



# **ALIGNMENT** NASHVILLE

# IMPACT 2008

Annual Report

The past year has been a year of growth, change, and impact for Alignment Nashville. We started the year with a bang working with many community organizations to hold the “Operation Graduation & Beyond” summit on February 1st at Belmont’s Curb Center. More than 300 of Nashville’s leading and concerned citizens attended. The summit was one of ten pilots funded by the America’s Promise Alliance.

In April, our offices moved from the Chamber of Commerce downtown to the Mayor’s Office in the Courthouse just down the street. The Mayor has provided us with a great workspace and we are working closely with him and his staff to improve public education.

Restructuring by the state in the school district over the summer resulted in many changes in Alignment Nashville committee leadership and membership. As of this fall, the committees are all back to work and focused, many with new leadership.

One of our new committees, Parent University, has developed a network of non-profits that has reached more than 1,000 parents so far, just this fall. We have high hopes for the future of this committee.

Alignment Nashville’s Smaller Learning Communities committee has been deeply involved in helping with the high school redesign effort. Read all about it in this report.

Our effort to create a culture of kindness in Nashville’s middle schools is getting some traction, too. Scope it out in this report.

And, the Children’s Health committees are getting collaborative initiatives on-the-ground and operational. The Healthy Practices committee is developing a culture of wellness at Glenclyff High School. Vanderbilt Children’s Hospital is leading the effort to engage dozens of other non-profits at the school.

Our staff has assisted non-profits across the city in acquiring resources to support these efforts and we will continue to do so in these tough economic times. In this report, you will find a summary of support received for collaborative initiatives of Alignment Nashville.

Thank you for your interest in our work.

*Sydney Rogers*



Sydney Rogers  
Executive Director,  
Alignment Nashville



## ALIGNMENT NASHVILLE

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**Kelly Noser**, Evaluation Consultant



Alignment Nashville plays a vital role in our city's efforts to ensure that all children are successful. Improving our schools is one of my top priorities as mayor, and I know that it will take every resource in our city to make that happen. No single organization can do it alone; we must collaborate to have a significant impact. Alignment Nashville has established a system for aligning these resources in a strategic way; in this report, you will find a wealth of information about the collaborations and the impact they have had on our city.

If your organization is not currently involved in an Alignment Nashville collaborative initiative, I encourage you to learn more about their work and see where your organization can participate. If you are currently involved, thank you for your willingness to work together to help all of Nashville's children succeed.

Karl Dean  
Mayor of Nashville



To be a truly great city, Nashville must have healthy children and the very highest standards in our public education system. And our city is fortunate today to have so many people and organizations willing to commit financial and other resources to improve the education and health of our children.

Nashville's business and philanthropic community is proud of the progress that our city has made in aligning the work of hundreds of nonprofit organizations in support of this great purpose. Working together strategically will produce the best outcomes and will make the most efficient use of limited resources.

Through the smart work and dedication of these committed organizations, our city is now beginning to see the tangible benefits of strategic alignment in the outcomes described on the pages of this annual report. Please join me in supporting the important work of Alignment Nashville.

Orrin Ingram  
Chair, Alignment Nashville Board of Directors  
President and CEO, Ingram Industries



Metro Nashville Public Schools is fortunate to have Alignment Nashville as a partner in providing the very best educational services to the children of our city.

While community resources and non-profit services in Nashville are unmatched across the country, the unique Alignment process coordinates these resources and services to help our schools reach strategic goals. This wrap-around support and community coordination is critically necessary for our school system to move forward to greater academic success.

With the continued synergy created by Alignment, MNPS will be able to use all of Nashville's great resources to connect our students to their communities -- community support that is essential as we work to help all students reach their maximum potential. I'm looking forward to a strong partnership with Alignment in 2009 and beyond as we focus on the best results for the 75,000 students in our public schools.

Chris Henson  
Interim Director of Schools  
Metropolitan Nashville Public Schools



Since 2004, Alignment Nashville has worked closely with Metro Nashville Public Schools, non-profits, government agencies, healthcare organizations, higher education institutions, faith communities, and businesses to build partnerships that support the strategic goals of public education and the Nashville community's strategies for children's health. The significant goodwill and resources of our community organizations can make a greater impact when they are strategically aligned with each other and support school and community strategic plans.

Organizations work together to support our young people within Alignment Nashville structures and processes. Through Alignment committees, there are currently 17 collaborative initiatives focused on improving outcomes for all of Nashville's children; in this report, you will find information about these initiatives and their impact.

However, perhaps the greatest impact of Alignment Nashville is in the way these organizations interact with each other and collaborate in finding new and more effective solutions. It is our hope that this true collaboration will continue, improving health and education outcomes for generations of Nashvillians to come.

Tom Cigarran, Operating Board Chair  
Chairman, Healthways, Inc.

## Essential Literature

**Need:** Community involvement can greatly enhance the impact of Pre-Kindergarten classes for our youngest students.

**Solution:** The AN Pre-K committee of MNPS staff and community stakeholders serves as the state-mandated committee overseeing community involvement for all Pre-K classes in Nashville. The committee meets monthly to review such issues as Pre-K communication, recruitment, attendance, advocacy and community involvement.

**Current Activities:** The Pre-K Committee oversees the Essential Literature project, which provides training and materials for Pre-K teachers to help them deliver consistent, literature-rich experiences for students based on state and Metro Pre-K standards. This service extends to all Pre-K students in the MNPS program and other programs throughout the city.

### ESSENTIAL LITERATURE BOOKS

The Napping House (Audrey Wood) • No, David! (David Shannon) • Ten Black Dots (Donald Crews)  
Big Red Barn (Margaret Wise Brown) • Jamberry (Bruce Degen) • Have You Seen My Cat? (Eric Carle)

### IMPACT: CHILDREN READY FOR KINDERGARTEN

In August 2008, Roshawn B. started his first day of kindergarten at Ross Elementary. Fortunately, Roshawn had an advantage; he was well prepared for kindergarten thanks to his beloved Pre-K teacher, Ms. Letitia Smedley. Ms. Smedley used her training from the Essential Literature and Pre-K Standards Programs, developed through the work of the Alignment Pre-K Committee, to introduce him and his Pre-K classmates to books from the MNPS Essential Literature list. Her training equipped her to emphasize important Pre-K standards - reading and math - to make sure her students were ready to enter kindergarten and ready to learn.

The Alignment Nashville N Pre-K Committee played a crucial role in securing an Early Reading First grant award for \$3.2 million from the US Department of Education. According to Dale Farran, PhD, Professor of Education at Vanderbilt University, "Competing for an ERF award is a complex process...the Pre-K Alignment Committee voted its approval for going forward and paved the way for our successful proposal.

"They assisted us in meeting with the Alignment Outcomes Committee to discuss the evaluation. They facilitated our meeting with other MNPS staff members who are responsible for the English Language Learners programs in the school system...Alignment Nashville gave us the impetus we needed to go forward and win this competition."

#### Pre-K Trainings 2007-08

Teacher trainings: (Funded by Dollar General Foundation)	Students impacted: (ratio of 1:20)
<b>180</b>	<b>3,600</b>
Total trained since 2006:	Total students impacted since 2006:
<b>487</b>	<b>9,740</b>

### PARTICIPATING ORGANIZATIONS

#### Community Organizations Providing Services:

Book 'Em • Bright Horizons Family Solutions • Nashville Area Association for the Education of Young Children  
Nashville Public Library • Nashville State Community College • The Parthenon • Mayor's Office of Children and Youth • Metro Nashville Public Schools

#### Community Organizations/Education Centers Participating in Trainings:

Baptist Hospital Child Care • Creative Care Center • Donelson Height ECP • EBPC PreSchool • Enfants & Other CCC • ETSU • Fannie Battle FHUM Day School • First Baptist CDC • Glen Leven Day School • H.U.M. School • Hillcrest UMC PreSchool • Hillwood Playcare Imperial Childcare • Kings Daughter Day Home • MNPS, Alex Green • MNPS, Bellshire • MNPS, Buena Vista • MNPS, Central Office • MNPS, Cockrill • MNPS, Crieve Hall • MNPS, Gower • MNPS, Hull Jackson • MNPS, Old Center • MNPS, Shwab • MNPS, Tom Joy MNPS, Tusculum • Pam's Group CC Home • Susan Gray School • Temple Academy • UAW/Ford Project • Vanderbilt University • West End Preschool • WBWP • West End Methodist PreSchool

### COMMITTEE MEMBERS

Chair: Dale Farran, Vanderbilt University • Vice-Chairs: Tywana Peoples and Denise Gregory, MNPS  
Elyse Adler, Nashville Public Library • Etta Bell, Nashville Area Chamber of Commerce • Dottie Critchlow, MNPS • Carol Garrett, MNPS  
Debby Gould, PENCIL Foundation • Rhonda Laird, TAEE • Nancy Ledbetter, Nashville State Community College • Sara Longhini, Fannie Battle Day Home  
Judith Maloney, MNPS • Melba Marcum, McNeilly Center • Pamela Mathews, Metro Action Commission • Mamie McKenzie, Tennessee Voices for Children  
Donald Parham, Metro Action Commission • Susan Rollyson, Metro Action Commission • Seth Scholer, MD, Vanderbilt Children's Hospital  
Gerri Smith, Bethlehem Centers • Clare Terry, United Way of Metro Nashville • Ruth Wolery, Susan Gray School for Children

# Character Education

**Need:** From the first day of school, young students can become better citizens through Character Education.

**Solution:** AN provides coordination and oversight of the community partnerships that provide Character Ed in all MNPS elementary schools.

**Current Activities:** The committee maps and analyzes community involvement. In addition, the committee introduces community organizations to guidance counselors and interacts with community organizations to inform them of the need for character education.



## IMPACT - CHARACTER EDUCATION FOR ALL STUDENTS

According to Michael Ross, Principal of Napier Elementary, one of his students found money on the sidewalk. Instead of keeping it, he turned it in, citing that month's character trait of trustworthiness as the reason for his good decision. This student's actions are a prime example of character education, which is reinforced daily through community involvement. Character traits of the month on church marquees, school children proudly wearing tee shirts displaying character words, music teachers using character words in songs, mentors in the Big Brothers Big Sisters Program deliberately modeling and teaching kindness and responsibility to their "littles" -- these are all examples of the impact of the MNPS Character Education Program, supported by the Alignment Nashville Elementary School Committee.

### Character traits:

- Responsibility
- Trustworthiness
- Citizenship
- Caring
- Fairness
- Respect

THREE-YEAR IMPACT			
	2005-06	2006-07	2007-08
# schools	22	44	75
# students*	8,800	17,600	30,000
*note: estimated number of students due to enrollment fluctuations			

### PARTICIPATING ORGANIZATIONS

Academy for Educational Development • Art Smart • Big Brothers Big Sisters  
 Boys and Girls Clubs of Middle Tennessee • Centerstone Counseling • Centerstone Mental Health • Character Counts  
 Charles Davis Foundation • Creative Artists Agency • Cub Scouts/Boy Scouts Learning for Life Program  
 FACES (Families and Children Emerging) • FLIP (Friends Learning In Pairs) - Senior Citizens, Inc.  
 Friendship Adventure with Ronald McDonald • Girl Scouts • Hands on Nashville  
 Jump Rope for Heart - American Heart Association • Junior Achievement • Kids on the Block  
 Kelso Anger Management Program • Kelso Character Education • Learn Not to Burn • Love Helps • Love In A Big World  
 McNeilly Day Care • Mental Health Association • Mental Health Coop • Monroe Harding Project S.H.A.R.E.  
 Mr. Don McGehee - "I Am Somebody" Character Education Program • Nashville Ballet • Nashville Public Library  
 Olweus Anti-Bullying Program • Peer Mediation • Penny Harvest Service Learning • Project Wisdom  
 Protecting You & Protecting Me (Mothers Against Drunk Drivers) • Puppet Truck  
 Rescue Rex (Metro Nashville Emergency Communications District) • S.T.A.R.S • Safe At Last (RASAC)  
 Second Harvest Food Drive Service Learning • Second Step • Tennessee Drug Awareness Council • The Ned Show  
 Thirty Minute Miracles • Triple A Achievers • Vanderbilt Counseling Program • Vanderbilt School Based Counseling  
 WSMV Channel 4 Snow Bird • YMCA Fun Company • YMCA Li'l Sisters & Buffalo Soldiers

### COMMITTEE MEMBERS

Chair: Todd Wigginton, MNPS • Vice-Chair: Melissa Spradlin, Book 'Em  
 Dean Baker, Love Helps • Tamara Batarseh, Love in a Big World • Tom Carr, Lipscomb University • Judy Goetz, Nashville Public Library  
 Sheila Montgomery, Hillsboro Church of Christ • Greg Patterson, MNPS • Principals of participating schools

## Creating A Culture of Kindness

**Need:** Bullying and violence can be eliminated when students create and maintain a Culture of Kindness.

**Solution:** The AN Middle School Committee's Culture of Kindness collaboration is the core project of a \$4.2 million federal grant from the CDC. The project funds a pilot to change the climate at 13 schools and is now collaborating with the Mayor's After-School Zone Initiative to engage the community in this effort.

**Current Activities:** The committee oversees the recruitment, problem-solving and strategic community involvement for four schools with Alignment Enhanced Services (AES), and is also working closely with the Mayor's office to provide safe havens for students after school hours.

There is no room for fear in our middle schools. The Culture of Kindness Project works to eliminate fear and bullying in our middle schools by supporting a culture of kindness that won't tolerate the kind of behavior that makes kids feel afraid at school. Our Alignment Enhanced Services (AES) Coordinators align community resources around the unique needs of the students and staff at their schools - Brick Church, West End, Jere Baxter, and Bass Middle Schools. Coordinating peer mediation programs, referring students to mental health services, working to ensure that all children are connected to medical homes, making connections to the foundations of the elementary Character Education Program, and organizing student-led events such as a mock Presidential debate are all examples of projects that our AES Coordinators are implementing.

According to Brick Church Middle School's AES Coordinator Kyle Harris, the goal of the mock Presidential debate was to help students "learn how words are important to influence others, to be able to disagree in a civil manner, and to learn to settle disputes with our words and not violence." Kenneth Reynolds, the winner of the eighth-grade debate, said, "I was nervous because I thought he (Harris) was just going to ask us questions, and we would respond in the point of view of the candidate, but he asked what we would do in certain situations," Kenneth said. "I had to think like it was me working through the situations."



### COMMITTEE MEMBERS

Chair: Wade Jones, MNPS • Vice-Chair: Marsha Edwards, Martha O'Bryan Center  
 Lisa Beck, YMCA • Judy Freudenthal, Oasis Center • Debby Gould, PENCIL Foundation • Jeri Hasselbring, Adventure Science Center  
 Anne Henderson, Frist Center • Candy Markman, Mayor's Office • Illia Moore, Project for Neighborhood Aftercare  
 Jonathon Norman, Juvenile Court • Mary Walker, Big Brothers Big Sisters

## IMPACT - SCHOOL CLIMATE MATTERS

In the spring of 2008, 3,522 5th-8th grade students were surveyed across 8 middle schools. Their average age was 12 years. The survey, consisting of 68 items, was conducted during homeroom. Maury Nation, a Vanderbilt researcher, is conducting the research and analysis via a CDC grant. The grant also funds the Alignment Enhanced Services Coordinators at the four intervention schools. Although these results are preliminary and we hope to have much more information in the spring of 2009, here are some of the results so far:

- A strong sense of connection to the school and a strong connection with an adult outside of the school were particularly important predictors of decreased bullying behavior.
- Students in schools that felt less safe and schools that poorly defined and enforced school rules reported the highest level of victimization.
- Students who felt teachers were invested in their wellbeing and students who had good social skills reported less victimization.
- Students who perceived good student/teacher relations and that a teacher cared about them reported higher grades.
- The consistent defining and enforcement of school rules, more individual problem solving skills, and greater attachment to adults outside of the school were related to higher grades.
- Regarding the AES schools, the baseline data indicates that AES schools did out-perform control schools on reports of positive student/teacher relations.
- In a companion study that looks at the developing network of social service providers, the preliminary analysis for this year indicates that the AES schools, in particular, are more central to the violence prevention network of agencies, and that the relationships are more strategic in nature.

The above results suggest that the ambient environment and the relational connections students experience at school do play an important role in students' experiences of victimization and does affect school performance.

During the upcoming year, pre- and post data will be collected. Also, we hope to extend some elements of the process measurement to capture activities of organizations working within the schools, particularly those that have been funded by Healthways Foundation and United Way.

## PARTICIPATING ORGANIZATIONS

Americhoice • Backfield in Motion • Bass, Berry, & Sims • Belmont University • Big Brothers Big Sisters  
 Camelot Care Center, Inc. • Centerstone • Davidson County Drug Court • Family and Youth Services  
 Family Children's Services • Girl Scouts • Girls Inc. • Hands on Nashville • H.G. Hill Food Stores – Dickerson Pike  
 Homework Hotline • Hope Program • Imagen, LLC • Iron Mountain • Just Between Girls, Bethlehem Center  
 Junior Achievement • Juvenile Court • Lifecare Family Services • Lipscomb University • Loews Vanderbilt Hotel  
 Lovely Ladies Mentoring • Mental Health Cooperative • Metro Sportsplex • Music City Comfort Inn  
 Oasis Center • Partner Life Care Family Services • PENCIL Foundation • PENCIL Foundation Math Partners  
 Prevention Marketing Institute • RASAC Safe @ Last • STARS • Temple Baptist Church  
 TN Department of Children's Services • TN Voices for Children • Tennessee State University • Tennessee Titans  
 TSU- Talent Search • Too Smart to Start, Bethlehem Center • Tools for Schools • United Neighborhood Health Services  
 Vanderbilt University • Watkins Film School • West End Community Church • Youth Villages • YMCA Bridge Program

## DEVELOPING COMMUNITY LEADERS



**Need:** Nashville can reap decades of progress by helping students become the next generation of leaders.

**Solution:** The Alignment Nashville High School Committee helped create the Developing Community Leaders classes now offered in 9 MNPS high schools to equip "non-traditional" leaders with skills and opportunities to change the culture of their school and community. Students can receive dual-enrollment college credit for participation.

**Current Activities:** The Committee recruits community organizations to participate in DCL opportunities, provides training for DCL teachers, co-hosts DCL teacher support meetings, and advocates for the program within the school system and the community.

### IMPACT: CHANGING THE CULTURE OF OUR HIGH SCHOOLS

Have you ever known a teenager with unrealized "potential"? Often students who don't connect and succeed in the typical high school culture are at risk of never realizing that potential. Developing Community Leaders (DCL) seeks those students out and not only helps them connect and realize their potential, but also empowers them to change the culture of their high schools so that all students can connect. Through service learning, DCL students also connect their schools to the community, making them both better places, forever changing the course of both their lives and our community, as in the case of Mia Godbolt, DCL student and Big Brothers Big Sisters volunteer. Mia wrote of her experience as a "Big" through the DCL program:

"The kids are like we were years ago and I realize how much we've grown from that point. Being around them, you get to mold them to be respectful, outgoing, humble, lady-like and gentlemen-like and so much more...I would not mind continuing the program in college next year. Then they'll know they can do anything they put their minds to."



### COMMITTEE MEMBERS

Chair: Sam Braden, MNPS • Vice-Chair: Patrick Luther, Nashville Cares • Anthony Johnson, Community Nashville  
 Dan Surface, Daniel Surface Consulting • Tara Brown, Learners Edge Consulting • Dee Gee Lester, Metro Parks  
 Meghan Oliver, Nashville State Community College • Brandon Hill, Oasis Center • Mary Carpenter, PAC/Pinnacle Point University



The Developing Community Leaders program was expanded last year from the two original pilot schools to nine of the comprehensive high schools. A total of 455 students are participating this year; 280 students are enrolled in Leadership I and 175 students are enrolled in Leadership II. A total of 26 community partner organizations are involved with the students and the classes. Although the climate survey that was to be completed in the spring was not done due to district restructuring, the committee did conduct a teacher survey to assess the progress of the program and obtain some formative feedback. Some statements of success from some of the Leadership I and Leadership II teachers are:

- **McGavock** - “My students are very involved in community service and helping the school. This is a huge success, since they are the ones coming up with the ideas. I have seen tremendous growth of students in my classes over the last two school years. I have students who are now more vocal, have higher grade point averages and are now associating with more positive peer groups, more involved within the school community and constantly anxious to pursue improving the McGavock / Nashville community. My students are volunteering twice a week at Hermitage Elementary, Napier Elementary and Heartland Nursing Home and learning the true essence of 'leading and learning through service'.”
- **Antioch** - “Our kids have been the ones who help drive the school. The Leadership II students are participating in mentoring elementary students at Mount View Elementary through Big Brothers Big Sisters.”  
“My students are awesome! I can not begin to tell you about all of our successes. The activities we do and complete are endless. The leadership students at Antioch High are the leaders of the building.”
- **Hillwood** - “We have created in-school programs that help build student-teacher relationships (Helping Hands) and increase school spirit (Topper Time Tuesday).”
- **Whites Creek** - “We have experienced great success in guiding our students in leadership goals in Camp Unitown/Mini-town and Anytown in alliance with Community Nashville. We have also had great connection with Habitat for Humanity and Mobile Loaves and Fishes, feeding the homeless.”
- **Cane Ridge** -”My students are receiving rave reviews regarding Teacher Assistantship.”
- **Overton** - “Our students are tutoring at the elementary schools, sponsoring foster children at Christmas, various school spirit projects, and securing various Teacher Appreciation gifts.”
- **Hunters Lane** - “I am seeing a lot of character changes that enable the students to change behavior patterns and academic progress. They say that they feel empowered by the class because it challenges them to think critically and selflessly.”

The greatest barrier most of the teachers noted is funds for transportation (gas and vehicles) to get to activities.

#### PARTICIPATING ORGANIZATIONS

4-H • Big Brothers Big Sisters of Middle Tennessee • Center for Asset Development/YWCA • Community Nashville County Clerk John Arriola • Former Tennessee Titan Kevin Dyson • Ghouls of Grassmere • Goodwill Habitat for Humanity • Hands on Nashville • Heartland Nursing Home • Home Depot • Homework Hotline Junior Achievement • Mobile Loaves & Fishes • Metro Parks & Recreation • Nashville Cares Nashville State Community College • Prudential • Sarah Komen Breast Cancer Center • The Parthenon Tennessee State University • Vanderbilt Children's Hospital • Young United

## SMALLER LEARNING COMMUNITIES

**Need:** Students will realize the importance of graduation if they can connect school with a rewarding career.

**Solution:** AN helped MNPS secure a five year, \$6.65 million federal grant to implement Smaller Learning Communities within each comprehensive high school.

**Current Activities:** The Committee facilitates and coordinates business engagement to support Smaller Learning Communities and Career Academies by collaborating with PENCIL Foundation and the Nashville Area Chamber of Commerce to create Career Partnership Councils and a Speakers Bureau. Efforts are also underway for long-range community involvement planning.

### IMPACT: KEEPING KIDS IN SCHOOL

#### Freshman Academies

Freshman Academies are the foundation for Smaller Learning Communities that were ushered in through the federal grant developed by AN and MNPS. The data from the first year implementation of freshman academies showed a statistically significant higher rate of attendance at all eight participating schools and higher rates of promotion at five of the eight participating schools for freshman academy students. That data, collected by Kelly Noser, the SLC grant evaluator, was used by freshman academy schools mid-year to improve their programs. The AN SLC Committee has not only coordinated and overseen business engagement but is also planning coordinated wrap-around services for freshman academy students, increasing their chances for success on all levels.

#### Career Academies

Vanderbilt University Medical Center's Bill Rochford, a very active Chamber member, joined the Alignment Nashville Smaller Learning Communities Committee over a year ago. Bill went from committee member to community co-chair to chair of the Health Sciences Partnership Council. "Participating in this planning has been very interesting and exciting for me," he said. "Smaller Learning Communities and Career Academies have the potential to change our city in big ways. The Alignment process has been a vital part of our planning and implementation of not only business engagement but all kinds of support for Smaller Learning Communities. I look forward to the continued planning and the personal connections to students."

### COMMITTEE MEMBERS

Chair: Starr Herrman, MNPS

Vice-Chairs: Danielle Mezera, Mayor's Office of Children and Youth; William Rochford, Vanderbilt University Medical Center  
 Marc Hill, Nashville Area Chamber of Commerce • Kelly Dando, Associated General Contractors • Jeffrey P. Yarbro, Bass Berry Sims  
 Thom Druffel, Holiday Inn at Vanderbilt • Lynn Anderson, MNPS • Donna Gilley, MNPS • Kelly Henderson, MNPS • Karl Lang, MNPS  
 Tony Majors, MNPS • Noelle Mashburn, MNPS • David McNeel, MNPS (Consultant) • Aimee Wyatt, MNPS  
 Andrea Arnold, Nashville Convention & Visitors Bureau • Ellen Weed, Nashville State Community College  
 Suzanne Warner, PENCIL Foundation • Connie Williams, PENCIL Foundation • Kent Fourman, Permanent General  
 Tilden Curry, Tennessee State University • Johnny Williams, Tennessee Technology Center



## PARTICIPATING ORGANIZATIONS

*Non-profit/community organizations:*

PENCIL Foundation

Nashville Area Chamber of Commerce

*Two Partnership Councils formed:*

### **Engineering & Manufacturing**

ABC Mid-TN Chapter  
ACE Mentor Program  
Associated General Contractors of TN  
Balfour Beatty Construction  
Earl Swensson Architects  
Environments in Life  
Gresham Smith & Partners  
Hoar Construction  
Metro Codes Department  
Lee Company  
LP Building Products  
MTSU Concrete Management Program  
Nashville Auto Diesel College  
Nashville Convention & Visitors Bureau  
Nashville Tools for Schools  
Southern Educational Systems  
Thompson Machinery-CAT  
TSU - Engineering  
UT Agricultural Extension  
WASCO, Inc.

### **Hospitality & Tourism**

Belle Meade Plantation  
Event Logistics, Inc.  
Frist Center for the Visual Arts  
Gaylord Hotels  
Greater Nashville Hotel & Lodging Association  
Holiday Inn Select at Vanderbilt  
Hutton Hotel  
Jimmy Kelly's Restaurant  
Loews Vanderbilt Hotel  
Nashville Airport Marriott  
Nashville Convention & Visitors Bureau  
Nashville State Community College  
PENCIL Foundation  
Renaissance Nashville Hotel  
Tennessee Restaurant Association  
Volunteer State Community College

*Four Partnership Councils to be formed spring 2009:*

Arts, Media & Communications  
Business, Marketing & Information Technology  
Health  
Human & Public Services

## ALTERNATIVE HIGH SCHOOL INITIATIVE

**Need:** Students need a variety of options to earn a high school diploma.

**Solution:** The AHSI Committee is working through a technical assistance grant from the National League of Cities, received by the Offices of the Mayor and Vice-Mayor, to assist MNPS in the development and implementation of wrap-around services for a variety of AHSI models.

**Current Activities:** The AHSI Committee is planning wrap-around services and communication in support of the alternative models and is providing input and advocacy for the implementation of the models.

**Next Steps:** In spring 2009, the committee will host additional community meetings to engage the community around additional AHSI models.

### COMMITTEE MEMBERS

Co-Chairs: Ellen Zinkiewicz, Nashville Career Advancement Center; James Briggs, MNPS  
 Eileen Crane, Nashville State Community College • Carolyn Hughes, Vanderbilt University • Bob Ross, Juvenile Court  
 Tim Queener, YMCA/Y-Build • Carmen Moore-Minor, MDHA • J Lawrence, YMCA • Sharon Crawford, IMF/Peniel Initiative  
 Neely Williams, IMF/Peniel Initiative • Hal Balthrop, parent/community volunteer • Carol Nixon, Evaluation Design  
 David McNeel, community member

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## PATHWAYS TO POSTSECONDARY EDUCATION

**Need:** In the past, high school students were placed on one of two paths: college-prep or vocational, limiting many students' options after graduation. However, through the implementation of Career Academies in MNPS high schools, all students will be prepared for whatever life brings after high school.....college, career, or other postsecondary options.

**Solution:** As Nashville's higher education P-16 Council, Alignment Nashville is working to create a seamless pathway to post-secondary education. MNPS Career Academies will offer dual enrollment courses, which allow students to earn high school and college credit simultaneously. Studies of dual enrollment programs in Florida and New York have shown a significant impact on high school graduation and achievements afterward in both postsecondary education and the workplace.

**Current Activities:** The Pathways Committee is engaging the community to make sure that all MNPS students and parents are aware of this opportunity and have the resources to participate. The Pathways to Postsecondary Education is currently planning a pilot project that will align community resources to help all MNPS students and their families develop and achieve a vision for their future. Students and families will receive assistance in securing financial support for dual enrollment courses, college advising, and other services related to postsecondary education access.

### COMMITTEE MEMBERS

Chair: Eileen Crane, Nashville State Community College  
 Becky Sharpe, Hope Scholarship Program Administrators, Inc. • Neely Williams, IMF/Peniel Initiative  
 Laura Potter, Nashville State Community College • Carmen Sparkman, PENCIL Foundation  
 Erin O'Hara, Tennessee Higher Education Commission • Beth O'Shea, MNPS • Jason Seay, Tennessee Student Assistance Corporation

# BIG PICTURE HIGH SCHOOL

**Need:** Some students need more individualized academic experiences than others. MNPS established the Big Picture High School to offer these students a unique, non-traditional high school experience that features individualized instruction through meaningful, real-world internship experiences.

**Solution:** The Alignment Nashville Big Picture High School Committee is supporting this effort by creating a network of community organizations that are willing to provide internship experiences.

**Activities:** In 2008, the committee hosted a community meeting where more than 100 participants learned about Big Picture High School and opportunities for community organization to connect with students. As a result of that meeting, 23 organizations have committed to providing student internship opportunities, and nine of those organizations have been matched with student interests. The committee will continue to engage community organizations in this network to provide a wide range of internship opportunities that match the interests and talents of BPHS students.

## IMPACT: REAL WORLD LEARNING OPPORTUNITIES FOR HIGH SCHOOL STUDENTS

Big Picture High School (BPHS) student Michael Muldonado was matched with an internship in the English Language Learners (ELL) Office at MNPS. An ELL student himself, Michael is using his personal experiences to develop his own skills while helping others. He told his story at the community meeting hosted by the Alignment Nashville BPHS Committee in 2008, sparking the interest of 23 community organizations who have committed to provide meaningful internship opportunities with BPHS students. Of those 23 organizations, the following nine organizations have begun the full internship process:

- Adventure Science Center
- Alignment Nashville
- IMF/Peniel Initiative
- LP Pencil Box
- Metro Nashville Public Health
- MNPS
- Nashville Ballet
- Nashville Career Advancement Center
- YMCA

### COMMITTEE MEMBERS

Chair: Ralph Tagg, MNPS

Vice Chair: Marc Hill, Nashville Area Chamber of Commerce

Clyde Chesney, Tennessee State University • Anne Gallo, Big Brothers Big Sisters of Middle Tennessee  
Gwen Harris, State of Tennessee • Paul Haynes, Nashville Career Advancement Center

## GED/ADULT HIGH SCHOOL INFORMATION OUTREACH

**Need:** Students without a diploma or career face a future of financial and emotional peril.

**Solution:** The Alignment Nashville 16-24 Year-Old Committee is working to connect disengaged students with community resources that will help them earn a GED or diploma and/or begin a satisfying career.

**Current Activities:** In 2008, the committee coordinated the placement of brochures in English and Spanish at strategic community locations for wide distribution of GED and adult high school information. Currently, fifteen community organizations are participating in this effort by using the brochures in meaningful conversations with young people about these opportunities.

In addition, the committee is coordinating much-needed professional development and networking opportunities for GED providers. The committee is planning several events in early 2009 to encourage continued dialogue and collaboration within this community of providers.

### IMPACT: OUTREACH TO DISENGAGED YOUTH

#### English GED/Adult High School Brochure Distribution Data

Distributed 4,000 brochures to six organizations:

Metro Action Commission  
Juvenile Court  
Rocketown

Metro Parks Community Centers  
IMF/Peniel Initiative  
Martha O'Bryan Center

#### Spanish GED/Adult High School Brochure Distribution Data

Community Meeting - October 22, 2008

27 participants representing 20 organizations that serve the Spanish-speaking population

1,700 brochures distributed to 9 organizations:

Martha O'Bryan Center  
YMCA Hispanic Achievers  
YWCA  
Conexion Americas  
Sexual Assault Center

Nashville Public Library  
Hispanic Services, Catholic Charities  
MNPS Cohn Adult Learning Center  
Public Defender, Juvenile Division

### COMMITTEE MEMBERS

Chair: Ellen Zinkiewicz, Nashville Career Advancement Center

Carol Martin-Osorio, Nashville State Community College • Christine Jackson, Martha O'Bryan Center • Debbie Grant, Goodwill  
Cristina Dimengo, Monroe Harding • Bob McNeilly, Metro Action Commission • Brenda Venson, Metro Social Services  
Darwin Mason, MNPS • Atica Helms, Juvenile Court • Judy Rye, Martha O'Bryan Center • Elizabeth Ballard, Vanderbilt University

# IMPORTANCE OF GRADUATION

**Need:** Parents must be partners with MNPS to help all students do well in school.

**Solution:** Parents can be empowered to help their children when they have accurate school-related information and develop the necessary skills to be their child's best "teacher."

**Current Activities:** With funding from the Healthways Foundation, the Parent University Committee has developed a model for differentiated outreach to specific communities within the city. After securing local funding from the Healthway's Foundation, the outreach began this year with education about the importance of graduation, as well as Smaller Learning Communities and Career Academies. In addition, the committee is planning a one-day event for 2009 that will cover a variety of topics and engage hundreds of parents.

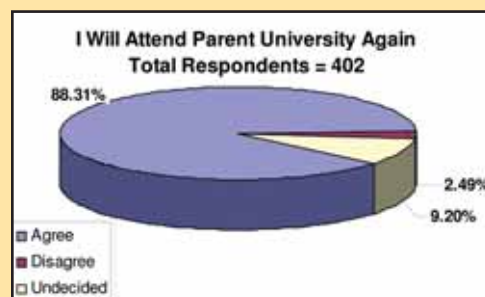
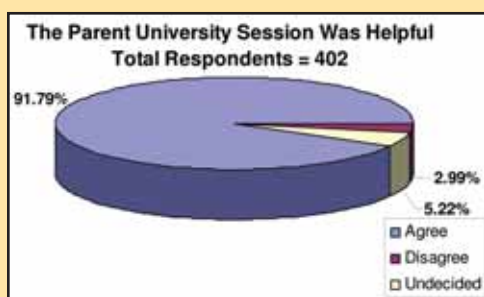
## IMPACT: EMPOWERING PARENTS

Between September and October 2008, 837 parents participated in Parent University classes or one-on-one sessions to teach them about the new high school re-design and the importance of graduation.

In October 2008, single parent Shemeka Beach heard an announcement during her worship service about an opportunity to receive information about changes in the Metropolitan Nashville Public School system at a Parent University training offered by Interdenominational Ministerial Fellowship (IMF) Peniel Initiative. Shemeka later shared with IMF Peniel Initiative staff, "My daughter had just entered the 8th grade at a new school and was having problems making a social and academic transition." Shemeka thought this would be the perfect venue to finally get information and questions answered. She admitted she had no idea what information would be provided, but knew she was willing to do whatever she could to help her daughter.

At the end of the Parent University training, Shemeka said, "I would have never been as equipped to help my child succeed and navigate through the new educational design had I not attended such an informative training. Thank you Peniel Initiative for giving me and my child the necessary tools for my daughter to not only believe, but be confirmed in the belief that she can achieve her dream of becoming an entertainment attorney."

Participating parents were surveyed to measure the impact of the training sessions:



## PARTICIPATING ORGANIZATIONS:

Conexion Americas • IMF/Peniel Initiative • Martha O'Bryan Center • MNPS  
Stand for Children • Tennessee Voices for Children

## COMMITTEE MEMBERS

Chair: Wanda Holman, MNPS • Vice-Chair: Francie Hunt, Stand for Children  
Avi Poster, Community Volunteer • Virginia Pirkle, Conexion Americas • Julia Laughlin, Country Music Hall of Fame  
Todd Foster, Exchange Club Family Center • Melva Black, IMF/Peniel Initiative • Neely Williams, IMF/Peniel Initiative  
Marsha Edwards, Martha O'Bryan Center • Sandra Avent, Martha O'Bryan Center • Brenda Venson, Metro Social Services • Ruben DePena, MNPS  
John Bowman, MNPS • Sam Braden, MNPS • Sherry Raymer, MNPS • Tracey Dill, MNPS • Verda Stewart, MNPS  
Eileen Crane, Nashville State Community College • Julie Lamb, MNPS Parent Advisory Council • Jude White, Renewal House  
Jane Walling, MNPS • Monica Causey, TN Voices for Children • Brandyn Payne, Healthways  
Brian McClarey, Healthways • Lindsay Cook, Healthways

## CHILDREN'S HEALTH EXECUTIVE OVERSIGHT

The Children's Health Executive Oversight Committee provides high-level oversight for the city-wide effort to make Nashville America's Healthiest City for Children. The Mayor's Office of Children and Youth, Metro Nashville Public Schools, Vanderbilt Children's Hospital, Metro Department of Public Health, and several other community and business partners came together in 2005 to create the following six committees that are working to create community collaborations to achieve this ambitious goal:

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

In 2006, AN worked with MNPS to obtain a grant from the state of Tennessee to implement Coordinated School Health (CSH) across the district. Through the Alignment Nashville Healthy Practices Committee, the Children's Health Executive Oversight Committee serves as the community's Advisory Council for Coordinated School Health.



Students pictured at a kick-off pep rally at Glencliff High School in September 2008 for the Live It! Go for the Red, White, and Blue program, a collaborative initiative of Vanderbilt Children's Health Improvement and Prevention Program of the Monroe Carell Jr. Children's Hospital, Alignment Nashville, and Metropolitan Nashville Public Schools (see page 20 for more details).

### COMMITTEE MEMBERS

Chair: William Paul, MD, Metro Public Health Department

Mary Bufwack, United Neighborhood Health Services • May Lavender, Healthways • Mary Kate Mouser, Vanderbilt Children's Hospital  
 Susan Lyle, MNPS • Latissa Hall, MNPS • Oscar Miller, Tennessee State University

Kimberlee Wyche-Etheridge, MD, Metro Public Health Department • Danielle Mezera, Mayor's Office of Children and Youth  
 Justin Lanning, Healthways • Sydney Rogers, Alignment Nashville



# HEALTHY STARTS

**Need:** Research shows that teenage pregnancy is the leading cause of dropping out of school for adolescent women. An estimated 30%-40% of female teenage dropouts are mothers who are less likely to access prenatal and infant medical care. The cycle is perpetuated because children who do not receive prenatal or infant medical care are less likely to be successful in school.

In November 2008, the committee conducted a survey of the 12 comprehensive high schools to evaluate the scope of need and identify services and service gaps. The survey revealed that:

- On average, there are 15 pregnant women at each school
- On average, there are 18 parenting women at each school
- 79% of school personnel reported a need for coordination of services for this population, including preventative services for the rest of the school population



**Solution:** The committee is using this data to develop a pilot project to align services that already exist in the community to support teen mothers, keep them in school and help them access much-needed medical care.

**Current Activities:** The committee is actively engaged in tactical planning and expects to have a pilot project plan in early 2009.

## COMMITTEE MEMBERS

Chair: Kimberlee Wyche-Etheridge, MD, Metro Public Health Department  
Gary Brown, Healthways • Linda Catlett, Healthways • Katina Beard, Matthew Walker Comprehensive Health Center  
Scott Brunette, MNPS • Cherie Hackney, Baptist Hospital • Lateesa Posey, Vanderbilt University  
Linda Morrow, Metro Public Health Department • Cecilia Franklin, MNPS • Lillian Maddox-Whitehead, Metro Public Health Department

## PRIMARY CARE & VACCINES



**Need:** For optimal health, children need a "medical home" for primary care that is accessible, continuous, comprehensive, family-centered, compassionate, and culturally effective. However, many families that are uninsured or underinsured rely on clinics and emergency departments for their healthcare needs. As a result, many children miss important screenings and vaccinations.

**Solution:** The committee is developing a pilot project that will align community resources to connect low-income families to health insurance, make sure students are receiving appropriate screenings and vaccinations, and raise awareness of the importance of establishing a medical home.

**Current Activities:** The committee is working with staff at Brick Church Middle School to implement the pilot during the 2009-10 school year. They are also designing a detailed assessment plan that will assess the project's impact on the overall health and well-being of children.

## COMMITTEE MEMBERS

Chair: Michael Warren, MD, Vanderbilt Children's Hospital • Vice-Chair: Lisa Rodriguez, Bridges to Care  
Melissa O'Connor, Healthways • Kathy Gilliland, Healthways • Natasha Halasa, MD, Vanderbilt Children's Hospital  
Becky Green, Metro Public Health Department

# ADOLESCENT SEXUAL RESPONSIBILITY

**Need:** Accurate information is essential for adolescents to make sexually responsible decisions. In a recent survey of guidance counselors and school nurses at MNPS comprehensive high schools, 100% of respondents indicated that there was a need for additional preventative services in their school.

**Solution:** With funding from the Healthways Foundation, the Adolescent Sexual Responsibility (ASR) Committee created a directory of evidence-based sexual education resources for MNPS school personnel that includes:

- Metro Public Health Department
- Academy for Educational Development
- Hope Clinic for Women
- Planned Parenthood of Middle Tennessee
- Oasis Center
- Sexual Assault Center
- STDFree



**Current Activities:** The committee is currently developing a plan to introduce the directory to high school guidance counselors and teachers in early 2009. They are also developing a system to track usage of the directory to inform future scale-up efforts.

## COMMITTEE MEMBERS

Chair: D'Yuanna Allen, Metro Public Health Department  
Charles Williams, Sexual Assault Center • Joan Clayton-Davis, Academy for Educational Development • Judy Freudenthal, Oasis Center  
Kylene Dibble, Oasis Center • Lillian Maddox-Whitehead, Metro Public Health Department • Mary Grissom, Sexual Assault Center  
Sharon Travis, Hope Clinic for Women • Sonnye Dixon, Hobson United Methodist Church • Lynette Whitlow, STD Free  
Laura Pigott, Healthways • Emily Dix, Healthways

# BEHAVIORAL HEALTH

**Need:** Students need an emotional support system to deflect and/or resolve behavioral barriers to academic success.

**Solution:** Align the youth development services within the city and school system to create a network of service options available to students and families from kindergarten to grade 12.

**Current Activities:** AN secured a start-up federal grant (\$349,689) to provide professional development on social/emotional learning for MNPS educators and to develop a protocol for schools as they refer students to appropriate agencies in the community. This framework will allow MNPS to apply for additional federal funding.

## COMMITTEE MEMBERS

Chair: Carol Nixon, Evaluation Design/STARS • Vice Chair: Darwin Mason, MNPS  
Michael McSurdy, Oasis Center • Kathy Gracey, Vanderbilt Mental Health Center • Beth Hail, Centerstone  
Neely Williams, IMF/Peniel Initiative • Gracie Porter, MNPS School Board • Andy Finch, Vanderbilt University  
Avi Poster, Community Volunteer • Susan Ragsdale, YWCA/Asset Edge • Vickie Fleming, MNPS • Stephanie Davis, MNPS  
Darren Kennedy, MNPS • Tim White, MNPS • Millie Sweeney, TN Voices for Children • Dawn Puster, Youth Villages  
Michael Risen, LEAD Academy • Danielle Mezera, Mayor's Office of Children and Youth • Tim Adgent, Juvenile Court  
Anderson Williams, Oasis Center • Kathy Ballinger, Centerstone • DeWayne Holman, Nashville Prevention Partnership  
Foster Williams, Metro Public Health • Tony Artates, Healthways • Regina Seider, Healthways

# SPECIALTY & ORAL CARE

**Need:** In 2007, the Specialty & Oral Care Committee determined the need to provide all children with adequate specialty services with a focus on childhood asthma. Asthma has a significant impact on school performance. National and state information indicate the following about childhood asthma:

- Childhood asthma may affect anywhere from 14% to 20% of MNPS students.
- Minorities are generally more affected by childhood asthma.
- Children with asthma miss more days of schools.
- Children with asthma have more ER visits and hospitalizations.
- Estimates are that in about 50% of the children with asthma, the asthma is not controlled.
- A significant number of families report the childhood asthma is a burden to the family which the family often can not meet.

However, despite the significant concern posed by asthma, the rate of asthma in MNPS had never been measured.

**Solution:** The committee embarked on a year-long process, with funding from the Healthways Foundation, to collect detailed data about rates of asthma, services available, best practices, and other information needed to design an effective community-based intervention that would reduce the impact of asthma on school performance.

The committee found that there was indeed a substantial need for a school asthma management program in MNPS elementary schools.

- The 37207 zip code had the highest number of early childhood asthma hospitalizations and ER visits, followed closely by the 37206 zip code. Both of these zip codes are among the highest poverty rates in the city.
- The 37211 and 37221 zip codes had much lower poverty rates but high rates of asthma.
- In these four high-need areas, ten elementary schools do not have a Family Resource Center or Coordinated School Health to coordinate community resources in the school.
- Interviews with school personnel revealed that some schools had as much as 18% of their student population suffering from asthma.
- None of the schools interviewed had action plans for dealing with asthmatic children or asthma emergencies.
- Only one of the schools interviewed have regular asthma education and awareness training for faculty or students.
- Of the 18 schools interviewed, five had a full-time nurse, eight have a part-time nurse, and five have no nurse.

**Current Activities:** Based on this data, the committee developed three options for implementing a pilot project at an MNPS elementary school:

- I. Issue an Invitation to Participate to solicit community volunteers and resources
- II. Secure funding for a half-time position to provide services and coordinate volunteer and resource involvement
- III. Develop a Model School Nursing Project that would measure the impact of a "one school-one nurse" model on asthma and school performance.



## COMMITTEE MEMBERS

Chair: Mary Bufwack, United Neighborhood Health Services • Vice Chair: Laura Snyder, MNPS  
Indria White, Healthways • Janet Ledbetter, Healthways • Harvey Sperling, Alignment Nashville • Carlos Comer, MNPS  
Juan Cunado, Hispanic Community Group • Jim Fuzy, Cumberland Pediatrics Foundation • Tina Hartert, Vanderbilt Children's Hospital  
Jeff McKissack, Matthew Walker Comprehensive Health Center • Rico Page, STARS • Jennifer Sternberg, St. Thomas Hospital

# HEALTHY PRACTICES

**Need:** The rise in childhood obesity poses a serious threat to the future health and welfare of our entire state. According to the Trust for America's Health, Tennessee has the 4th highest rate of childhood obesity in the country. However, despite this looming threat, there remains a dearth of health and wellness programs in our schools, especially high schools.

**Solution:** Through a collaborative partnership between Vanderbilt Children's Health Improvement and Prevention Program of the Monroe Carell Jr. Children's Hospital, Alignment Nashville, and Metropolitan Nashville Public Schools, (with funding from the Healthways Foundation, Ford Motor Company Fund, Dell, and Aetna) Live It! Go for the Red, White, and Blue is being implemented at Glenclyff High School, which serves a diverse yet primarily low-income population. Live It! is an effort to create a culture of wellbeing by bringing community partners together to educate and encourage students, staff, parents and a community in the development of healthy eating and physical activity habits.

## PARTICIPATING ORGANIZATIONS 2008-09 school year

Academy for Educational Development  
American Cancer Association  
American Diabetes Association  
American Heart Association  
American Red Cross  
Baptist Hospital  
Baptist Sports Medicine  
Boys & Girls Clubs of Middle TN  
Centennial Hospital  
Coleman Community Center  
Community Impact  
Coordinated School Health  
Country Music Marathon  
Earth Matters  
Eating Disorders Coalition  
Edgehill Family Resource Center/Gardens and Grow  
Girls Scouts  
Glenclyff High School  
Healthways  
Home Depot  
Lipscomb Dietician Program  
Matthew Walker Comprehensive Health Clinic  
Mayor's Youth Council  
Meharry Medical Center  
Metro Health Department  
Metro Health Department Youth Committee  
Metro Parks  
MNPS School Nutrition Program  
MNPS School District and Coordinated School Health  
MTSU Dietician Program  
Nashville Food Security Partners  
Nashville Health Disparities Coalition  
Nashville Predators  
Nashville Urban Harvest  
Oasis  
PENCIL  
TNCEP

Tennessee Titans  
TSU Athletics  
United Neighborhoods  
United Way  
Vanderbilt Athletics  
Vanderbilt Dance Marathon  
Vanderbilt Dayani Center  
Vanderbilt Dietician Program  
Vanderbilt Health Plus  
Vanderbilt Medical Center  
Vanderbilt Medical Students  
Vanderbilt Sports Medicine  
Vanderbilt University  
YMCA of Middle TN



## IMPACT: A CULTURE OF WELL-BEING AT GLENCLIFF HIGH SCHOOL

More than 35 community organizations and businesses are collaborating to reinforce the messages of good health and wellbeing. Students are encouraged to take at least 10,000 steps per day, eat at least five fruits or vegetables per day, and track their success on the program website. Since the beginning of the 2008-09 school year, the program has achieved the following:

- Total number of pre-healthy surveys: 615
- Total number of participants measured (height, weight, waist circumference): 1,022
- Total number of classes taught: 12
- Total number of students reached: 386
- Total number of website log-ins: 735

To encourage participation and celebrate successes and achievements among students and teachers, Live It! offers monthly prizes for:

- Logging on to [www.liveitgofortheredwhiteandblue.com](http://www.liveitgofortheredwhiteandblue.com) and recording steps taken (or equivalent physical fitness) and fruits and vegetables consumed.
- Completing the monthly Live It! assignment, such as attending a Live It! school event, attending a health-focused community meeting, or writing a brief report on a health topic facing Davidson County, etc.
- Being recognized as the student or teacher who was MOST active in the Live It! program.



In October 2008, members of the Glencliff High School community won prizes for improving their health. Student Juan Alatorre won an iPod Nano. Juan had over 58 entries on the Live It! website; he said that he loves the program and is very excited about his new iPod!

Pictured are prize winners:  
Juan Alatorre,  
Said Batul-Coleman  
and Brianna Walton

## COMMITTEE MEMBERS

Co-chairs: Susan Lyle and Latissa Hall, MNPS • Vice chairs: Mary Kate Mouser, Vanderbilt Children's Hospital and Lisa Beck, YMCA Sarah Adams, Belmont University • Janet Barcroft, Skyline Medical Center • Allison Combs, American Heart Association Vanessa Elliott, Meharry Medical College • Oscar Miller, Tennessee State University • Lauren Petr, Plumgood Food Chris Taylor, Metro Public Health Department • Kevin Tumminello, Healthways • Deborah Walker, MNPS Paul Widman, Metro Parks & Recreation • Ashley Wrye, American Heart Association • Sabina Gesell, Vanderbilt University

# FUNDING ALIGNMENT NASHVILLE AND COMMITTEE PROJECTS

Alignment Nashville's base funding is \$450,000 per year, with an additional \$100,000 per year to support the Children's Health Initiative. Funding for these operations comes from MNPS, the Mayor's office, the business community through the Nashville Area Chamber of Commerce, Vanderbilt University, HCA Foundation, Amerigroup, and the Healthways Foundation. AN has four full-time employees and one part-time grant writer. Accounting is outsourced to PENCIL Foundation and evaluation is outsourced to Noser Consulting. Limited funds are provided for mini-grants for committee work.

Alignment Nashville staff is dedicated to assisting the non-profits and the schools in acquiring resources to support the work of the committees. AN manages some of this money, but the school system and other organizations administer the majority of the funds.

Funding secured in 2008 for committee work includes:

- \$349,689 Department of Education Mental Health Integration grant for the Behavioral Health Committee
- \$1.3 million National Science Foundation grant for Middle School and Career Academies committee (pending final approval from NSF)
- \$241,000 from the Healthways Foundation to support the Middle School Committee's Culture of Kindness project, the Parent University Committee High School Communication project, and the High School Committee's Developing Community Leaders project
- \$3.2 million for Early Reading First program for Vanderbilt and community organizations with assistance from the AN Pre-K Committee
- \$18,000 from America's Promise, Alliance for Excellence in Education, and the Ford Motor Company Fund for the Operation Graduation and Beyond Summit

Funding secured in prior years for committee work that continues through 2008 includes:

- \$6.65 million U.S. Department of Education grant for the Smaller Learning Communities
- \$4.2 million Center for Disease Control grant to Meharry which supports the Middle School Committee Culture of Kindness project
- \$7,500 from the Dollar General Corporation for the Pre-K Essential Literature project
- \$183,000 from the Healthways Foundation to support the Middle School Culture of Kindness project, the Specialty and Oral Care project, and the Adolescent Sexual Responsibility project
- \$227,480 from the State Department of Education to support Coordinated School Health in MNPS

## AMERICAN YOUTH POLICY FORUM

### HIGH SCHOOL REDESIGN GARNERS NATIONAL ATTENTION AT DC FORUM

The high school redesign effort in Nashville received national attention when a panel from Nashville presented a 'case study' of Nashville's journey to more than 90 people on Capitol Hill in Washington, DC in November 2008. The event, organized by the American Youth Policy Forum, highlighted the unusual path to reform in Nashville that included a broader community approach than in other cities. In particular, the audience was interested in the different roles of Alignment Nashville's High School/Smaller Learning Communities Committees, MNPS, Nashville State Community College's National Science Foundation Center for Innovation in Technological Education, the business community, and the non-profit community in the overall planning and implementation of Smaller Learning Communities and Career Academies.

The panel participants were: Sydney Rogers of Alignment Nashville, David McNeel, consultant to  
(Continued on next page





(Continued from previous page)

MNPS, Starr Herrman, Director of Smaller Learning Communities at MNPS, and Nicholas Holland, CEO of Centresource and volunteer from the Nashville Area Chamber of Commerce.

The audience included congressional staff, federal department staff, representatives from national organizations, college and university researchers, foundations, and school district personnel.

Regarding the Nashville presentation, the AYPF reports: "Our staff feels that it was one of the best discussions that we have sponsored in recent years. Our participants wholeheartedly agreed... a stellar presentation."

For more information, visit the AYPF website at [www.aypf.org](http://www.aypf.org).



Nashville was one of the 50 cities dubbed "drop-out factories" in the 2004 report "Locating the Drop-out Crisis" by Robert Balfanz and Nettie Letgers. Research shows that there are four major risk factors that help perpetuate the drop-out epidemic: chronic poor academic achievement factors, student-related risk factors, parent/family factors, and community/neighborhood factors.

America's Promise Alliance, the nation's largest multi-sector collaborative dedicated to the well-being of children and youth, collaborates with corporations, non-profit service organizations, foundations, policymakers, advocacy organizations, and faith groups to ensure that America's young people receive the "Five Promises" - wrap-around supports that young people need for success in life:

- Caring Adults
- Safe Places
- A Healthy Start
- Effective Education
- Opportunities to Help Others

In October 2007, Alignment Nashville received a grant from America's Promise to convene a citywide Drop-Out Prevention Summit. With assistance from the Mayor's Office, Ellen Zinkiewicz of the Nashville Career Advancement Center and Bob Obrohta of the Nashville Area Chamber of Commerce led the committee planning process.

On February 1st, 2008, more than three hundred community members convened at the Belmont University Curb Event Center for Operation Graduation & Beyond, Nashville's first drop-out prevention summit focused on improving graduation rates in Nashville's public schools. Participating organizations included: America's Promise Alliance, Nashville Area Chamber of Commerce, the Mayor's Office, MNPS, Vanderbilt University, Belmont University, the PENCIL Foundation, Nashville State Community College, Nashville Career Advancement Center, the Interdenominational Ministries Fellowship/Peniel Initiative, the Parent Advisory Council, the Nashville Alliance for Public Education, the Alliance for Excellent Education, the Ford Motor Company Foundation and concerned citizens.

Speakers included:

- **Karl F. Dean**, Mayor of Metropolitan Nashville/Davidson County
- **Marguerite Kondracke**, President and CEO, America's Promise Alliance
- **Bob Fisher**, Belmont University President, Co-Chair of "Project for Student Success"
- **Neely Williams**, Interdenominational Ministries Fellowship/Peniel Initiative
- **Judge Betty Adams Green**, Metro Nashville Juvenile Court
- **Marsha Warden**, Chair, Metro Nashville Board of Education
- **Nettie Letgers**, Center for Social Organization of Schools, Johns Hopkins University
- **Rick Delano**, Social Marketing Services of New York City

The Mayor's Task Force, Project for Student Success, continued the work of Operation Graduation & Beyond by creating a set of recommendations for the city to work towards a 100% graduation rate.

In 2008, America's Promise selected Nashville as one of twelve focus cities in its national effort to provide the Five Promises to all children. Alignment Nashville is serving as the convener for Nashville's Steering Committee for a 2009 Summit; planning is currently underway for this important event.



Alignment Nashville has created a system to bring community organizations and resources into alignment so that their coordinated support of Nashville's youth has a positive impact on public school success, children's health, and the success of our community as a whole.

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

Alignment Nashville has developed a unique model of collaboration that aligns the resources of these organizations to the Metro Nashville Public Schools strategic plan and to community strategic plans, thereby aligning all of the city's resources toward common goals.

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

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

## ALIGNMENT NASHVILLE OPERATING BOARD

Tom Cigarran	Peter Millet
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Sam Braden	Carol Nixon
James Briggs	Kelly Noser
Mary Bufwack	Phil Orr
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Marsha Edwards	Lisa Pote
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Starr Herrman	Judy Rye
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Wanda Holman	Melissa Spradlin
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Susan Lyle	Todd Wigginton
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Carol Martin-Osorio	Gail Carr Williams
Darwin Mason	Rev. Neely Williams
Alisa Malone	Kim Wyche-Etheridge, M.D.
Danielle Mezera	Ellen Zinkiewicz

Alignment Nashville  
c/o Office of the Mayor  
Metropolitan Courthouse  
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Nashville, TN 37201