is eliminated, or programs, policies, funding streams and/or services are permanently altered to reduce the impact of the problem on a long-term basis.]

- ▶ **Structure:** Alignment Nashville is governed by a Board of Directors, which appoints an Operating Board to oversee Committees, or “Design & Implementation Teams.”

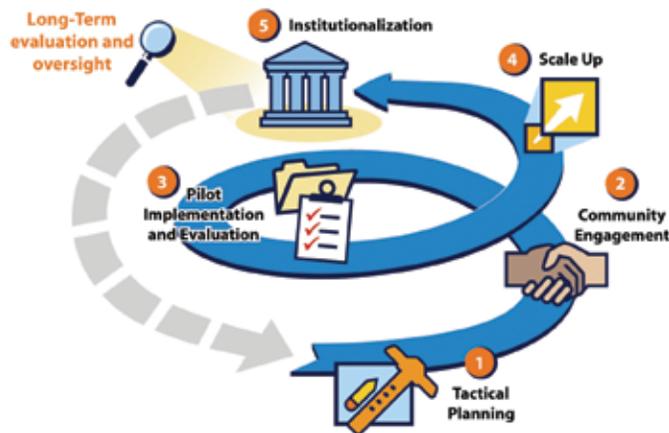
ORGANIZATIONAL PROCESS: STRUCTURE



i Definition adapted from the Skoll Foundation; <http://www.skollfoundation.org/about/skoll-awards/skoll-award-for-social-entrepreneurship-glossary/>

This structure provides varying levels of involvement and leadership, engaging a wide range of stakeholders in different ways. This structure also provides sustainability, ensuring broad involvement that insulates the organization from changes in leadership in any one stakeholder group.

► **Process:** Alignment Nashville’s design and implementation process ensures that committees are making progress toward systemic change. Alignment Nashville staff, who are ICA-trained facilitators and experts in the collaborative process, guide the committees through each phase of the process. Each committee first creates a Tactical Plan (1) to align to common goals to address a community issue, then uses the Invitation to Participate™ (2) process to align resources and engage the broader community in the effort. The committee provides oversight for implementation of the initiative (3), and gathers data to determine the impact and need for scale-up (4). Finally, if the effort has achieved the desired impact and systemic change, then it is institutionalized (5) either in the community or the school district.



► **Technology:** Since its inception, Alignment Nashville has used technology to support its collaborative work. However, as new technology has emerged, Alignment Nashville recognized the opportunity to combine knowledge management, content management, and project management into a powerful collaborative tool—ComCoefficient—that powers the principles, structure and process of Alignment Nashville. Our partner Deloitte made this possible; from connecting us with our web developer, Globant, to providing the expertise we needed to bring it all together, Deloitte was integral to the successful rollout of ComCoefficient. (For more information about ComCoefficient, please see page 49 of this annual report.)

The work of our committees—highlighted in this report—is made possible by the visionary funders of Alignment Nashville, who understand the importance of the funding a backbone organization to provide systematic integration of these principles, structure, process, and technology. Total revenue for FY 11-12 (including program-specific grants) was \$1,193,506 (pending final audit).

FUNDING

America’s Promise Alliance
 Baptist Healing Trust
 Ford Motor Company Fund
 Frist Foundation
 HCA Foundation
 Healthways Foundation
 Ingram
 Memorial Foundation

Metro Nashville Government
 Metro Nashville Public Schools
 Nashville Area Chamber of Commerce
 National Science Foundation
 Tennessee College Access & Success Network
 United Healthcare
 Vanderbilt University

It takes MORE than a village.

Ensuring that all of our students succeed takes more than a village- - it takes a true community with common ownership and responsibility for its children.

Community Achieves, which is part of the Metro Nashville Public Schools (MNPS) district wide **turnaround** plan for its lowest-performing schools, is Nashville's version of community schools—sustainable, family-centered schools that enable the success of all students. Although Community Achieves is being piloted in the district's lowest-performing schools, the goal is to eventually make every school in the district a community school. Community Achieves is based on the approach that worked so effectively at Glencliff High School, a **National Community School Excellence Award Winner in 2011**.

Community Achieves will use the Alignment Nashville process and structure to align resources around the following four pillars:



Each school-based Community Achieves Team will outline needs and outcomes specific to that school; through the Alignment Nashville process, resources will be identified and aligned to support the schools' desired outcomes.



Nashville delegation with US Senator Lamar Alexander



Tony Majors, Alison McArthur and Gini Pupo-Walker receiving the National Community School Excellence Award from US Representative Jim Cooper.

**LONG-TERM
OUTCOMES**

Collective impact = power to change.

In 2012, the Alignment Nashville Board of Directors approved the following long-term outcomes for the organization:

If we aren't all working towards the same outcomes, then we'll never get there.



Increase High School Graduation Rate



Increase College Readiness



Increase Career Readiness



Children's Health and Wellness



Community Prosperity

Each Alignment Nashville Committee creates a Tactical Plan that links the short- and mid-term outcomes of their work to one or more of these long-term outcomes. This will ensure multiple approaches are considered—for example, the Pre-K Committee will link their work in early childhood education to increasing high school graduation rates—demonstrating the importance of collective impact when addressing complex issues. Read more in this report about the work of our committees and how they are working collectively to improve outcomes for our children and youth.

INTRO TO COMMITTEE REPORTS

Every Alignment Nashville committee is featured in this annual report; each is at different stages of the committee process, and you can learn more about their work in the following pages. Here is a quick guide to help you find the information you need for each committee:

Indicates which of the long-term outcomes this committee is supporting (see page 10 for more details)

Committee membership list

PRE-K COMMITTEE

Ready. Set. Learn.

VISION:
All children are ready for kindergarten.

H

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

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

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

The Alignment Nashville Pre-Kindergarten (Pre-K) Committee brings together Metro Nashville Public Schools, Head Start-Metro Action Commission, multiple Metro Nashville agencies and non-profit organizations serving young children to ensure that **all of Nashville's children will be ready for Kindergarten**. The committee uses Pre-K standards to ensure consistent content and quality of programs for every child, and they work to equip parents and early childhood educators to prepare their children for success in kindergarten and beyond. The Pre-K Committee also functions as the Advisory Council for the State of Tennessee's Pre-Kindergarten program as required of local systems by the state legislature.

"The ever evolving Pre-Kindergarten program in Metropolitan Nashville Public Schools requires the commitment and collaboration of all stakeholders. The Pre-Kindergarten Alignment Nashville Committee provides us with the opportunity we need in Metro schools' Pre-Kindergarten Department to connect with various stakeholders. Through the Pre-K Alignment Committee we are able to collaborate with other people who have the same goal and interest in preparing Pre-Kindergarten age children for success in school, career and life." -Phyllis Phillips

Bringing Books to Life - Liz at McNabb

The Pre-K Committee's **Circle of Support**, a resource guide for early-childhood educators with information about resources in the community, was created in 2011 with a limited printing and electronic availability. In order to increase circulation of this useful resource, it is being printed as an insert to the Alignment Nashville Social and Emotional Learning Committee's 2012 SEL Resource Guide and distributed to MNPS Pre-K educators and Head Start sites.

Bringing Books to Life - Cheshawer Spring Art Hop

The Pre-K Committee recently drafted a definition of Kindergarten readiness which is now under review by the MNPS Elementary School Transformational Leadership Group (TLG). This definition will be used to align resources to ensure all children are ready for kindergarten. During that process, the Committee worked with Pre-K and Kindergarten teachers and parents to learn about the different routes to Kindergarten a Nashville child might take, this information will be as the committee continues to create tools and resources that will be used by MNPS Pre-K programs, parents and caregivers, preschool centers and home-based child care centers.

WHAT'S NEXT?
The Pre-K Committee is working to create an online portal available to all families with Pre-K age children in Metropolitan Nashville to provide guidance, information, strategies, activities, resources and advice in preparation for successful entry into MNPS. Through this tactic, the Pre-K committee will assist MNPS in engaging families, increasing their knowledge and understanding of transition to Kindergarten and increasing their knowledge and utilization of available services and resources for parents of Pre-K age children in Nashville. In late 2012, through the Invitation to Participate process, the committee will seek community partners to provide resources, events, educational opportunities and experiential learning opportunities for young children and their parents.

PRE-KINDERGARTEN COMMITTEE

PHYLLIS PHILLIPS - CHAIR MNPS
RIO RIOS - CO-CHAIR MNPS
PAUL MATTHEWS - VICE CHAIR HEAD START, METRO ACTION COMMISSION
YVESSEL ALLEN - NASHVILLE PUBLIC LIBRARY
JACKIE BEVERLY - TN VOICES FOR CHILDREN
LARNA BLUNTY - MARTHA CRAWFORD
TRAC BRYANT - MARTHA CRAWFORD CENTER
ASHLEY GAUGHNEY - TN VOICES FOR CHILDREN AND YOUTH
JAMY DAVIS - NASHVILLE STATE COMMUNITY COLLEGE
TED BREWER - CHILDREN BUSINESS NETWORK
OSCAR GOLD - BOARD OF RESEARCH PARTNER
RENA HALL - UNITED WAY OF METROPOLITAN NASHVILLE
JANELLE JONES - CHILDREN BUSINESS NETWORK
JAMY KEY - MNPS
HAIME KOCHEN - TENNESSEE VOICES FOR CHILDREN
HELENA MARCIAN - NICHELLE CENTER
MARTHA ANN MCNEELY - MNPS
JENNIFER RODDY - MARY GAY SCHOOL - READY TO LEARN
SHERRI ROGERS - ROCKS FROM BERRY
JO ANNE SCALF - NASHVILLE PUBLIC LIBRARY
HEATHER SMITH - NASHVILLE PUBLIC LIBRARY
COLLEEN THOMAS - MNPS
SEBASTIA WHITE - MNPS

PARTICIPATING ORGANIZATIONS

ADVISORY SCIENCE CENTER
 BOONFROTH BIRTH OF WHOLE TENNESSEE
 CAREPOINT CARE CENTERS
 CENTINIAL CHARITIES OF TN, INC.
 CENTINIAL PEDIATRICS / CENTINIAL PEDIATRICS FOUNDATION
 CENTERSTONE THERAPEUTIC PRESCHOOL

CHILDREN BUSINESS NETWORK
 CONEXION AMERICA
 FIRST CENTER FOR THE VISUAL ARTS
 GLOBAL EDUCATION CENTER
 METRO ACTION COMMISSION HEAD START
 NASHVILLE AREA HEBERT HIGHWAYART
 NASHVILLE PUBLIC LIBRARY - BRINGING BOOKS TO LIFE

NASHVILLE ZOO
 NATIONAL CHILDREN'S STUDY
 PREVENT CHILD ABUSE TENNESSEE
 TENNESSEE POOL CENTER
 UNITED WAY OF METRO NASHVILLE
 WOODBERRY SENIOR CENTER
 WARNER PARK NATURE CENTER

Participating Organizations are community partners that are part of the committee's collaborative initiative through the Invitation to Participate (ITP) process

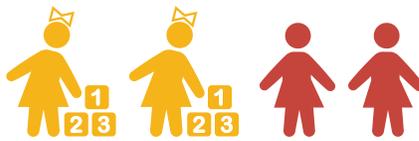
Ready. Set. Learn.



VISION:

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Bringing Books to Life - Aesop's Fables

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Bringing Books to Life - Liz at McNeilly



Bringing Books to Life - Checkwood Spring Art Hop

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PRE-KINDERGARTEN COMMITTEE

- PHYLLIS PHILLIPS - CHAIR** MNPS
- FLO KIDD - CO-CHAIR** MNPS
- PAM MATTHEWS - VICE CHAIR** HEAD START - METRO ACTION COMMISSION
- ELYSE ADLER** NASHVILLE PUBLIC LIBRARY
- JACKIE BEVERLY** TENNESSEE VOICES FOR CHILDREN
- LAURA BILBREY** MARTHA O'BRYAN CENTER
- TRACI BRYANT** MARTHA O'BRYAN CENTER
- ASHLEY DAUGHERTY** MAYOR'S OFFICE OF CHILDREN AND YOUTH
- AMY DAVIS** NASHVILLE STATE COMMUNITY COLLEGE
- TED DREIER** CHILDREN'S KINDNESS NETWORK
- DEBBY GOULD** PEABODY RESEARCH INSTITUTE
- RENA HALL** UNITED WAY OF METROPOLITAN NASHVILLE
- ANGELA JONES** CENTERSTONE THERAPEUTIC PRESCHOOL PROGRAM
- AMY KEY** MNPS
- MAMIE MCKENZIE** TENNESSEE VOICES FOR CHILDREN
- MELBA MARCRUM** MCNEILLY CENTER
- MARTHA ANN PILCHER** BOOK 'EM
- JENNIFER RODDY** SUSAN GRAY SCHOOL - PEABODY COLLEGE VU
- SHERYL ROGERS** BOOKS FROM BIRTH
- JO ANN SCALF** NASHVILLE PUBLIC TELEVISION
- HEATHER SMITH** NAAEYC/BOOKS FROM BIRTH OF MIDDLE TN
- COLLEEN THOMAS** MNPS
- SERENA WHITE** TEIS

PARTICIPATING ORGANIZATIONS

ADVENTURE SCIENCE CENTER
 BOOKS FROM BIRTH OF MIDDLE TENNESSEE
 CAMELOT CARE CENTERS
 CATHOLIC CHARITIES OF TN, INC.
 CENTENNIAL PEDIATRICS
 CENTENNIAL PEDIATRICS FOUNDATION
 CENTERSTONE THERAPEUTIC PRESCHOOL

CHILDREN'S KINDNESS NETWORK
 CONEXION AMERICAS
 FRIST CENTER FOR THE VISUAL ARTS
 GLOBAL EDUCATION CENTER
 METRO ACTION COMMISSION HEAD START
 NASHVILLE AREA HABITAT FOR HUMANITY
 NASHVILLE PUBLIC LIBRARY - BRINGING BOOKS TO LIFE

NASHVILLE ZOO
 NATIONAL CHILDREN'S STUDY
 PREVENT CHILD ABUSE TENNESSEE
 TENNESSEE POISON CENTER
 UNITED WAY OF METRO NASHVILLE
 VANDERBILT KENNEDY CENTER
 WARNER PARK NATURE CENTER



VISION:

Working to support the vision of Metropolitan Nashville Public Schools by providing every Elementary student with the foundation of knowledge, skills and character necessary to excel in higher education, work and life.



FACE wildlife activity at Marathon Petroleum

Respect. Honesty. Fairness. All in a day's work for the Elementary Committee.

RESULTS

Rising 3rd graders at Cole Elementary were assessed before and after participation in FACE.

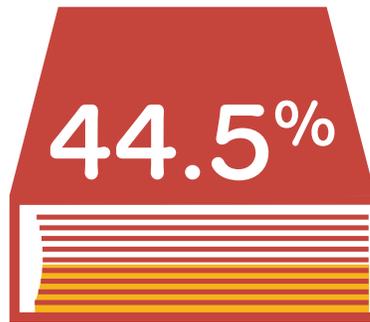
"I should care about others even if they are unkind to me"

Before FACE...

20% AGREE

After FACE...

95% AGREE



Students Proficient in Reading:
Grades 3-8

Davidson County in 2011

Source: Tennessee Department of Education



Students Proficient in Math:
Grades 3-8

Davidson County in 2011

Source: Tennessee Department of Education

"It was fantastic; however, a program is just a program - it is the people that make the difference. Everyone and everything was great!"

—Dr. Karen Hamilton, Principal at Carter Lawrence Math and Science Elementary Magnet

While we all might wish that our children are born with these traits, we know that in reality, we need to help our children learn them. That's why the Elementary Committee continues to engage the community in MNPS' character education efforts around the following seven character traits: respect, responsibility, fairness, caring, honesty, trustworthiness and citizenship. In 2012, the committee completed the second year of its character education pilot, Fun Adventures with Character Education (FACE), and began the shift toward the institutionalization of FACE. This shift has also created a renewed and re-energized committee vision with an eye on not only character education but also on providing elementary children with the broad foundation of knowledge, skills and character that MNPS seeks for all students. Designated focus areas will include the following: third grade reading proficiency, social-emotional learning and character education, implementation of common core standards, parent engagement and math proficiency.

Fun Adventures with Character Education provides elementary children with a curriculum-based experience that enhances and promotes the character education traits taught throughout the school year. FACE allows children to participate in an experiential summer enrichment program that enhances their understanding and application of character education traits, provides exposure to activities and adventures they would not otherwise experience and increases vocabulary and critical thinking skills. In 2012, the pilot expanded to two schools,

“At Marathon Petroleum Company, we strive to make a positive impact in the communities in which we operate. Our involvement with programs sponsored by Alignment Nashville has allowed us to provide local elementary school students hands-on educational opportunities at our wildlife habitat to learn about nature, the petroleum industry, and environmental stewardship. We believe programs like FACE and Intersession are critically important to community students because they spark an early interest in citizenship and help make learning about the environment an enjoyable and engaging experience.”

–Marathon Petroleum, community partner

Cole Elementary and Carter Lawrence Elementary Magnet. A total of twenty-five rising 3rd graders participated. For many students, FACE is a once in a lifetime experience that will improve their academic and social skills, helping them be more successful in school and life. Dr. Karen Hamilton, Principal at Carter Lawrence Math and Science Elementary Magnet had this to say after experiencing FACE at her school this year, “I am very happy that I was asked if we were interested in participating in this project. It was fantastic; however, a program is just a program - it is the people that make the difference. Everyone and everything was great! Special thanks to each of you for providing our students with this wonderful opportunity. I saw students smiling who rarely do so and I saw students side by side who usually are not.” Using lessons learned and evaluation data from the pilot, the committee is currently developing a replication guide and scale-up plan that will expand opportunities for students across the community, including through intersession during the 2013 school year.

The Elementary Committee is now focusing efforts on creating and promoting a culture of active citizenship. By providing service learning opportunities to all elementary classrooms, this committee expects to help students enjoy an improved sense of belonging and purpose within their school, an increased enthusiasm and a sense of fun all while developing empathy skills and a sense of service to others. Additionally, the tools and resources made available to principals, teachers and staff will make easy work of weaving the integration of Common Core Standards and Social Emotional Learning objectives into the service learning projects adopted. Lastly, the Elementary Committee hopes to engage parents through this process while recognizing the contributions they make everyday toward their student’s success.

WHAT’S NEXT?

Toward the end of 2012, the Elementary Committee will seek community partners to provide service opportunities for elementary classrooms. The committee will seek hands-on experiences that are age-appropriate for elementary students and allow students to contribute to the project as individuals and as part of a team.



FACE visits Marathon Petroleum



FACE puppet activity at Cole Elementary

ELEMENTARY COMMITTEE

TODD WIGGINTON- CHAIR MNPS
 MELISSA SPRADLIN- VICE CHAIR BOOK’EM
 ANN CHARVAT RECONCILIATION, INC.
 LACRECIA DANGERFIELD FAMILY AND CHILDREN’S SERVICES
 RICHARD FRANK MNPS
 JUDY GOETZ NASHVILLE PUBLIC LIBRARY
 ANN JOHNSTON PENCIL
 KAREN KWARCIAK CHEEKWOOD
 KYLA KRENGEL MNPS
 HAROLD LOVE, JR. 18TH AVE. FAMILY ENRICHMENT CENTER
 LONNELL MATTHEWS YMCA OF MIDDLE TN
 DAVID MOORE MNPS
 CAROLE RALEY MARATHON PETROLEUM
 MELANIE SCOTT KIDS ON THE BLOCK OF STARS NASHVILLE
 BRENDA STEELE MNPS
 SANDRA THOMAS FIFTYFORWARD

PARTICIPATING ORGANIZATIONS

MARATHON PETROLEUM
 THE PARTHENON
 THE FRIST CENTER

NASHVILLE PUBLIC LIBRARY
 KIDS ON THE BLOCK OF STARS NASHVILLE
 TENNESSEE STATE MUSEUM

METRO ACTION COMMISSION

All they need is love.



VISION:

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

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

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

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

"The Middle School committee has just finished a new 3 year Vision Plan that supports the new MNPS Middle School 5 Year Strategic Plan...Culture and Community is a major piece of the plan, thus the Middle School Committee will play an important role in helping MNPS implement this plan to benefit all middle level students." –MNPS Middle Schools Lead Principal and Chair of the Alignment Nashville MS Committee Amy Downey



Parent University TCAP Event
at Brick Church Middle

Under Culture and Community, the new MNPS plan contains the following six key areas: (1) School Environment, (2) Business and Community, (3) Health and Wellness, (4) Adult Advocacy, (5) Family Involvement, and (6) School Counseling. Using these focus areas, the AN Middle School Committee created a three-year vision for engaging community to support this new strategic plan. The key areas of the vision for the committee are to...

- Provide Service Learning Opportunities
- Secure Necessary Resources
- Create Mentoring Opportunities
- Promote Extended Learning
- Educate to Build Capacity
- Build Stakeholder Buy-In
- Empower and Engage Youth



Parent University TCAP Event at Brick Church Middle



Parents learn how to help prepare their children for TCAPs.

WHAT'S NEXT?

The Middle School Committee is currently engaged in tactical planning, developing specific activities and initiatives around the key areas mentioned above.

MIDDLE SCHOOL COMMITTEE

AMY DOWNEY- CHAIR MNPS

ANNE HENDERSON - VICE CHAIR FRIST CENTER FOR THE VISUAL ARTS

AUDREY HOLLOWAN MNPS

LISA BECK YMCA OF MIDDLE TENNESSEE

JUDY FREUDENTHAL OASIS CENTER

JOANNA GELLER VANDERBILT HOD

JERI HASSELBRING ADVENTURE SCIENCE CENTER

JOHN LANE MNPS

MORLUNDA LATTIMORE YWCA

CANDY MARKMAN MAYOR'S AFTERSCHOOL INITIATIVES

MARCY MELVIN CENTERSTONE

ILLIA MOORE PROJECT FOR NEIGHBORHOOD AFTERCARE

MAURY NATION VANDERBILT UNIVERSITY

JONATHON NORMAN JUVENILE COURT

JULIANA OSPINA FAUGHNAN STEM PREP ACADEMY

SUSAN PATRICK BIG BROTHERS BIG SISTERS

MARY WALKER BIG BROTHERS BIG SISTERS

JIM WILLIAMSON PENCIL FOUNDATION

PARTICIPATING ORGANIZATIONS

100 KINGS MEN

ACTOR'S BRIDGE

ADVENTURE SCIENCE CENTER

ART2STEM

BELCOURT!

BETHLEHEM CENTER

BIG BROTHERS BIG SISTERS OF MIDDLE TENNESSEE

BOOK'EM

BOY SCOUTS OF AMERICA - MIDDLE TENNESSEE COUNCIL

CHEF BATTS, LLC

CONEXION AMERICAS

COUNTRY MUSIC HALL OF FAME AND MUSEUM

DAVIDSON COUNTY SHERIFF'S OFFICE

DIRTY DOZEN

EIGHTEENTH AVENUE FAMILY ENRICHMENT CENTER

FAMILY AND CHILDREN SERVICES

GIRL SCOUTS OF MIDDLE TENNESSEE

GIRLS, INC.

GLOBAL EDUCATION CENTER

HOMEWORK HOTLINE

IMAGE INSTITUTE, LLC

JUNIOR ACHIEVEMENT OF MIDDLE TENNESSEE

KIDS ON THE BLOCK, A PROGRAM OF STARS

MEDIATIONWORKS!

MEHARRY MEDICAL CENTER

METRO PUBLIC HEALTH DEPARTMENT

NASHVILLE CHILDREN'S THEATRE

NASHVILLE PUBLIC LIBRARY - TOTAL

NEW BEGINNINGS

OASIS CENTER

PENCIL FOUNDATION

PLANNED PARENTHOOD OF MIDDLE & EAST TN

PRESTON TAYLOR MINISTRIES

READY FOR SPANISH, LLC

ROCKETTOWN

SAY YES TO SUCCESS

STARS NASHVILLE

TASK WHIZ TUTORING

TENNESSEE STATE UNIVERSITY

TNCEP, UNIVERSITY OF TENNESSEE EXTENSION DAVIDSON

COUNTY

UNITED NEIGHBORHOOD HEALTH SERVICES

VANDERBILT UNIVERSITY

YMCA OF MIDDLE TENNESSEE

YOUTH SPEAKS NASHVILLE

Rigor. Relevance. Relationships. Really.



VISION:

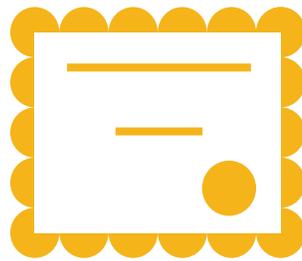
Every Metro Schools graduate has:

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

In Nashville, we don't just talk about the importance of rigor, relevance, and relationships for our students—we are making it a reality. Through the work of the MNPS High School Transformational Leadership Group/Alignment Nashville High School Committee (which joined forces in 2010), the entire community is engaged in making sure all of Nashville's students graduate ready for college, career, and life.

And it's working—Nashville's graduation rate has risen steadily since the redesign effort began in 2006, and we've seen improvement in nearly every other indicator. Of course, this is the result of many initiatives and efforts, but they have largely been anchored by the transformational work of the TLG/High school Committee.

GRADUATION



Graduation rate at every zoned high school **has increased**



District graduation rate up from **68.8% to 82.9% overall**



Students participate in hands-on learning experiences through the Academies of Nashville

ATTENDANCE



decrease in the number of students with >35 days absent



1.2% increase in average daily attendance (+230 students per day)



Glenduff High School students serve as hosts for the Academies of Nashville Study Visit



Glenduff High School Academy Ambassadors

DISCIPLINE



40.7% decrease in OSS
(out-of-school suspension) days

35.5% decrease
35.5% decrease
35.5% decrease
35.5% decrease

35.5% decrease
in discipline referrals

The main focus areas of the High School Committee are:

- Redesigning Our High Schools
- Dashboard of Performance (Collection, Analysis & Monitoring Progress)
- Transforming Teaching and Learning—Student Learning Experiences
- Sustaining Change Through Business and Civic Leadership

The High School Committee also provides guidance and oversight for the following AN Committees:

- Developing Community Leaders (page 20)
- Experiential Learning (page 22)
- Pathways to Postsecondary Education (page 24)

HIGH SCHOOL COMMITTEE

- JAY STEELE** – CHAIR MNPS
- JEFF YARBRO** – VICE CHAIR BASS, BERRY & SIMS
- SONYA BROOKS** MNPS
- CHELSEA PARKER** PENCIL FOUNDATION
- NICOLE COBB** MNPS
- DEANA CONN** MNPS
- KELLY DANDO** TN ASSOCIATED GENERAL CONTRACTORS
- THOM DRUFFEL** HOLIDAY INN AT VANDERBILT
- MICHAEL FLECK** MNPS
- KIRA FLORITA** NASHVILLE OPERA
- KENT FOURMAN** PERMANENT GENERAL
- JUDY FREUDENTHAL** OASIS CENTER
- CRAIG HAMMOND** MNPS
- KELLY HENDERSON** MNPS
- STARR HERRMAN** MNPS
- KANDI HILL-CLARK** TENNESSEE BOARD OF REGENTS
- MELISSA JAGGERS** ALIGNMENT NASHVILLE
- SUSAN KESSLER** MNPS
- BEVERLEY KREUL** MNPS
- PATRICK LUTHER** NASHVILLE CARES
- NOELLE MASHBURN** MNPS
- KATHLEEN MCENERNEY** TENNESSEE STATE UNIVERSITY
- CHANEY MOSLEY** MNPS
- KELLY NOSER** NOSER CONSULTING
- MEGHAN OLIVER** NASHVILLE STATE COMMUNITY COLLEGE
- JILL PEEPLES** MNPS
- ESTHER PHILLIPS** MNPS PARENT
- STEVE POTTER** MNPS PARENT
- KECIA RAY** MNPS
- BILL ROCHFORD** VANDERBILT UNIVERSITY (RETIRED)
- STEPHEN SHEAFFER** MNPS
- TERRI PATTON** MNPS PARENT
- SCHUNN TURNER** MNPS
- ROBBIN WALL** MNPS
- MICHELLE WILCOX** MNPS
- CONNIE WILLIAMS** PENCIL FOUNDATION
- NEELY WILLIAMS** COMMUNITY PARTNERS NETWORK
- AIMEE WYATT** MNPS
- ELLEN ZINKIEWICZ** NASHVILLE CAREER ADVANCEMENT CENTER



Leaders lead. Regardless of age.

VISION:

Develop student leaders prepared to initiate and lead activities within their schools and communities that result in more caring and supportive learning environments.



Maplewood DCL students at the Homeless Connection service-learning event in 2012.

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime. –Chinese Proverb

According to Mayra Saavedra, “Imagination is a human’s true reality.” Mayra would know; she is a senior at Maplewood High School and one of more than 300 students participating in Developing Community Leaders throughout MNPS. Developing Community Leaders (DCL) prepares students to lead and become change agents in their schools and communities. Mayra is one of those students. Maplewood High School does not have any Latino teachers or administrators, yet this has not prevented Mayra from stepping up to lead 75 students in a Latino Advisory with a goal of integrating their culture and experience into the predominately African-American school. Mayra works with several Maplewood faculty and administrators to lead the group; however, there is no mistaking that this is Mayra’s show.

Within Developing Community Leaders, Mayra’s story is impressive, yet not unique. Many of the students who participate in DCL were non-traditional leaders engaging in negative activities or struggling academically. In DCL, these students learn leadership and interpersonal skills, respect for diversity, responsibility, team-building and communication techniques, while also creating and implementing community-service and service activities. The primary components of DCL are:

“They are such an amazing group of talented students! They have such a desire to learn and to serve others. It is such a privilege to teach this course and watch these young people develop into such awesome and inspiring leaders. I learn just as much from them as they learn from me.” –Rayni Griffiths, DCL Teacher, Glencliff High School

- **Academic training in leadership:** College-level leadership curriculum developed by Phi Theta Kappa (www.ptk.org) allows dual-enrollment college credit.
- **Diversity:** Schools support participation with modified protocol for staffing, scheduling and other issues.
- **Culture change:** Students have meaningful opportunities to improve the climate of their school and community.
- **Adult Leadership:** DCL teachers, certified by Phi Theta Kappa, embrace student leadership and nurture students’ ability to create positive change.
- **Community Involvement:** DCL teachers meet with the DCL Committee to create a professional learning community of leadership development experts. The DCL Committee has created a Resource Guide of community assets aligned with DCL program outcomes.



Maplewood DCL students at the Homeless Connection service-learning event in 2012.



Maplewood DCL students at the Homeless Connection service-learning event in 2012.

WHAT'S NEXT?

DCL students will continue to engage in:

- Leadership Activities (Many serve as Academy Ambassadors)
- Service-learning projects
- Tutoring and mentoring freshman students
- Community Service

DCL COMMITTEE

AIMEE WYATT - CHAIR METRO NASHVILLE PUBLIC SCHOOLS
DEE GEE LESTER - VICE CHAIR METRO PARKS DEPARTMENT
MELIA ARNOLD VOLUNTEER TENNESSEE
TARA BROWN LEARNERS EDGE CONSULTING
COLLEEN CALLAGHAN HANDS ON NASHVILLE
LAUREL CREECH MAYOR'S OFFICE
MISTY ELLIS NASHVILLE CARES
TASHA FLETCHER BUILDING BRIDGES
KELLY HENDERSON METRO NASHVILLE PUBLIC SCHOOLS
MALINDA HERSH HANDS ON NASHVILLE
PATRICK LUTHER NASHVILLE CARES
LACITA MASON SOLES4SOULS
BRUCE MIDDLEBROOKS HEALTHWAYS
KELLY MODENA SOLES4SOULS
MEGHAN OLIVER NASHVILLE STATE COMMUNITY COLLEGE
SUSAN RAGSDALE YMCA / CENTER FOR ASSET DEVELOPMENT
TIM STEWART BELMONT UNIVERSITY
PATRICIA STOKES URBAN LEAGUE
TODD WIGGINTON MNPS

PARTICIPATING ORGANIZATIONS

BUILDING BRIDGES
 CIVIL GROUPS
 HANDS ON NASHVILLE
 MCGRUDER FAMILY RESOURCE CENTER
 OASIS CENTER
 SOLES FOR SOULS

Learning through doing.



VISION:

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

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

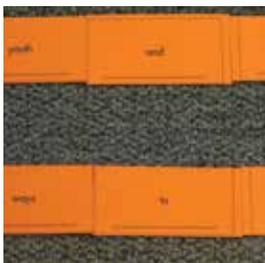
Research indicates that meaningful capstone experiences—internships, externships, service learning, work-based learning, etc.—provide a number of benefits to students, including:

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

Moreover, these experiences have a sound educational foundation and philosophical basis which is outlined in the table below.



Whites Creek Service Learning Workshop



Whites Creek Service Learning Workshop

Pedagogical Domain	Description
Curriculum	Activity-oriented, career-oriented, direct experiences, innovative, integrated, practical-application, project-based, work-based, youth-developmental, service/social action
Placement	Appropriate, assigned, fields of interest, personalized, realistic
Environments	Community, non-classroom, nontraditional, off-campus, out-of-school, professional structured
Instruction	Advising, coaching, counseling, expertise-oriented, guidance, mentoring, on-the-job training, professional, supervision
Learning	Active, applied, community-based, cooperative, engaging, experiential, hands-on, independent, individualized, interdisciplinary, real-world, service
Evaluation & Assessment	Authentic, competency-based, exhibitions, performance-based, portfolios
Outcomes	Experience—applied, hands-on, in-depth, practical, work-based; skills—basic, communications, computer literacy, interpersonal relations, job-readiness, leadership, organizational, problem-solving, professional, researching, report-writing, teamworking, technology, workplace Attitudes and behaviors—autonomy, collegiality, cooperation, dependability, independence, initiative, positive, professional, self-confidence, self-motivation, work ethic, work values

The Experiential Learning Committee has created common vocabulary for both MNPS and its partners to use to describe the service and work-related hours spent in conjunction with pathway curriculum. The committee has created an in-depth manual to describe the roll out of capstone projects so that all stakeholders have a common understanding. The next steps are to roll out the manual to the schools and to create an ITP for organizations willing to help seniors complete the necessary work and service-related hours needed. Alignment Nashville's participation is integral to this committee so that academy curriculum and capstone projects are aligned and meaningful to students. -Aimee Wyatt, Experiential Learning Committee Chair and Lead Principal, MNPS



Whites Creek Service Learning Workshop

WHAT'S NEXT?

The Experiential Learning Committee will release an Invitation to Participate in early 2013 to identify community-based capstone experience opportunities, including the following:

- Senior Project
- Virtual Enterprise
- Internship
- Externship
- Work-based learning
- Service learning
- Community Service
- Job Shadowing

The timeline for implementation of the Capstone Experience throughout MNPS is as follows:

- March 2013–11th Grade students select Capstone
- April 2013–March 2014–Students participate in Capstone Experience and document hours
- August 2013–November 2013–Students complete research paper
- August 2013–January 2014–Students develop product
- January 2014–March 2014 Students complete portfolio and create presentation
- April 2014–Capstone Project Presentations

The objective is to have every student create a (1) portfolio, (2) presentation, (3) paper and (4) product.

EXPERIENTIAL LEARNING COMMITTEE

AIMEE WYATT - CHAIR METRO NASHVILLE PUBLIC SCHOOLS
DEEGEE LESTER - VICE CHAIR METRO NASHVILLE PARKS
PAULA BARKLEY METRO NASHVILLE PUBLIC SCHOOLS
CHRIS BOESKOOL STUDENTS TAKING A RIGHT STAND
ERIKA BURNETT HANDS ON NASHVILLE
CHAE DENNING METRO NASHVILLE PUBLIC SCHOOLS
NANCY DICKSON VANDERBILT UNIVERSITY
MISTY ELLIS NASHVILLE CARES
MARICRUZ FLORES FIGUERO PARENT
DENIECE FERGUSON OASIS CENTER
DONNA GILLEY METRO NASHVILLE PUBLIC SCHOOLS
JOHN HAWKINS ADVENTURE SCIENCE CENTER
STARR HERRMAN METRO NASHVILLE PUBLIC SCHOOLS
OSCAR MILLER TENNESSEE STATE UNIVERSITY
CHANEY MOSLEY METRO NASHVILLE PUBLIC SCHOOLS
CESAR ARTURO MUEDAS PARENT
CHELSEA PARKER PENCIL FOUNDATION
ANDY SCHENCK JUNIOR ACHIEVEMENT
ANDREA STEELE RENAISSANCE CENTER
PATRICIA STOKES URBAN LEAGUE
ELLEN ZINKIEWICZ NASHVILLE CAREER ADVANCEMENT CENTER



VISION:

Create a culture of college-going students in Nashville.

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

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

In 2011, the committee received a grant from the Tennessee College Access and Success Network to pilot a program at Maplewood and Pearl Cohn High Schools that increases the college-going rates of their students. The pilot schools have (1) completed a needs assessment; (2) created a taskforce of students, administrators and parents; (3) engaged community partners to support their efforts through the Invitation to Participate™ (ITP); (4) worked with community partners to develop and tailor interventions for students and families; and (5) begun the process of evaluating the effectiveness of those interventions based on the outcomes detailed in the ITP.



Pearl-Cohn High School ACT Prep



Pearl-Cohn High School ACT Prep

...“college & career opportunities are now a reality at Maplewood High School”

—Ron Woodard, Principal, Maplewood High School

The Maplewood High School Tennessee College Access and Success Network Taskforce has focused its efforts on supporting Maplewood students through a collaboration between Oasis Center and Martha O'Bryan called the College Zone. The College Zone is viewed as a game changer by Maplewood's Principal, Ron Woodard, who believes that “college & career opportunities are now a reality at Maplewood High School. Special thanks to Alignment Nashville, Martha O'Bryan Center, Oasis College Connection and TN College Access and Success Network.” Also, every teacher and administrator at Maplewood will receive a copy of Teaching with Poverty in Mind by Eric Jensen to discuss during their Target Tuesdays staff meetings.

Our partnership with Alignment Nashville has enabled us to both connect and align with community service providers to meet the needs of our school community.

—Sonia Stewart, Principal, Pearl-Cohn High School.

The Pearl-Cohn High School Tennessee College Access and Success Network Taskforce has focused its efforts on aligning their work with community partners with the needs of its students. Pearl-Cohn has utilized the ITP process to work closely with community partners to ensure that Pearl-Cohn students are receiving what they need to be successful. Accordingly, Pearl-Cohn has chosen to work with In Full Motion, My Test Tips, Meharry Medical College and the Oasis Center.

I am so appreciative to AN for providing the direction that has been so very valuable in determining how best to serve MNPS students. In many respects your involvement provided us with an understanding of an even better way for In Full Motion to serve just as many kids while providing the school administrators with immediate information regarding their students' performance and levels of improvement without additional costs. This approach may even be more cost effective and the collaborative partnerships we form will allow us to further leverage our resources while we help to improve college access.

-Cynthia Fitzgerald, In Full Motion



Pearl-Cohn High School ACT Prep

WHAT'S NEXT?

At the end of the 2012-13 pilot year, the Pathways Committee will examine data and use that information to scale the initiative to additional schools.

PATHWAYS COMMITTEE

- MICHELLE WILCOX - CHAIR** MNPS
- NEELY WILLIAMS - VICE-CHAIR** COMMUNITY PARTNERS NETWORK
- LEIGH BAGWELL** MNPS
- PAMELA BURGESS** MNPS
- SHARON CHANEY** MNPS
- NICOLE COBB** MNPS
- GLENN FLEMING** ASK-PEP PROGRAM
- LEE GRAY** OASIS COLLEGE CONNECTION
- DONNA GILLEY** MNPS
- KELLY HENDERSON** MNPS
- MARY MANGUM** MNPS
- GAYE MARTIN** MNPS
- JENNY MILLS** TENNESSEE COLLEGE ACCESS AND SUCCESS NETWORK
- BETH O'SHEA** MNPS
- SHARON PETERS** TENNESSEE STATE UNIVERSITY
- LAURA POTTER** NASHVILLE STATE COMMUNITY COLLEGE
- JASON SEAY** TENNESSEE STUDENT ASSISTANCE CORPORATION
- CARMEN SPARKMAN** PENCIL FOUNDATION
- RUTH WOODALL** TENNESSEE SCHOLARS

PARTICIPATING ORGANIZATIONS

IN FULL MOTION
LIPSCOMB UNIVERSITY
MARTHA O'BRYAN CENTER
MEHARRY MEDICAL COLLEGE - ALPHA PHI ALPHA MISS

BLACK AND GOLD
MEHARRY YOUTH AND WELLNESS CENTER
MY TEST TIPS
OASIS CENTER

SOUTHERN WORD
STUDENTS TAKING A RIGHT STAND

**REFUGEE AND
IMMIGRANT
SUPPORT
SERVICES**



VISION:

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

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

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



MNPS students



14.7%

of Davidson County, TN residents speak a language other than English at home.



11,010 MNPS

had limited English proficiency in 2011.



MNPS students

In 2012, the Refugee and Immigrant Support Services Committee partnered with Nashville Public Television to promote cultural understanding and cultural acceptance in school environments and community environments through a district-wide dialogue. By partnering with NPT, RISS members and others will provide and promote opportunities to view the *Next Door Neighbors* and *American Graduate* documentary series and facilitate community discussion around cultural awareness and cultural acceptance. *Next Door Neighbors* is an Emmy-award winning series that looks at Nashville's status as a new destination city for refugees and immigrants, and explores the rich diversity of people now calling Nashville home. *American Graduate: Translating the Dream* takes an in-depth look at the graduation rate among ELL and immigrant students in Tennessee, the challenges they face that can prevent them from graduating on time, how schools and teachers are trying to address this increasingly demanding need, and how the entire community is impacted when students drop out of school. Participants in community viewings and discussions will gain increased understanding of the role of resettlement agencies, the cultural make up of the district and an appreciation of the many immigrant contributions to our community. In the long term, RISS expects this increased awareness and continuing dialogue will improve communication between families and schools, foster a sense of belonging and purpose for refugee and immigrant students and increase parent engagement.

The Refugee and Immigrant Support Services Committee is key to the success of our most vulnerable students and families. Our diversity is a resource and a responsibility. This committee brings together community organizations and district stakeholders who are passionately investing time and energy towards helping immigrant and refugee families successfully transition to life in the United States, and to the U.S. school system. Not only does the work of this committee include working with immigrant and refugee families, but also includes working with the greater Nashville community to be aware and responsive to our diversity. —Nicole Chaput-Guizani, Vice Chair



Guided reading in an English Learners' classroom

Many refugee and immigrant students who settle in Nashville are near or already aging out of the MNPS school system, creating a large number of older students with no high school diploma and no clear path to college or career. The Refugee and Immigrant Support Services Committee is collaborating with the Alignment Nashville 16-24 Committee to provide re-engagement services and resources to the refugee and immigrant population. Identifying barriers for these students and their families is a priority. RISS is working closely with 16-24 to identify these barriers and create a tactical plan that will improve GED completion rates among this older student population and create and implement ways to assist this group in reaching their college and career goals.

WHAT'S NEXT?

The Refugee and Immigrant Support Services Committee expects to circulate an updated resource guide in 2013 to MNPS staff to include community resources available as well as ongoing professional development opportunities.

RISS will release an Invitation to Participate in late 2012 to recruit community partners to bring Next Door Neighbors and American Graduate presentations and discussions to their school, organization, business, civic club, or faith center.

REFUGEE AND IMMIGRANT SUPPORT SERVICES (RISS) COMMITTEE

- JENNIFER ESCUE - CHAIR CATHOLIC CHARITIES
- NICOLE CHAPUT-GUIZANI—VICE CHAIR MNPS
- JEGER ALI MNPS
- GERRY ALTERI MNPS
- ELLEN BOHLE WORLD RELIEF NASHVILLE
- ALAN COVERSTONE MNPS
- KRISTA CRAVEN PEABODY COLLEGE, VANDERBILT UNIVERSITY
- EMMANUEL EHIEMUA MNPS
- ZIED GUIZANI MNPS
- YUSSUF ISSA CENTER FOR REFUGEES AND IMMIGRANTS OF TENNESSEE
- VANESSA LAZON OASIS CENTER
- TARA LENTZ CONEXION AMERICAS
- JULIA LYDON MNPS
- JOHN MANN MNPS
- MEG NUGENT NASHVILLE ADULT LITERACY COUNCIL
- SHULER PELHAM OVERTON HIGH SCHOOL
- AMY RICHARDSON VANDERBILT UNIVERSITY, INSTITUTE FOR GLOBAL HEALTH
- GIGI ROSE TENNESSEE OFFICE FOR REFUGEES
- SARAH RUSS NASHVILLE INTERNATIONAL CENTER FOR EMPOWERMENT
- ALEXANDER SANTANA VANDERBILT KENNEDY CENTER
- LOUISA SARATORA CATHOLIC CHARITIES: TN OFFICE FOR REFUGEES
- JO ANN SCALF NASHVILLE PUBLIC TELEVISION
- PATTY SWARTZBAUGH NASHVILLE ADULT LITERACY COUNCIL
- JESSIE GARCIA VAN DE GRIEK LIPSCOMB UNIVERSITY
- CRISTINA VILLAREAL CONEXION AMERICAS FRC
- CAMPBELL WINGFIELD MNPS

PARTICIPATING ORGANIZATIONS

CATHOLIC CHARITIES OF TENNESSEE
 CENTER FOR REFUGEES AND IMMIGRANTS OF TENNESSEE
 CENTERSTONE
 COMMUNITY FOOD ADVOCATES
 CONEXION AMERICAS
 HEALTH ASSIST TENNESSEE
 HOMEWORK HOTLINE

LEGAL AID SOCIETY OF MIDDLE TN AND THE CUMBERLANDS
 NASHVILLE ADULT LITERACY COUNCIL
 NASHVILLE INTERNATIONAL CENTER FOR EMPOWERMENT
 NASHVILLE STATE COMMUNITY COLLEGE
 OASIS CENTER
 MARIO RAMOS, PLLC
 TENNESSEE DISABILITY PATHFINDER

TENNESSEE FOREIGN LANGUAGE INSTITUTE
 TENNESSEE OFFICE FOR REFUGEES
 VANDERBILT INSTITUTE FOR GLOBAL HEALTH
 WORLD RELIEF
 YMCA LATINO ACHIEVERS

Making a good decision starts with having good options.



VISION:

The 16-24 Out of School, Out of Work committee focuses on the educational and employment needs of young adults ages 16-24 who have left secondary education without a diploma and are not employed.

According to the Nashville Area Chamber of Commerce's "Community Needs Assessment for Adult Literacy, an estimated 63,053 - 15 percent - of adults 25 years and older are without a high school education.



15%

of adults 25 years and older are without a high school education.



Participants in the GED professional development conference.

The Alignment Nashville 16-24 Out of School, Out of Work Committee is focused on engaging the community to provide quality options for these young people to help them achieve academic success, leading to a better job and better quality of life.

Over the past few years, new options for these young people have emerged, helping to them re-engage and finish a secondary credential of some type, whether a diploma or a GED. The MNPS Academies at Old Cockrill, Hickory Hollow and Opry Mills offer students who are 17-21 years old with 8 or fewer credits individualized instruction in an accelerated format that will have the student holding a high school diploma in one year or less.

"[the new committee focus is] broadening the work of the 16-24 committee to encompass the full spectrum of re-engagement—including English language, literacy, Adult Basic Education, secondary credential, and post-secondary education and employment - will allow us to better serve the 16-24 population. Developing a community-based coaching model for re-engagement will provide strategic support so more 16-24 year olds will have the information and preparation to take one of these steps toward a better future." —Committee Chair, Judy Rye of the Martha O'Bryan Center

In the spring of 2012, the 16-24 Committee added seven new members from very different areas of the community including post-secondary, non-profits, parents, and business. The committee also named a new Vice-Chair - Elaine Fahrner, Executive Principal of the Academy at Old Cockrill and Lead Principal of Nontraditional High Schools at MNPS.



Participants in the GED professional development conference.

16-24 COMMITTEE

JUDY RYE - CHAIR MARTHA O'BRYAN CENTER
ELAINE FAHRNER - VICE CHAIR MNPS - ACADEMY AT OLD COCKRILL
PAMELA BOBO TENNESSEE STATE UNIVERSITY
GWYNE BOHREN ROOM IN THE INN
NICOLE CHAPUT-GUIZANI MNPS
MICHAEL COUSIN NASHVILLE CAREER ADVANCEMENT CENTER
MARVIN COX METRO ACTION COMMISSION
ASHLEY DAUGHERTY MAYOR'S OFFICE OF CHILDREN AND YOUTH
HELENA FARROW OIC - OPPORTUNITIES INDUSTRIALIZATION CENTER
DEBBIE GRANT GOODWILL INDUSTRIES
KIMBERLY GRAVES YOUTH TRANSITION COACH
DERRICK HINES TENNESSEE TECHNOLOGY CENTER NASHVILLE
ED INMAN YWCA NASHVILLE
HENRY JOHNSON MNPS
ALVIN JONES MNPS
JOHN MANN MNPS
CAROL MARTIN-OSORIO NASHVILLE STATE COMMUNITY COLLEGE
HOLLY MCINDOE NASHVILLE OPPORTUNITIES INDUSTRIALIZATION CENTER
DENISE D. MILLER VANDERBILT UNIVERSITY
CALVIN NELMS CHP INTERNATIONAL
LEANNE NOWLIN MNPS COMMUNITY CAREER CENTERS
MEG NUGENT NASHVILLE ADULT LITERACY COUNCIL
TIM QUEENER YMCA - YBUILD
CAROLE RALEY MARATHON PETROLEUM
JEFF RHODIN TENNESSEE LITERACY COALITION
SARAH RUSS NASHVILLE INTERNATIONAL CENTER FOR EMPOWERMENT
HEATHER SMITH NAAEYC/BOOKS FROM BIRTH OF MIDDLE TN
BERNARD WERTHAN OPPORTUNITIES INDUSTRIALIZATION CENTER
ELLEN ZINKIEWICZ NASHVILLE CAREER ADVANCEMENT CENTER

WHAT'S NEXT?

After much conversation, research and studying the needs of this particular population the committee is now in the early stages of tactical planning centered around a new approach to reengagement: community-based, city-wide engagement coaches. In 2013, the committee will build a coaching toolkit with information on educational options, support services, and coaching models, which will be supported by a "train-the-trainer" professional development model for community coaches within partner organizations (to be identified through the ITP process). This new tactic is planned to pilot in spring 2013.

PARTICIPATING ORGANIZATIONS

ACADEMY AT HICKORY HOLLOW
 CONEXION AMERICAS
 FIRST TEE OF NASHVILLE
 MAPLEWOOD FAMILY RESOURCE CENTER
 METRO PUBLIC HEALTH DEPARTMENT
 MIDNIGHT BASKETBALL LEAGUE/PROGRAM, INC.
 MNPS COMMUNITY CAREER AND FAMILY RESOURCE CENTER
 MUNDO HISPANO BILINGUAL NEWSPAPER
 ST. LUKE'S COMMUNITY HOUSE
 YMCA YBUILD
 YOUTH LIFE LEARNING CENTERS

It all starts at home.



VISION:

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

That's why the Alignment Nashville Parent University Committee is focused on giving parents and families the skills they need to be their child's first - and most effective - teacher. For its fourth consecutive summer, the Parent University Be A + Parent Event was held on July 21st. The host for this summer's event was McGavock High School. 235 Parents and 126 Children attended this event. A choice of course offerings were provided to parents on topics such as GradeSpeed, parent engagement, advocating for your child, bullying, Exceptional Education Services, homework help and many others.

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



100% of the surveys indicated that attendees would recommend Parent University to families and friends.

A new component added to this summer's event was a Health Fair coordinated by All About Women. The new health fair was very well received and attended by most all of the families attending the event. There were over 15 health organizations present at the fair giving information and providing health screenings to families throughout the afternoon.

Over 210 evaluation forms were returned. The surveys gave parents the opportunity to rate the individual presentations and the overall Parent University event. On a scale of 1 to 7, with 1 being very likely and 7 being very unlikely, 100% of the surveys indicated that attendees would recommend Parent University to families and friends.

On October 26, 2012, MNPS and Alignment Nashville presented the district's first Parent Engagement Summit. The guest keynote speaker for the conference was Dr. Joyce Epstein of John Hopkins University. Dr. Epstein is a national authority on the topic of parental involvement and engagement. Her presentation included key concepts, essential structures and expected results of research-based programs of family and community involvement.

Also attending and speaking at the conference was First Lady of Tennessee, Mrs. Crissy Haslam. Mrs. Haslam shared her vision on parent engagement and also released her new study that raises awareness for the importance of a parent's role in the early years of a child's development, the significance of a parent's engagement in a child's education at school and at home, and the exponential value of children and families reading together for at least 20 minutes every day.



Participants at 2012 Be A + Parent Event



Participants at 2012 Be A + Parent Event

There were over 270 attendees at this year's conference which included MNPS and other surrounding school district's teachers, school staff, administrators and community organizations. MNPS is currently becoming a member of Dr. Epstein's National Network of Partnership Schools. Using the Invitation to Participate process, a selection of 22 workshops was offered to the conference participants. These workshops were presented by both community organizations and MNPS staff.

The Parent Engagement Conference was sponsored by funding from The America's Promise Alliance, Nashville Area Chamber of Commerce and Publix.



Participants at 2012 Be A + Parent Event

PARENT UNIVERSITY COMMITTEE

- OLIVIA BROWN - CHAIR** MNPS
- KATHY EDSON - VICE CHAIR** VANDERBILT UNIVERSITY
- DIANE ABERNATHY** MNPS
- MARY JO ALEXANDER** STAND FOR CHILDREN
- JEGER ALI** MNPS
- PAMELA BURGESS** MNPS
- MONICA CAUSEY** TN VOICES FOR CHILDREN/TPIRC
- COLLEEN COFFEY** NATIONAL MENTAL HEALTH AWARENESS CAMPAIGN
- ASHLEY CRAWFORD** PARENT
- TAMMY DAUGHTRY** TREVECCA NAZARENE UNIVERSITY
- RUBEN DE PENA** MNPS
- LAURA DELGADO** CONEXION AMERICAS
- NANCY DINUNZIO DICKSON** VANDERBILT UNIVERSITY - PEABODY COLLEGE
- ANA ELLIOTT** MNPS
- PAULA FEATHER** ALL ABOUT WOMEN
- KATHY FLOYD BUGGS** OFFICE OF CONGRESSMAN JIM COOPER
- CYNTHIA GALE** YMCA
- JOANNA GELLER** VANDERBILT UNIVERSITY
- ZIED GUIZANI** MNPS
- KYLE HARRIS** MNPS
- ALVESIA HAWKINS** MNPS
- JULIA LYDON** MNPS
- LILLIAN MADDOX-WHITEHEAD** METRO PUBLIC HEALTH DEPARTMENT
- MARY MANGUM** MNPS
- JOHN MANN** MNPS
- ERICA MITCHELL** UNITED WAY OF METROPOLITAN NASHVILLE
- GINI PUPO-WALKER** MNPS
- HEATHER SMITH** NAAEYC/BOOKS FROM BIRTH OF MIDDLE TN
- VERDA STEWART** MNPS
- DERRICK WILLIAMS** MNPS
- CAMPBELL WINGFIELD** MNPS
- ADELINA WINSTON** MNPS

WHAT'S NEXT?

Parent University is now operated under the Department of Student Services, headed by Gini Pupo-Walker and coordinated by Pam Burgess. Parent University will become part of the portfolio of offerings to each of the clusters through the MNPS network of Family Involvement Specialists.

PARTICIPATING ORGANIZATIONS

BIG BROTHERS BIG SISTERS OF MIDDLE TENNESSEE
 CONEXION AMERICAS
 COPARENTING INTERNATIONAL
 DAVIDSON COUNTY JUVENILE COURT
 HOMEWORK HOTLINE
 ICARE-TENNESSEE
 KIDS' RIGHTS PROGRAM, PUBLIC DEFENDER'S OFFICE
 LIPSCOMB UNIVERSITY
 MARTHA O'BRYAN CENTER
 METRO STUDENT ATTENDANCE CENTER (M-SAC)
 MNPS - BELLEVUE MIDDLE SCHOOL
 MNPS - DEPARTMENT OF EXCEPTIONAL EDUCATION
 MNPS - DEPARTMENT OF STUDENT SERVICES

MNPS - LEADERSHIP AND LEARNING
 MNPS - LIBRARY SERVICES
 MNPS - NORMAN BINKLEY ELEMENTARY
 MNPS - OFFICE OF ENGLISH LEARNERS
 MNPS - STUDENT AND COMMUNITY SERVICES
 NASHVILLE CONFLICT RESOLUTION CENTER
 NASHVILLE PUBLIC LIBRARY'S TOTAL PROGRAM
 NEW LIFE PROGRAM
 OASIS CENTER
 OASIS CENTER COLLEGE CONNECTION
 PLANNED PARENTHOOD OF MIDDLE AND EAST TN
 RECONCILIATION INC.
 ROSE IMMIGRATION LAW FIRM, PLC

STAND FOR CHILDREN
 STEM PREPARATORY ACADEMY
 STUDENT OUTREACH SERVICES FROM EDSOUTH
 TECHNOLOGY ACCESS CENTER
 TENNESSEE DEPARTMENT OF CHILDREN'S SERVICES
 TENNESSEE PARENT TEACHER ASSOCIATION
 TENNESSEE SCHOLARS
 TENNESSEE STATE UNIVERSITY
 TENNESSEE STUDENT ASSISTANCE CORPORATION
 TENNESSEE VOICES FOR CHILDREN
 VANDERBILT UNIVERSITY
 VANDERBILT UNIVERSITY KENNEDY CENTER

**CHILDREN'S
HEALTH
EXECUTIVE
OVERSIGHT**



VISION:

Make Nashville
America's healthiest city
for children.

Healthy children. Healthy schools. Healthy community.

The health of our community's children is the top priority for the Alignment Nashville Children's Health Executive Oversight (CHEO) Committee. Chaired by Bill Paul, MD, Director of Metro Nashville Public Health Department, this group provides guidance and oversight for the following Alignment Nashville Children's Health Committees:

- Adolescent Sexual Responsibility
- Behavioral Health
- Healthy Eating Active Living (HEAL)
- Healthy Starts
- Primary Care
- School Nutrition

CHEO also serves as the state-mandated School Health Advisory Council for MNPS Coordinated School Health, providing the following functions:



Annually review and approve the School Health Plan



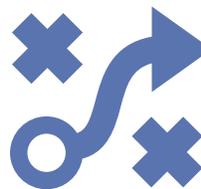
Advise the school district of current initiatives and resources



Program planning



Parent and community involvement



Advocacy



Recruitment of community health resources



Input on fiscal planning



Evaluation, accountability, and quality control



Coordinated School Health in action

CHEO also worked closely with Nashville Public Television on its Emmy-award winning series, *NPT Reports: Children's Health Crisis*. The Children's Health Crisis project is a three-year initiative built around a series of seven documentaries on the state of children's health in Tennessee. The project launched in 2009 in response to the increased number of children facing risks from poor or non-existent prenatal care, the rising epidemic of childhood obesity, misinformation about vaccinations, mental health issues, and adolescent sexuality. CHEO and the Alignment Nashville Children's Health Committees conducted community conversations, featured the documentaries in several events, and provided input and assistance in the development of the series.



Coordinated School Health in action

CHEO COMMITTEE

BILL PAUL, MD - CHAIR METRO PUBLIC HEALTH

LISA BECK YMCA OF MIDDLE TENNESSEE

MARY BUFWACK UNITED NEIGHBORHOOD HEALTH SERVICES

LINDA DEPRIEST MNPS

KATHY GRACEY VANDERBILT UNIVERSITY

KIM HARRELL MONROE CARELL JR. CHILDREN'S HOSPITAL
AT VANDERBILT

JOHNSIE HOLT MNPS COORDINATED SCHOOL HEALTH

MARCY MELVIN CENTERSTONE

NICOLE PROFFITT MNPS

JO ANN SCALF NASHVILLE PUBLIC TELEVISION

KIMBERLEE WYCHE-ETHERIDGE, MD, MPH METRO PUBLIC
HEALTH DEPARTMENT

Healthy beginnings. Healthy starts.



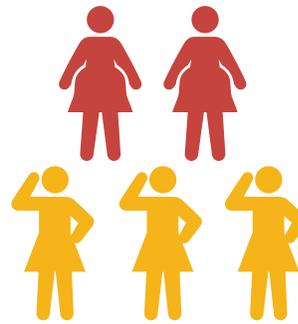
VISION:

All children begin life healthy

The State of Tennessee and Davidson County have extremely high infant mortality rates. Children who are born to mothers without a high school diploma are less likely to survive their first year of life, more likely to live in poverty, and more likely to experience school failure. Low birth-weight children are more likely to have developmental challenges that prevent them from excelling in school. The Alignment Nashville Healthy Starts Committee includes three main areas of focus in their work to make sure all children begin life healthy: unplanned and/or unhealthy pregnancies, pregnancies at risk of poor birth outcome and infants at risk of poor development. This comprehensive approach addresses pre-conception through the first year of life.



1 out of 50 infants dies before his/her first birthday in the 37208 zip code (Pearl Cohn cluster)



2 of 5 girls that drop out of school are pregnant or parenting. (estimated)



Low birth-weight children are more likely to have developmental challenges that prevent them from excelling in school.



Blue Cross Blue Shield provides information to teens.



AmeriGroup provides information to teens.

In early 2012, the Healthy Starts Committee combined resources with the Metro Health Department's Incredible Baby Shower to provide a Grandparent Conference segment. Often, teen parents find a disconnect between the child-rearing advice they receive from family and friends and the most up-to-date recommendations from medical professionals. By engaging both the parenting teens and their parents, this event used a multi-generational approach to provide information about safe sleeping habits, care and home safety, nutrition and physical activity, education, college and financial aid, and more.

In order to dream a healthy future for Davidson County, we must collectively strive to give each of our next generation teachers, civic leaders, and parents the tools needed to assure that they get a healthy start in life. —Dr. Kimberlee Wyche-Etheridge

The Healthy Starts Committee is now in the final stages of tactical planning toward a community 'safety net'—educating and training adults in the community who interact often with sexually active adolescents at risk of pregnancy, those already pregnant or parenting young children, and their families. In preparation for this comprehensive and potentially far-reaching initiative, the committee has worked to define risk factors for the negative outcomes they want to avoid—unhealthy pregnancies, poor birth outcomes and poor infant development. The reasons for these negative outcomes are often easy for a lay person to see, such as drug or alcohol abuse. But many of the reasons are more complex, such as a lack of family or community support systems, poor understanding of healthy development or difficulty accessing health care services. By creating an easy to use toolkit and training for individuals and organizations to use, as well as community training sessions, the committee hopes to not only increase awareness of protective factors and risk profiles but to increase the ease of connection to available support services. By engaging individuals and organization in this way, we hope to broaden our youth's community safety net to not just include the usual suspects—teachers, counselors and youth-serving organizations—but to include the unusual suspects who may interact regularly with the target population—healthcare providers, school support staff, faith center leaders, coaches, parents, child care providers and more.



Big Picture High School students.

WHAT'S NEXT?

Looking toward 2013, the Healthy Starts Committee will begin engaging the community in the creation of the toolkit, gathering the most updated information on Davidson County's available services and resources for sexually active adolescents, pregnant teens and young adults, young parents and their families.

HEALTHY STARTS COMMITTEE

KIMBERLEE WYCHE-ETHERIDGE, MD, MPH - CHAIR

METRO PUBLIC HEALTH DEPARTMENT

CEL FRANKLIN—VICE CHAIR *MNPS*

TAMARA CURRIN *MARCH OF DIMES*

JENNIFER DRAKE-CROFT *EXCHANGE CLUB FAMILY CENTER*

MONAE FLETCHER *MNPS*

CHERIE HACKNEY *BAPTIST HOSPITAL*

KIMBERLY HARRIS *VUMC*

GEORGIANNA HOOKER *MARTHA O'BRYAN CENTER*

TIFFANY KING *MNPS*

HAROLD LOVE, JR. *18TH AVE. FAMILY ENRICHMENT CTR*

LILLIAN MADDOX-WHITEHEAD *METRO PUBLIC HEALTH*

DEPARTMENT

KRISTEN RECTOR *PREVENT CHILD ABUSE TENNESSEE*

TASHIA RICHARDS-BROWN *MUSIC CITY HEALTHY START*

CAROLYN RIVIERE *METRO PUBLIC HEALTH DEPT*

HEATHER SMITH *NAAEYC/BOOKS FROM BIRTH OF*

MIDDLE TN

LACEY WILKINS *NURSES FOR NEWBORNS*

PARTICIPATING ORGANIZATIONS

BIRTHING PROJECT USA-NASHVILLE (METRO PUBLIC HEALTH DEPARTMENT)

BOOKS FROM BIRTH OF MIDDLE TENNESSEE

CATHOLIC CHARITIES OF TN, INC.

CHILDREN'S HOSPITAL PRIMARY CARE CLINIC

DOULA SERVICES

EXCHANGE CLUB FAMILY CENTER

HEALTH ASSIST TENNESSEE

HEALTHY START OF NASHVILLE

HOPE CLINIC FOR WOMEN

INTERFAITH DENTAL CLINIC

MARTHA O'BRYAN CENTER/ TIED TOGETHER PROGRAM

MATTHEW WALKER COMPREHENSIVE HEALTH CENTER

METRO NASHVILLE SCHOOL FOOD SERVICE

METRO PUBLIC HEALTH DEPARTMENT

METROPOLITAN NASHVILLE BOARD OF PARKS AND RECREATION

ATION

MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT

NURSES FOR NEWBORNS OF TENNESSEE

PLANNED PARENTHOOD OF MIDDLE & EAST TN

SEXUAL ASSAULT CENTER

TENNESSEE VOICES FOR CHILDREN

THE ACADEMY AT OLD COCKRILL

THE NASHVILLE MOBILE MARKET

VINE HILL COMMUNITY CLINIC

WOMEN, INFANTS AND CHILDREN (WIC) SUPPLEMENTAL

NUTRITION PROGRAM

**HEALTHY
EATING AND
ACTIVE LIVING**

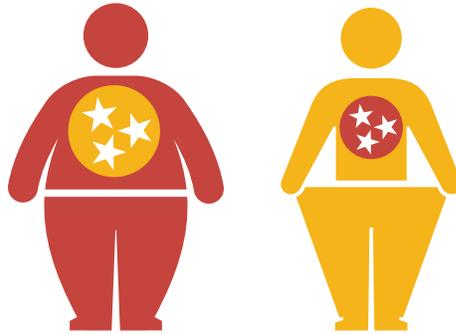
Nashville is on the move.



VISION:

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

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



Tennessee moved down the list of most obese state from

3rd in 2009 to 8th in 2011.



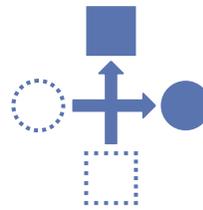
HEAL Committee members participate in tactical planning.

Each year, MNPS Coordinated School Health conducts BMI screenings across the district to identify students who are at risk of obesity and obesity-related conditions. During the 2011-12 school year, more than 3,070 students were in the 98+ percentile, and more than 5,700 students were in the 95+ percentile.

In response to this identified need, the Alignment Nashville HEAL Committee held a full day retreat on February 20th at the Goodwill Lifsey Center. Out of this planning session came the new 3 year plan with the following areas of focus:



Developing Health Intervention Strategies



Building the Resource Network



Creating a Toolbox of Resources and Opportunities



Informing and Influencing Stakeholders



Active Business and Community Engagement



Partnership with the Alignment Nashville Nutrition Committee



HEAL Committee members participate in tactical planning.

After carefully reviewing the new plan and in response to the needs of Coordinated School Health, as well as the community at large, the committee has prioritized this three-year vision by beginning with Developing Health Intervention Strategies. The committee is developing a new tactic to implement and support community-based HEAL coaches. The HEAL coaches serve as a resource to any child or family member who has been identified by CSH as at-risk of obesity and obesity-related conditions and would like to develop a health plan. The committee is currently developing the process, models and resources needed in order to support these HEAL Coaches.

WHAT'S NEXT?

The committee plans to implement the HEAL Coach tactic in spring 2013, using the Invitation to Participate process to engage community partners in reducing childhood obesity rates in Nashville.

PARTICIPATING ORGANIZATIONS

ADVENTURE SCIENCE CENTER (HEALTH PROGRAM)
 BELMONT UNIVERSITY CENTER FOR SERVICE LEARNING
 BOY SCOUTS
 FIVE STAR VENDING
 FIZEEK FITNESS
 HARDING PLACE YMCA
 KIWANIS
 LIPSCOMB UNIVERSITY

MENTAL HEALTH ASSOCIATION OF MIDDLE TN
 NASHVILLE PREDATORS
 NASHVILLE PUBLIC TELEVISION
 NFL FUEL UP TO PLAY 60
 PENCIL FOUNDATION
 PHI THETA
 STARS (STUDENTS TAKING A RIGHT STAND) & KIDS ON THE BLOCK

HEALTHY EATING AND ACTIVE LIVING COMMITTEE

- LISA BECK - CO-CHAIR** YMCA OF MIDDLE TENNESSEE
- KIM HARRELL - CO-CHAIR** MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT
- NICOLE PROFFITT - VICE CHAIR** MNPS - COORDINATED SCHOOL HEALTH
- LIZ ALEMAN** MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT
- JANET BARCROFT** SKYLINE MEDICAL CENTER
- TOM COOK** VANDERBILT UNIVERSITY SCHOOL OF NURSING
- ALEX DIAMOND** MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT
- JULIE FITZGERALD** METRO PUBLIC HEALTH DEPARTMENT
- LATISSA HALL** METRO PUBLIC HEALTH DEPARTMENT
- JOHNSIE HOLT** MNPS - COORDINATED SCHOOL HEALTH
- DIANNE KILLEBREW** VANDERBILT UNIVERSITY MEDICAL CENTER
- OSCAR MILLER** TENNESSEE STATE UNIVERSITY
- TIM OLSZEWSKI** LIPSCOMB UNIVERSITY
- JOAN RANDALL** VANDERBILT UNIVERSITY
- SHARON SHIELDS** VANDERBILT UNIVERSITY PEABODY COLLEGE
- CHRIS TAYLOR** METRO PUBLIC HEALTH DEPT
- DEBORAH WALKER** MNPS NUTRITION SERVICES
- ASHLEY WATERS** MNPS

**ADOLESCENT
SEXUALITY
RESPONSIBILITY**



VISION:

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



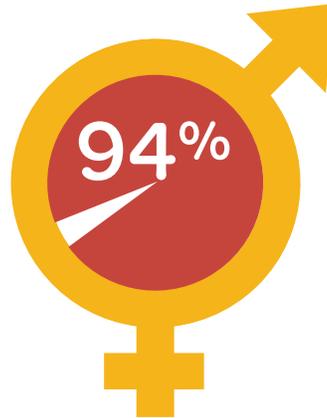
Senator Johnson at the Adolescent Sexual Responsibility Conference

One of the highlights of the 2012 ASR Conference was the opening plenary session featuring guest speaker Senator Jack Johnson, R-Franklin, which provided a timely discussion of the newly amended Family Life Education law

Let's talk about sex.

RESULTS

Post-conference surveys revealed:



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

Talking about sex isn't easy for most of us. Nashville has many community resources that can help, but few teachers, students and parents are aware of them. The Adolescent Sexual Responsibility (ASR) Committee provides access to information and resources that help youth (and their parents/caregivers) make healthy and responsible decisions. The committee brings together a wide range of school, health and community representatives intent on helping our community's youth more easily navigate the path from adolescence into young adulthood. Teens who engage in irresponsible sexual behavior often cope with more social/emotional stress that impacts their academic achievement, and they need our help to make responsible decisions and maintain their sexual health.



Sexually transmitted infection rates (Chlamydia, Gonorrhea) are **10 fold higher** among 15 - 19 year old females than STI rates among 30-49 year olds.



Teens who engage in irresponsible sexual behavior may cope with more social/emotional stress that impacts their **academic achievement**



Approximately **one in four** sexually active teens contracts an STD every year.

Source: Nashville/Davidson County Youth Risk Behavior Survey, healthynashville.org

In 2012, the ASR Committee hosted its second Adolescent Sexual Responsibility conference. This successful professional development conference for educators and youth-serving organizations included informative and interactive sessions around the eight objectives identified by the



Youth panel discussion at the ASR Conference

committee: sexual health and reproduction, healthy relationships, youth voice, community support, body image, life goals, contraception and sexualization.

The conference provided tools to promote community-wide dialogue on adolescent sexual health, develop relevant relationships between teachers and community providers, address issues that are relevant to wellness teachers and the students they serve and to share information about the reproductive health resources that are available for educators to use to support the healthy development of the young people they serve. One of the highlights of the 2012 ASR Conference was the opening plenary session featuring guest speaker Senator Jack Johnson, R-Franklin, which provided a timely discussion of the newly amended Family Life Education law, aka the 'Gateway Sexual Activity Law', followed by a panel discussion with representatives of the Tennessee Department of Education and Metro Nashville Public Schools in attendance. Another highly-rated session was the Youth Panel, a moderated question/answer segment featuring community youth.

In early 2012, the ASR Committee distributed the Adolescent Healthy Futures guide in conjunction with the Nashville Public Television (NPT) premier of a documentary exploring the role of sexuality and sexual responsibility in the health of Tennessee's children. The documentary, part of NPT's Children's Health Crisis series, was shown during a plenary session at the 2012 ASR Conference and included a guided community discussion following the presentation. The ASR Committee is now focused on continuing this partnership with NPT by utilizing ASR members and others to provide and promote opportunities to view the Children's Health Crisis/Sexuality documentary and facilitate community discussion around adolescent sexual responsibility, access to reproductive health services and life planning.

WHAT'S NEXT?

The ASR Committee will seek community and school partners to bring Children's Health Crisis/Sexuality presentations and discussions to their school, organization, business, civic club or faith center.

PARTICIPATING ORGANIZATIONS

SEXUAL ASSAULT CENTER
 CENTERSTONE OF TENNESSEE
 METRO HEALTH DEPARTMENT
 PLANNED PARENTHOOD OF MIDDLE AND EAST TN

PEDIATRIC SPECIALISTS OF NASHVILLE
 NASHVILLE PUBLIC TELEVISION
 METRO NASHVILLE PUBLIC SCHOOLS
 TENNESSEE DEPT OF EDUCATION



Committee members Lyndsey Godwin and Sharon Travis share information at the ASR Conference



Elisabeth Bradner moderates the youth panel

ASR COMMITTEE

(VACANT) CHAIR

LEIGH BAGWELL - VICE CHAIR MNPS

MARK BLOODWORTH TN DEPT OF EDUCATION

ELISABETH BRADNER PLANNED PARENTHOOD

JOAN CLAYTON-DAVIS ACADEMY FOR EDUCATIONAL DEVELOPMENT

MISTY ELLIS NASHVILLE CARES

LYNDSEY GODWIN PLANNED PARENTHOOD

ASHLEIGH HALL CENTERSTONE

LATISSA HALL METRO PUBLIC HEALTH DEPARTMENT

KAYCE MATTHEWS VANDERBILT UNIVERSITY

FREIDA OUTLAW MEHARRY MEDICAL COLLEGE

MELANIE SCOTT KIDS ON THE BLOCK OF STARS NASHVILLE

PAM SHEFFER OASIS CENTER

TARIK SMITH COORDINATED SCHOOL HEALTH/TN TALKS

LORRAINE STALLWORTH MNPS

SHARON TRAVIS SEXUAL ASSAULT CENTER

FALLON WILSON HOPE COMMUNITY DEVELOPMENT

NASHVILLE CARES
 UNITED HEALTH CARE COMMUNITY PLAN
 GOODWILL INDUSTRIES



VISION:

Every child will have access to primary care

An apple a day keeps the doctor away. But you still need an annual check-up.

The Alignment Nashville Primary Care Committee works to make sure the children of Nashville don't miss important preventive care. In Davidson County, most children see their doctor on a regular basis during their early years. After age 10, however, the number of children receiving their Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) drops to 59%. This means that more than 40% of Nashville's children miss out on a comprehensive health and wellness assessment that could prevent future health complications and developmental delays. In many cases, families that 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 Primary Care Committee seeks to increase the number of children and adolescents with a medical home—a doctor or health care provider that they see on a regular basis who knows them and their family well—and receive those important annual check-ups.



71,039
TennCare Enrollees
Under Age 21 in
Davidson County



Over 50%
of entering 7th graders
were in non-compliance for
documentation of required
immunizations on the first
day of school, fall 2012.



Overton High School PSA

In the spring of 2012, the Primary Care Committee issued a challenge to MNPS high school Health Academies to create and produce a public service announcement to encourage youth to go to their doctor, get a check up and adopt healthy habits. Four MNPS high schools responded with creative and informative entries. Through the generous sponsorship of UnitedHealthCare Community Plan, the 1st place winner, Overton High School's Health Academy, received a \$1,500 award to purchase supplies or equipment for the academy. In addition, an awards ceremony was held which allowed students, parents, academy teachers, MNPS administrators, Metro Health Department leaders and others to view the winning videos and congratulate student teams for a job well done.

The Primary Care Committee has also supported MNPS School Health Services efforts to increase 7th grade immunization compliance rates through reminders and additional public relations efforts. Students are required by law to receive immunizations prior to entering their 7th grade year, yet in both 2011 and 2012, half of the entering 7th grade class had not yet received the required immunizations on the first day of school. In many cases, this causes students to miss important days in school until the requirement is met. By partnering with pediatricians and other care providers the Primary Care Committee is working to create a focus on health during the 6th grade year that will serve to encourage children to see their health care provider regularly and, in turn, receive their immunizations in advance of entering 7th grade.



Dr. Bill Paul presenting at the 2012 Primary Care PSA Awards ceremony.



Special thanks to PSA contest sponsor United Healthcare

WHAT'S NEXT?

The Primary Care Committee is currently developing a tactical plan that will engage the community to increase the number of children and adolescents with a medical home, increase 7th grade immunization compliance, and address the overall physical health of children and adolescents in Metropolitan Nashville.

Also, in 2013, the Primary Care Committee plans to update the Healthy Family Handbook, first printed in 2010. This guide, created utilizing lessons learned and data from the "Passport to Health" pilot in 2009-2010, has been an invaluable resource to parents and community partners.

PRIMARY CARE COMMITTEE

- KIMBERLEE WYCHE-ETHERIDGE, MD, MPH - CHAIR** METRO PUBLIC HEALTH DEPARTMENT
- REBA BRYANT - VICE CHAIR** MNPS
- RENEE DAY** TENNDECARE OUTREACH
- EMMANUEL EHIEMUA** MNPS
- KATHY GILLILAND** HEALTHWAYS
- VALERIE KING** UNITED HEALTHCARE
- LISA NISTLER** METRO PUBLIC HEALTH DEPT
- LEE ANNE O'BRIEN, MD** TNAAP
- MELISSA O'CONNOR** HEALTHWAYS
- CLARE SULLIVAN** VANDERBILT INSTITUTE FOR MEDICINE & PUBLIC HEALTH
- DONNA SUMNERS** METRO PUBLIC HEALTH DEPT
- AMANDA THOMPSON** CUMBERLAND PEDIATRIC FOUNDATION

PARTICIPATING ORGANIZATIONS

- ACADEMIES OF NASHVILLE
- METRO PUBLIC HEALTH DEPARTMENT
- DEPT OF HEALTH TENNDECARE PROGRAM
- UNITED HEALTHCARE COMMUNITY PLAN
- CUMBERLAND PEDIATRIC FOUNDATION
- HEALTHWAYS

**SOCIAL AND
EMOTIONAL
LEARNING/
BEHAVIORAL
HEALTH**



Foundation for lifelong success.

VISION:

Ensure that Nashville children and youth are mentally healthy.

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

CASEL has defined the following core competencies of Social & Emotional Learning:

Social & Emotional Learning Core Competencies



Conference on Social and Emotional Learning – Summer 2012

MNPS has embraced the importance of integrating social emotional learning for several years, and the Alignment Nashville Social Emotional Learning has played an important role in that effort. Their hard work paid off when, in December 2011, MNPS was accepted by CASEL (Collaborative for Academic Social and Emotional Learning) as one of five new national members of the CASEL’s Collaborating Districts Initiative (CDI). CDI engages large school districts across the nation to plan, implement, and monitor systemic changes that will impact schools and classrooms in ways that influence students’ social-emotional development and academic performance.



SEL Conference attendees visit the booths at the Resource Fair – Beth Cruz, Metro Nashville Public Defender’s Office

As a new member, MNPS received a \$125,000 grant and became eligible to submit a three-year implementation grant proposal to the NoVo Foundation. MNPS was notified in October 2012 that their planning grant had been accepted and they were a permanent member of the CDI. The three-year implementation of SEL would now begin with the technical assistance of CASEL and the other seven participating districts.

In 2012, the AN SEL Committee also undertook the following activities:

- Updated the Behavioral Health/SEL Resource Guide, which was initially released in 2011 at the committee’s first Social and Emotional Learning Conference. The resource guide was well-received by mental health staff (counselors, psychologists, behavioral health specialists, etc) of MNPS schools and community members alike.

What makes the SEL conference so powerful is that it gets several disciplines together and gives us all a common language to use while promoting emotional and behavioral wellness for all our students within the district. Despite the differences in our trainings or day to day duties, we all want to create positive and nurturing environments for students.

—Committee Co-Chair, Marcy Melvin

- Hosted the second annual Conference on Social and Emotional Learning at the Martin Center for Professional Development on July 16, 2012. This year's conference had 308 registered attendees that included MNPS school staff, community organizations (non-profit, government, post-secondary, etc.) and guests from surrounding districts. The keynote speaker for this year's conference was Dr. Roger Wiessberg, President and CEO of CASEL and Professor of psychology and education at the University of Illinois at Chicago. The attendees were then able to choose from a menu of 33 workshops that were presented throughout the day by community organizations and MNPS staff. The conference workshops were selected by the SEL committee from a pool of responses to the committee's Invitation to Participate™ (ITP), which requested conference workshops that supported CASEL's five core competencies.

With MNPS receiving the implementation grant award from CASEL/NoVo, much of the SEL work will now be infused into all Alignment Nashville committees, allowing the SEL Committee to return back to its original focus of Behavioral Health, engaging the community in ensuring that children and youth are mentally healthy through prevention and intervention.

WHAT'S NEXT?

The Behavioral Health Committee will begin working on a new tactical plan starting in January 2013; plans for the 2013 Social and Emotional Learning Conference are also already underway.



SEL Conference attendees and presenters, Sonya Dobbs, Cheryl Ellis and Joel Mayes

SOCIAL AND EMOTIONAL LEARNING/ BEHAVIORAL HEALTH COMMITTEE

DENISE ROLLINS - CHAIR MNPS
KATHY GRACEY - VICE-CHAIR VANDERBILT UNIVERSITY
MARCY MELVIN - VICE-CHAIR CENTERSTONE
RHONDA ASHLEY-DIXON VANDERBILT PSYCHIATRIC HOSPITAL
SHIRLEY BERRY-YATES VANDERBILT UNIVERSITY
LISA BILTON MNPS
MONICA CAUSEY TENNESSEE VOICES FOR CHILDREN/TPIRC
BETH CRUZ METRO NASHVILLE PUBLIC DEFENDER'S OFFICE
ERIN DAUNIC STARS NASHVILLE
LINDA DEPRIEST MNPS
SONYA DOBBS MNPS
NATALIE EMBRY TRI-STAR SKYLINE MADISON
VICKIE FLEMING MNPS
BABS FREEMAN-LOFTIS NORTHEAST FOUNDATION FOR CHILDREN
TRACY GLASCOE VANDERBILT PSYCHIATRIC HOSPITAL
DIANE GRAMANN MENTAL HEALTH ASSOCIATION OF MIDDLE TENNESSEE
ANTHONY HALL MNPS
TRISH HAYES METRO NASHVILLE PUBLIC DEFENDER'S OFFICE
KENDALL HINOTE NASHVILLE PUBLIC LIBRARY
ERIC JOHNSON STARS NASHVILLE
SERVEEN JOHNSON KIDLINK
MICHAEL KIRSHNER MENTAL HEALTH COOPERATIVE, INC.
DEBRA MCADAMS MNPS
KELLY NOSER MNPS - KELLY NOSER CONSULTING
AMI PARKER TN VOICES FOR CHILDREN
GRETA REQUIERME NASHVILLE PUBLIC TELEVISION
SCOTT RIDGWAY TENNESSEE SUICIDE PREVENTION NETWORK
MELANIE SCOTT KIDS ON THE BLOCK OF STARS NASHVILLE
ANGIE THOMPSON METRO PUBLIC HEALTH DEPARTMENT

PARTICIPATING ORGANIZATIONS

CAMELOT CARE CENTERS, INC.
 CENTER FOR UNDERSTANDING
 CENTERSTONE
 CENTERSTONE THERAPEUTIC PRESCHOOL
 EXCHANGE CLUB FAMILY CENTER
 METRO NASHVILLE PUBLIC SCHOOLS
 METRO PUBLIC HEALTH DEPARTMENT
 MNPS - BEHAVIOR SUPPORT TEAM
 MNPS - BELLEVUE MIDDLE SCHOOL

MNPS - PARAGON MILLS
 NASHVILLE CONFLICT RESOLUTION CENTER
 NASHVILLE PUBLIC LIBRARY'S BRINGING BOOKS TO LIFE!
 NORTHEAST FOUNDATION FOR CHILDREN
 PFLAG (PARENTS, FAMILIES, AND FRIENDS OF LESBIANS AND GAYS)
 SECOND HARVEST FOOD BANK OF MIDDLE TENNESSEE
 SKYLINE MADISON HOSPITAL
 STARS (STUDENTS TAKING A RIGHT STAND)

TENNESSEE STATE UNIVERSITY
 TENNESSEE VOICES FOR CHILDREN, EARLY CONNECTIONS NETWORK,
 VANDERBILT KENNEDY CENTER
 VANDERBILT PSYCHIATRY
 VANDERBILT UNIVERSITY
 ZANER-BLOSER PUBLISHERS

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



VISION:

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



Fresh Strawberries were served to all students in the participating 10 pilot schools as a celebration for being partners in the first year of the pilot program.

The School Nutrition Committee was honored to be selected as a finalist for the Frist Foundation Team Building Award through the Center for Nonprofit Management's Salute to Excellence, which honors area nonprofits for their commitment to management excellence.

RESULTS



86% increase

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



43% increase

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

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

In Metro Nashville Public Schools, more than 70% of the students qualify for the Free and Reduced Meal program. For many of these students, the school food program provides most of their daily nourishment. And for all students, the school nutrition program provides a valuable opportunity to create healthy eating habits that last a lifetime.

The Alignment Nashville School Nutrition committee, which began in 2010, has made considerable headway in a short period of time. The committee developed a shared vision for engaging the committee in improving school nutrition with three focus areas:

1. More Scratch Cooking, Less Processed Foods
2. More Fruits and Vegetables
3. Reinvent A La Carte.

The committee developed a plan to reach these outcomes, which led to a grant from Healthways Foundation to provide much-needed professional development and training. Through this grant, the committee was able to send 26 cafeteria managers and six culinary arts students from Hunters Lane High School to the National School Nutrition Association Conference that held in Nashville; the managers and students used this information to develop training modules for additional cafeteria managers and workers.

In addition, ten pilot schools were selected in building a "Healthier Café" model. These ten pilot schools - Glengarry Elementary, Glenview Elementary, Fall-Hamilton Elementary, Park Avenue Elementary, Shayne Elementary, Rose Park Middle School, Wright Middle School, McGavock High School, Overton High School and Stratford High School - are piloting a model that can be replicated across the district in improving school nutrition. The committee recognizes the need to "educate, train, and inspire" cafeteria managers in order to achieve their desired outcomes of decreasing the consumption of processed foods by 25% and increasing the consumption of fresh fruit and vegetables by 25% by the end of the 2012-13 school year. To that end, the committee was

awarded a \$50,000 grant from Baptist Healing Trust for additional professional development with managers and workers, development of a school nutrition program replication guide and training, and continued evaluation of the pilot programs.

Workers in all ten pilot schools received hands-on training from Chef David Owens to learn necessary culinary skills in order to support the three areas of change. Culinary One included basic skills such as weighing/measuring, knife skills and oven usage. Culinary Two trainings built on the first trainings and introduced different cooking techniques, presentation and food arrangement. Culinary Three trainings covered topics such as produce handling, cooking techniques, meat prep, herbs/spices, vegetable prep.

In a mid-year evaluation, pilot school cafeteria managers were asked about their expectations and perceived outcomes. As the graph below shows, many of the managers perceptions have changed significantly for most questions, most with positive changes in perceptions of healthier food options.

“By encouraging participation from parents, teachers, cafeteria workers and other community members, Alignment Nashville’s School Nutrition Committee’s have built a strong coalition to support the expansion of healthier options in our schools. We are prepared to take our model to the next level, with the help and encouragement of all of our committee members.” –Megan Morton, School Nutrition Committee Vice Chair and Interim Executive Director of Community Food Advocates

The next part of the survey was about barriers that would prevent the café from serving healthier food options in their cafés. This graph demonstrates the effectiveness of the training being provided in that the managers feel that the skills necessary to support fresh foods are being acquired and therefore less of a barrier. There is still a concern of food prep time increasing.

At the end of the school year and in celebration of the first year of the pilot school programs, fresh strawberries were purchased and served at the pilot schools. In support of the fresh strawberries, these were harvest of the month and the cafés were encouraged to serve the strawberries in different ways and to give the students the opportunities to learn more about the fresh fruit.

WHAT'S NEXT?

The School Nutrition Committee has formed a Food Insecurity Taskforce to align resources to ensure all students have access to food. Primary partners include Second Harvest Food Bank of Middle Tennessee and Community Food Advocates; the goal is to establish a sustainable, systemic approach to meeting this need across the district.

PARTICIPATING ORGANIZATIONS

AMERICAN CULINARY FOUNDATION
 PAIGE CLANCY, COMMUNITY MEMBER
 COMMUNITY FOOD ADVOCATES
 TAMALA DAVIS, PARENT
 DIETETIC INTERNSHIP PROGRAM AT VANDERBILT
 GLENGARRY ELEMENTARY

HANDS ON NASHVILLE
 ANNA HIGGINBOTHAM, PARENT
 MARTHA O'BRYAN CENTER
 METRO NASHVILLE - COMMUNITIES PUTTING PREVENTION
 TO WORK
 MONROE CARELL JR. CHILDREN'S HOSPITAL AT VANDERBILT -



School Nutrition committee members participate in tactical planning.

SCHOOL NUTRITION COMMITTEE

- BRAINA CORKE - CHAIR** MNPS
- MEGAN MORTON - VICE CHAIR** COMMUNITY FOOD ADVOCATES
- JILL BAKER** MNPS
- JEREMY BARLOW**
- JEN BOULTON** HEALTHWAYS
- FRED CARR** MNPS
- LINDA CATLETT** HEALTHWAYS
- SHEILA CLARK** MNPS
- SUE CLARK** MNPS
- TANYA DEBRO** HEALTHWAYS
- KEVIN DORR** AMERICAN CULINARY FOUNDATION
- JULIE FITZGERALD** METRO PUBLIC HEALTH DEPT.
- LINDA HERRELL** MNPS PARENT
- PAM HULL** VANDERBILT UNIVERSITY
- LISA JAMESON** HEALTHWAYS
- MELINDA JUDD** SECOND HARVEST FOOD BANK OF MIDDLE TENNESSEE
- RACHEL KNIGHT** HEALTHWAYS
- JEFF KREBS** HEALTHWAYS
- HOLLY MAY** LEAD ACADEMY TEACHER
- SELENA MCCOY CARPENTER** GLENDALE ELEM
- KIMBERLY MOLNAR** SECOND HARVEST FOOD BANK OF MIDDLE TENNESSEE
- RHONDA NEWBORN** HEALTHWAYS
- JILL PITTMAN** MNPS
- NICOLE PROFFITT** MNPS
- SARAH SMITH**
- SPENCER TAYLOR** MNPS
- JESSICA TRUMBLE** HEALTHWAYS
- DEBORAH WALKER** MNPS FOOD SERVICES
- KATHY WANTLAND** MNPS
- TERESA WEST** MNPS
- EMILIANO ZUNIGA** MAPLEWOOD HS STUDENT

CHAMP'S GARDENS INITIATIVE
 OASIS CENTER
 PARK AVENUE SCHOOL COMMUNITY GARDEN
 SECOND HARVEST FOOD BANK OF MIDDLE TENNESSEE
 TENNESSEE STATE UNIVERSITY



VISION:

Increase students' enrollment into STEM Academies in high school



Art2STEM community partners



Susan UrmeyVanderbilt

Art2STEM after-school club



Art2STEM after-school club

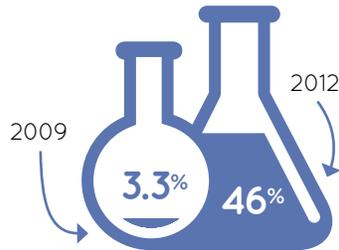


Susan UrmeyVanderbilt

Art2STEM after-school club

Discovery through design

RESULTS



43% increase

among ninth-grade Art2STEM participants who chose a STEM-focused Academy in high school.

Before Art2STEM launched in 2009, a survey of ninth-graders showed that only 3.3% of students chose a STEM-focused Academy. The most common interest was in arts and entertainment. When the first group of Art2STEM students made their high school Academy choices, 35% of those program participants chose a STEM-focused Academy. Subsequently, when the second group of Art2STEM participants made their Academy choices, 46% of those students chose a STEM-focused Academy in high school. Art2STEM 2012 had 215 participants, 25 MNPS teachers, 15 volunteer mentors, and 27 engagement partners.

Art2STEM engages 7th and 8th grade girls in STEM-focused, real-world, project based, after school clubs which help them make the connection between art and STEM so that, while in middle school, the girls consider a STEM Academy for high school; and once in high school, they enroll in a STEM Academy—ultimately increasing the future STEM workforce in Nashville.

The A2S Implementation Team included representatives from each partner organization and met weekly at Adventure Science Center, the community agency of A2S, to ensure the program maintained alignment with strategic goals of A2S and Metro Nashville Public Schools (MNPS) and that successful practices and lessons learned were incorporated into future plans and experiences.

- After-school clubs operated in nine MNPS middle schools (Apollo, Bailey, Croft, DuPont-Tyler, Joelton, Litton, Oliver, Thurgood Marshall, and West End).
- Girls' awareness of practical STEM application was broadened by real-world, project based engagement in afterschool club meetings, business visits, and university visits.
- Girls experienced the relevance of the concepts they learned through local business partnerships.

An excellent example of effective business engagement occurred between the design company, Advent, and the A2S club at Thurgood Marshall Middle School. The result: Advent built and installed the students' redesigned cafeteria space after a rigorous process of team competitions.

“The most impactful moment for me was when I announced the winners [of the design exercise], the girls were tearing up; the place erupted. And that really touched me personally because these girls really did grab hold of the assignment, and really got involved and it meant something to them.” –Todd Cyphers, Director of Exceeding Expectations- Advent

A week-long, residential summer camp was the capstone event for A2S 2011-2012. Forty-five girls from nine MNPS middle schools, and five MNPS teachers (coaches) participated. Guided by the overarching World’s Fair theme, five teams of nine girls each designed and created pavilions representing five countries (North America, South America, Europe, Asia, and Africa). Participants were tasked with inventing or innovating a product that would improve the lives of a global population. To spark the girls’ creativity, the week began with business engagement through field trips to Nashville Electric Service, FLO Thinkery, and Old Hickory Dam.

Teams researched their country, brainstormed product ideas, drafted product models using Google SketchUp, built a three dimensional model, and displayed their final products during the celebration event at the end of the week. One innovative team designed and created a trash rocket that transports waste to the sun to be incinerated—eliminating the need for landfills.

PARTIAL FUNDING PROVIDED BY THE NATIONAL SCIENCE FOUNDATION



LEAD ORGANIZATIONS



PARTNERS

LIPSCOMB UNIVERSITY
 HCA TRISTAR HEALTH
 DELOITTE
 GAYLORD ENTERTAINMENT
 C3 CONSULTING
 PERMANENT GENERAL COMPANIES
 WOMEN IN TECHNOLOGY OF TENNESSEE
 SOCIETY OF MANUFACTURING ENGINEERS
 NASHVILLE PUBLIC TELEVISION
 EARL SWENSSON ASSOCIATES

FLO THINKERY
 NASHVILLE ELECTRIC SERVICE
 OLD HICKORY DAM
 U.S. ARMY CORPS OF ENGINEERS
 LP BUILDING PRODUCTS
 NISSAN NORTH AMERICA
 AEGIS LABS
 GRESHAM, SMITH & PARTNERS
 ADVENT
 VANDERBILT UNIVERSITY MEDICAL CENTER

STAGEPOST
 TENNESSEE PERFORMING ARTS CENTER
 CRITICAL MASS
 MARS PETCARE
 NASHVILLE CHILDREN'S THEATRE
 NOSSI COLLEGE OF ART
 PAZ COMMUNICATIONS
 INSHUTTLE
 JUST DUCKY DESIGNS
 3D SYSTEMS



Art2STEM Summer Camp at Lipscomb University



Art2STEM after-school club

ART2STEM IMPLEMENTATION TEAM

- SYDNEY ROGERS** ALIGNMENT NASHVILLE
- CONNIE WILLIAMS** PENCIL FOUNDATION
- ISMAIL FIDAN** TENNESSEE TECHNOLOGICAL UNIVERSITY
- DAVID MCNEEL** METROPOLITAN NASHVILLE PUBLIC SCHOOLS
- SANDRA HARRIS** ALIGNMENT NASHVILLE
- JERI HASSELBRING** ADVENTURE SCIENCE CENTER
- JOHN HAWKINS** ADVENTURE SCIENCE CENTER

Alignment with a capital “A”; an emerging community of practice

In 2009, Rockford, Illinois, adopted the practices of Alignment Nashville and formed Alignment Rockford. The Alignment Rockford model has proven to be extremely valuable in their community; as more communities are beginning to adopt the model, a national community of practice, known as Alignment USA, is emerging. Participants in the current community of practice include Nashville, Rockford, New Orleans, and Jackson, Mississippi. Discussions with others are currently underway.

Initially, Alignment practice involves:

- developing a community-wide shared vision, purpose, and outcomes
- intentional alignment of existing community resources prior to addition of new resources
- operating based on shared community principles
- utilizing an effective organizational structure with the following characteristics:
 - a board of directors
 - an operating board
 - committees (design and implementation teams) that are co-led by public schools decision makers and community leaders
- utilizing an effective, outcomes-driven process for designing solutions
- utilizing the Invitation to Participate (ITP) process to engage the broader community
- developing effective and efficient collaborative and communication systems
- use of the Alignment technology portal
- staff support for Alignment committees

Joining Alignment USA affords communities the following benefits:

- Access to emerging practices and results from other communities using alignment principles, structures and processes to address complex issues
- Technical assistance during startup and initial implementation of alignment principles, structures and processes
- Opportunity to license ComCoefficient, the collaborative portal software developed specifically to support alignment principles, structures and processes
- Opportunity to attend the Alignment Institute, the annual gathering of alignment practitioners/adopters from across the country.

Over time, the current Alignment practice model is expected to evolve due to innovations brought about by the Community of Practice.

If your organization is interested in joining this growing community of practice, contact Sydney Rogers at Sydney@alignmentnashville.org.

ComCoefficient; a community transformation tool for the future

Our new technology portal, ComCoefficient, is a tool that will underpin the work of Alignment in our community, in Rockford Illinois, and in other future Alignment communities. The portal will help the community work together more efficiently and effectively to transform the way we work together.

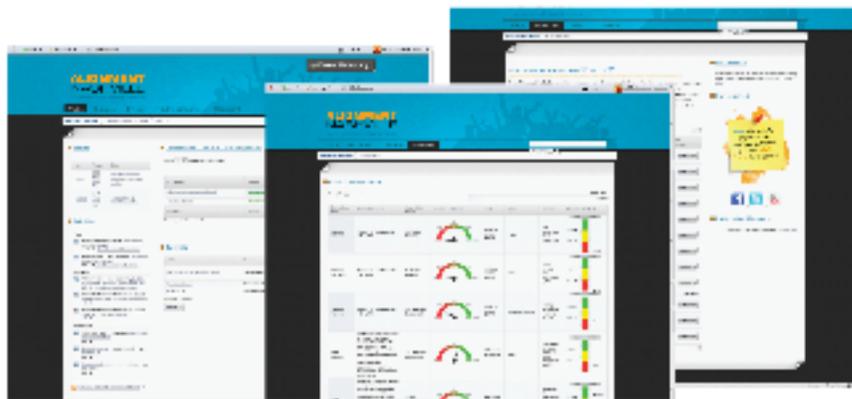
The portal facilitates investigative and discovery collaboration, collaborative project development and management, broad based community and resource identification and engagement, accountability and tracking, and knowledge development and management. All these functions are possible due to the integrated design of the principles, structure and processes of Alignment which form the basis for the design of the technology. The portal is context aware in that it knows all of the participants and the roles they play and therefore the use and access to information for participants is very targeted to their specific needs and interest.

A sophisticated system of categorization and tagging of information, along with wiki conversations and an integrated search mechanism, creates a platform on which all collaborative work in the community can take place.

The effort was a joint project of Alignment Nashville and Alignment Rockford, with great assistance from our friends at Deloitte. From connecting us with our web developer, Globant, to providing the expertise we needed to bring it all together, Deloitte was integral to the successful rollout of our newly revamped website.

Each work group (committee) has its own site where they can...

- find calendar events and agendas
- share documents
- collaborate
- manage projects
- assess results



Find relevant information
(content, status, persons) about any committee or project quickly and easily

To learn more about using the ComCoefficient portal in your community contact Melissa Jagers at Melissa@alignmentnashville.org.

Bringing other communities into the alignment community of practice



“This is where all that we have learned comes together—we can now see how all the parts fit.”

—2012 Alignment Institute participant

In September 2012, Alignment Nashville and Alignment Rockford hosted 12 cities with teams of people for the second annual Alignment Institute. For two full days, the participants learned about the principles, structure, processes, and technology of Alignment. And, they learned from the Alignment participants as well as Alignment staff. Also, in 2012, the visitors participated in the annual Alignment Community Meeting, where local participants gathered to hear a panel on high school graduation as a goal from pre-k through high school and see and hear about the work of each of the Alignment committees.

A highlight of the Institute is for the visitors to observe an Operating Board meeting in action. Participants have commented that “this is where all that we have learned comes together—we can now see how all the parts fit.”



Communities that participated in 2012 included:



Los Angeles, CA | Palm Springs, CA | Pasadena, CA | Northwest Florida
Central Florida | Lynn, MA | Utica, NY | Louisville, KY | Rockford, IL
Mead, WA | Jackson, MS | Dearborn, MI

We're all in.

That was the message of the 2012 Alignment Nashville Community Meeting – when it comes to college and career readiness, we are all in. We all have a role to play in preparing our students for success in college, career and life.

Mayor Karl Dean provided opening remarks, and Councilman Lonnell Matthews presented him with the 2012 award recognizing Nashville as one of America's 100 Best Communities for Young People (for the third year in a row). Attendees then heard from a panel of Alignment Nashville committee leaders, who shared what their committees – ranging from Pre-K to School Nutrition to Social Emotional Learning – were doing to support college and career readiness.



Panel members Phyllis Phillips, Kathy Gracey, Kim Harrell, and Starr Herrman



Mayor Dean and Councilman Matthews



AN staff with representatives of Deloitte



AN Executive Director Sydney Rogers and Dr. Kimberlee Wyche-Etheridge

The highlight of the event was the presentation of the following awards for outstanding service to the community:

Harvey Sperling Award for Excellence in Leadership
2012 honoree: Kimberlee Wyche-Etheridge, MD, MPH

The 2012 Harvey Sperling Award for Excellence in Leadership is presented to Kimberlee Wyche-Etheridge, MD. Dr. Wyche-Etheridge – or “Dr. Kim” to those who know her – was selected by her peers due to her outstanding leadership in her role as Chair of the Alignment Nashville Primary Care and Healthy Starts Committees. Here is what her peers had to say about why Dr. Wyche-Etheridge deserved to win this award:

Dr. Wyche-Etheridge's leadership is only eclipsed by the sincere care and concern she has for the health of all children in the community, and she has that infectious laugh that makes even difficult work enjoyable.

Dr. Kim is sincerely dedicated to the cause of improving health statistics for all children in Davidson County. She is committed and intensely knowledgeable of the health disparities in the county and works tirelessly to eliminate them.

...she makes an impact at every meeting, fantastic ideas, she speaks with authority and humility - it's hard to combine those two successfully.

...her commitment to the health of the children in our city is inspirational.

The Harvey Sperling award is named after Harvey Sperling, who served as headmaster of the University School of Nashville at Vanderbilt University (1979 - 1990) and the University School of Milwaukee (1990 - 2000). Subsequently, he was the educational officer at The Frist Foundation, and currently is a consultant to the Vanderbilt Center for Science Outreach (and the School for Science & Math at Vanderbilt). Harvey was instrumental in the start-up phase of Alignment Nashville, providing leadership and wisdom for the crucial first years of the organization.

Deloitte Award for Community Investment 2012 honoree: Deloitte

The inaugural Deloitte Award for Community Investment is presented to its namesake, Deloitte, for its unprecedented commitment to education and the community of Nashville. Deloitte's contributions to public education are immeasurable, but here are a few highlights:

Deloitte is actively involved in all aspects of the Academies of Nashville, serving as Academy Partner at Antioch as well as co-sponsoring the Academies of Nashville. For Art2STEM, they have provided ongoing mentoring at after-school clubs and financial support for the 2012 Summer Camp and Art2STEM Family Night. Their educational outreach is further evidenced in their work through Women in Technology in Tennessee and Adventure Science Center in informing and motivating girls to pursue careers in science, technology, engineering, and math.

Deloitte Application Studios has contributed invaluable technical assistance and project management for the new Alignment Nashville collaborative portal, which will drastically improve our community's ability to work together to achieve collective outcomes and measure our success.

MIDDLE TENNESSEE REGIONAL STEM INNOVATION HUB



Middle Tennessee
STEM Innovation Hub

VISION:

The STEM Hub will promote the interests of Science, Technology, Engineering and Mathematics (STEM) to the people of the Middle Tennessee region, helping them become highly educated regarding college and/or career opportunities in STEM fields.

Management Team:

Jay Steele – PI
 Vicki Metzgar – Director, STEM Hub
 Sydney Rogers – Executive Director
 Virginia Shepherd – Director
 Sandra Harris – Consultant
 Susan Duvenhage – Executive Director
 Tom Cheatham – Dir., TMSTEC
 Carla Dawson-Jackson – Dir., STEM Initiatives
 Michelle Williams – Executive Assistant

Metropolitan Nashville Public Schools
 Metropolitan Nashville Public Schools
 Alignment Nashville
 Vanderbilt Center for Science Outreach
 Alignment Nashville
 Adventure Science Center
 Middle Tennessee State University
 Metropolitan Nashville Public Schools
 Metropolitan Nashville Public Schools

The Middle Tennessee STEM Hub provides a valuable exchange network of ideas and resources for K-12 schools, colleges and universities, and network partners to serve the STEM needs of the middle region of Tennessee - ultimately growing the future STEM workforce of Tennessee. All elements of the STEM Hub have been crafted to support three overarching goals:

1. **Student Learning:** Students will receive rigorous, interdisciplinary and project-based STEM instruction at every stage of the P-16 education continuum, culminating in college credit and relevant, real-world work experiences.
2. **Supportive Adults:** P-12 educators, postsecondary students, university faculty and business representatives will connect and collaborate in a professional learning community with ongoing group, individual and virtual opportunities to develop expertise in STEM disciplines, interdisciplinary curriculum, project-based instruction, and integration of community resources.
3. **Network Partners:** The region's P-12 school systems, postsecondary institutions, nonprofit organizations and businesses will connect and collaborate to share expertise; build new partnerships; expand STEM awareness; serve as STEM education liaison to regional, state and national networks; and develop or accelerate innovative strategies for scalable and sustainable STEM initiatives to strengthen education, economic development and individual prosperity.

The Middle Tennessee STEM Hub is a conduit for the transfer of cutting-edge ideas that will transform the ways in which Science, Technology, Engineering and Mathematics are perceived and taught.

PARTNERS

K-12 PARTNERS

CLARKSVILLE-MONTGOMERY COUNTY PUBLIC SCHOOLS
 CHEATHAM COUNTY SCHOOLS
 COFFEE COUNTY PUBLIC SCHOOLS
 DICKSON COUNTY SCHOOLS
 FRANKLIN SPECIAL SCHOOL DISTRICT
 LEBANON SPECIAL SCHOOL DISTRICT
 METROPOLITAN NASHVILLE PUBLIC SCHOOLS
 MURFREESBORO CITY SCHOOLS
 ROBERTSON COUNTY SCHOOLS
 RUTHERFORD COUNTY SCHOOLS
 SUMNER COUNTY SCHOOLS
 WILSON COUNTY SCHOOLS

BUSINESS PARTNERS

BIOMIMETICS/BIOTN FOUNDATION
 DELOITTE
 FORD FOUNDATION

GEOSPATIAL LEARNING MODEL
 HOSPITAL CORPORATION OF AMERICA
 HOUGHTON MIFFLIN HARCOURT PUBLISHER
 NASHVILLE BRANCH, AMERICAN SOCIETY OF
 CIVIL ENGINEERS
 TENNESSEE BUSINESS ROUNDTABLE
 TENNESSEE ENGINEERING FOUNDATION

INFORMAL EDUCATION PARTNERS

ADVENTURE SCIENCE CENTER
 DYER OBSERVATORY

COMMUNITY PARTNERS

ALIGNMENT NASHVILLE
 NASHVILLE AREA CHAMBER OF COMMERCE
 PENCIL FOUNDATION
 ACE MENTOR PROGRAM OF AMERICA, INC.

HIGHER EDUCATION PARTNERS

AUSTIN PEAY STATE UNIVERSITY
 BELMONT UNIVERSITY
 DAVID LIPSCOMB UNIVERSITY
 FISK UNIVERSITY
 MIDDLE TENNESSEE STATE UNIVERSITY
 NASHVILLE STATE COMMUNITY COLLEGE
 TENNESSEE STATE UNIVERSITY
 TENNESSEE TECHNOLOGICAL UNIVERSITY
 TREVECCA NAZARENE UNIVERSITY
 VANDERBILT CENTER FOR SCIENCE OUTREACH
 VOLUNTEER STATE COMMUNITY COLLEGE

**STEM-POSIMUM
2012**

HOSTED BY
THE MIDDLE
TENNESSEE
REGIONAL STEM
INNOVATION
HUB AND THE
NASHVILLE AREA
CHAMBER OF
COMMERCE



Next generation learning



Cheryl Carrier of Ford Motor Company Fund announces designation of Nashville as a Ford NGL Hub



Academies of Nashville Study Visit participants



Academies of Nashville Study Visit participants



Academies of Nashville Study Visit participants

Nashville is proud to be one of only seven Ford Next Generation Learning (Ford NGL) Hubs in the United States. With this prestigious designation from Ford Motor Company Fund and Community Services (the philanthropic arm of Ford Motor Company), Nashville is able to offer professional development and technical assistance for communities across the country that are seeking education transformation.



Alignment Nashville coordinates the Hub activities with MNPS; Sydney Rogers (Alignment) and Starr Herrman (MNPS) serve as co-directors. Since 2010, the Hub has hosted more than 250 people from more than 25 communities for Academies of Nashville Study Visits, providing a comprehensive, close-up view of the high school re-design efforts in Nashville.

Ford Motor Company has supported Nashville's high school redesign efforts for several years and with their local Ford dealers, sponsored radio and television spots featuring students in the academies. Nashville would like to thank Ford Motor Company for their continued support.

PHOTO GALLERY



ALIGNMENT
NASHVILLE

for successful, healthy children

4805 PARK AVENUE
NASHVILLE, TN 37209
WWW.ALIGNMENTNASHVILLE.ORG