The Nashville Story
April 2013

Metropolitan Nashville Public Schools (MNPS)
Total population in Nashville: 626,000
Total public school enrollment: 82,000 students

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

About Nashville
High School Committee: 2006-2008

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

- Grant from DoE’s Small Learning Communities program brought $6.65 million to Nashville to fund redesign ("wall-to-wall" academies in all 12 zoned high schools)
- After grant was awarded, the High School Committee used the committee process again to engage the community in establishing a **sustainable business and community engagement structure**
MNPS High School Transformational Leadership Group
Leadership and oversight for ongoing transformation of high schools - focused on improving all students' academic achievement consistent with RTTT priorities

Alignment Nashville High School Committee
Engagement of the broader community to ensure all students are prepared for college and career

MNPS Director of Schools

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

Alignment is...

- A collective impact organization
- An intermediary organization
- A convener for community alignment of strategic goals
- A framework for developing community schools
- A P-20 Council
- A structure for developing cradle to career initiatives
- A convener for community alignment of existing resources
The Foundations of Successful Alignment

Systematically integrated
• Principles
• Structure
• Process
• Technology

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

**Structure**

- **Board of Directors (Governance)**
  - Highest level community stakeholders

- **Operating Board (Operations)**
  - Action-oriented leaders
  - City-wide network
  - Peer accountability

- **Grade-Level Committees**
- **Children’s Health Committees**
- **Special Population Committees**

**Working Groups**

**Design & Implementation Teams**

**Process**

1. **Tactical Planning**
2. **Community Engagement**
3. **Scaling Implementation and Evaluation**
4. **Institutionalization**

- **Resource alignment occurs here**
- **Strategic alignment occurs here**

**Long-Term evaluation and oversight**
New collaboration portal
Custom-built to support Alignment principles, structure and process

Integration of:
- Community partner registration
- Project management
- Knowledge management
- Content management

Alignment USA

A national community of practice

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

Up and coming communities
- Oneida County, New York
- Coachella Valley, California
- Hawaii
Description of the work of Alignment Nashville can be found in:

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

MIDDLE SCHOOL COMMITTEE

VISION:
The Middle School Committee works collaboratively with students, parents, families, MPS, professional and community members to ensure positive learning environments that support student academic, social and emotional success.

All they need is love.

Ok, not really. But a caring, supportive school culture does go a long way. That's why the Alignment Nashville Middle School Committee has focused its efforts for several years on school climate and providing support systems to eliminate bullying and violence and create a culture of kindness. Research clearly shows the direct connection between an environment that promotes safety and belonging and academic achievement. According to America’s Promise Alliance’s Safe Places and Caring Adults are fundamental resources young people need to succeed in school and in life.

During 2014, the MNPS Middle School Transformational Leadership Group (LSG) created the first five-year strategic plan for Middle Schools, “This We Believe,” a position paper from the National Middle School Association. This framework has 12 essential attributes, which are divided into three areas: (1) Curricular, Instructional and Assessment; (2) Leadership and Organization; and (3) Culture and Community.

Have you heard about Project Based Learning (PBL)?

Adolescent Sexual Responsibility Committee

ADOLESCENT SEXUALITY RESPONSIBILITY

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

RESULTS

Post-conference surveys revealed:

94% of attendees stated the youth panel increased their knowledge and understanding of the needs and desires of youth in our community.
K-12 College and Career Readiness Committee

PATHWAYS TO POST-SECONDARY EDUCATION COMMITTEE

VISION: Create a culture of college-going students in Nashville.

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

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

Parent Engagement Committee

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

PARENT UNIVERSITY

It all starts at home.

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 best teacher and advocate. For its fourth consecutive summer, the Parent University A-Z Parent Event was held on July 21st. The host for the summer’s event was McGavock High School, 338 Parents and 566 children attended the event. A choice of five offerings were provided for 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 for on topics such as health resources, healthy food options, financial literacy, career development, Head Start, early start and adult education programs. English language learners programs, voting rights, TennesseeCare, college planning, and much more.
Behavioral Health Committee

Foundation for lifelong success.

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

HEAL - Healthy Eating & Active Living Committee

Nashville is on the move.

In 2008, Tennessee ranked as the 3rd highest obese state in the nation with 32.2% of the population having a BMI score of 35 or greater. In 2019, Tennessee moved down to the 6th highest in the nation. While there is still great need for improvement, the downward trend in obesity rates is encouraging. And according to the Tennessee Obese Task Force, the improvement is showing up in adults and high school students alike.
Experiential Learning Committee

Learning through doing.

EXPERIENTIAL LEARNING COMMITTEE

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

Experiential learning—an 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 63,200 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 (a) exploring career alternatives, (b) developing relationships with experts in the field, (c) identifying, cultivating, and developing career goals, and (d) the transition from post high school life to college and career)

Refugee and Immigrant Support Services Committee

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

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.

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

**Vision:**
All children are ready for kindergarten.

**Pre-K Committee**

Ready. Set. Learn.

High-quality early childhood education provides significant long-term benefits, yet many of Nashville’s children will not be able to participate in a Pre-K program. In 2012, Metro Nashville Public Schools received nearly 6,000 applications for 2,500 spots.

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 Enrollment of Adult and Public Library’s Pre-K Essential Literature Kit

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School Nutrition Committee

**School Nutrition**

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

**Results**

86% increase in the number of meals served from spring 2011 to spring 2012

43% increase in the number of meals served from spring 2011 to spring 2012

There are numerous national studies that show the direct correlation between quality nutrition and academic achievement. We seek to support children to learn if they are hungry.
www.alignmentnashville.org
Click on RESOURCES
2012 Annual Report with details about all committee work

QUESTIONS?
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METROPOLITAN NASHVILLE PUBLIC SCHOOLS

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

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

Every Graduate Has:

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

Academies of Nashville characteristics:

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

Academies of Nashville characteristics:

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

TEACHER EXTERNSHIPS
Sustaining Change Through Effective Business Engagement

Business & Postsecondary Partnerships

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

Sustaining Change through Business and Civic Involvement

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

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

Academy Advisory Board
Composed of an academy’s partners and stakeholders

Academy Partners
Individual businesses or organizations that work with an academy during a school year through the PENCIL Foundation
The following three slides contain arrows for PPT use.
RESULTS: STUDENTS ENGAGED

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

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

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

NASHVILLE GRADUATION RATE

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
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<tbody>
<tr>
<td>2003-04</td>
<td>58.2</td>
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<tr>
<td>2004-05</td>
<td>61.9</td>
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<td>2005-06</td>
<td>68.8</td>
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<tr>
<td>2010-11</td>
<td>76.2</td>
</tr>
<tr>
<td>2011-12</td>
<td>78.3</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Subject</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algebra I</td>
<td>28.7</td>
<td>37.6</td>
<td>41.8</td>
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<tr>
<td>English II</td>
<td>47.4</td>
<td>46.6</td>
<td>48.7</td>
</tr>
</tbody>
</table>

Note: Results include TCAP-Alt Portfolio

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

MNPS Writing Scores
MY FUTURE. MY WAY.
Business Engagement in the Academies of Nashville

Chelsea Parker, Program Director

Academy Business Engagement

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

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

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

- **Academy Advisory Board**
  Composed of an academy’s partners and stakeholders to provide guidance

- **Academies of Nashville Partnership Councils**
  6 industry-specific councils that provide a district-wide perspective of their industry area and their related academies

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

**Recruiting Academy Partners**

- **Formation of Partnership Councils first**
  - Arts, Media & Communications
  - Business, Marketing & IT
  - Engineering, Manufacturing & Industrial Technology
  - Health & Public Service
  - Hospitality & Tourism

- **Targeted asks**
- **Industry breakfasts**
Recruiting Academy Partners

• Establish quick wins with structured and supported ways to engage
  – Classroom speakers
  – Career mentors
  – Career exploration fair
  – Teacher externships
  – Job shadowing

• Working toward additional school-managed opportunities
  – Curriculum advice
  – Field trips
  – Internships
  – Loaned instructors

Building Relationships

• Academy Coach as point-of-contact, coordinator, and key builder of relationships

• Formation of Advisory Boards for each academy to bring partners together regularly

• Support from PENCIL in planning academy meetings, expressing appreciation to partners, and troubleshooting concerns

• Opportunities for recognition through Chamber Academy Awards and Mayor’s Award for Outstanding School Partner
Academy Partnership Agreements

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

Academy Partners

• All Academies have at least 2 partners
  – 2011-12 Academy Partners: 165
  – 2012-13 Academy Partners to date: 197

• 50 New Partnerships June –November 2012
• 5 Naming Rights Partners (over $100,000 in community investment)

• New goal: One post-secondary partner per academy
Community Investment

• Community Investment is the dollar equivalent of the time, equipment and other resources donated to the school system.

• Last year’s total: $3,836,245

• This year to date: $959,569
  – Volunteer hours: $474,086
  – In-kind donations: $485,483

Questions?

www.PencilFD.org
www.SchoolVolunteers.org

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