

**The outcome of our work enables children to be successful.**

Alignment with Metro Nashville Public Schools' (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.



*2011 Annual Report*

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**Jennifer Ball**  
Creative Director

**Angela Sandoval**  
Event Support Staff



**ALIGNMENT NASHVILLE**  
421 Great Circle Road  
Suite 100  
Nashville, TN 37228

**PHONE 615.585.8497**

**[www.alignmentnashville.org](http://www.alignmentnashville.org)**

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This year's Annual Report is divided into four main sections:

- Grade Level Committees
- Population Based Committees
- Children's Health Committees
- Other Initiatives

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# Dear Alignment Nashville participants and supporters,



Jesse Register,  
MNPS Director of Schools



After two and a half years of MNPS Achieves, the district's transformation plan, we are excited about the progress our district is making. This past year was unique in that the state received more than \$500 million in federal Race to the Top funding, \$30.3 of which was earmarked for Nashville. With this additional funding, we have been able to speed up our transformation and embark on aggressive and innovative reforms that are propelling our school system into status as a national model for reform.

A key component of MNPS Achieves is to create systemic and sustainable change by investing in our people. Through quality professional development, leadership and growth opportunities, and other employee-centric programs, we will make MNPS the best place to work. This, coupled with improved classroom instructional practices and aggressive school-based reform initiatives, will help make Metro Schools the first choice for Nashville families.

A part of the current and future success of our public schools in Nashville is the extent of the support demonstrated every day by the community - the Nashville community really understands the need for a strong public education system. Alignment Nashville has played a key role in systematically engaging the community and is an important strategic partner for Metro Nashville Public Schools. As we continue to build excellent schools for our community now and for the future, the value of collaboration with our community agencies takes on even more focus - and building meaningful support systems and collaborations is the role that Alignment Nashville has filled for our school district.

Just this year at MNPS we have reaped huge benefit from the work of the School Nutrition committee that is supporting the district in bringing healthy food to all of our children; the Social Emotional Learning committee that has developed a comprehensive resource guide for teachers, counselors, and principals; the Parent University committee that has organized community resources and classes to reach parents with the information they need the most; the Childcare Taskforce and The Village at Maplewood that has helped dozens of parenting teens find the community resources they need to help them finish school and become productive adults. These are only a few examples of the many ways in which Alignment Nashville has provided support for our efforts.

I am proud of the progress we are making in Nashville and invite you to read about the community's role in the pages of this report.

Jesse Register,  
MNPS Director of Schools

# Alignment Nashville Receives Partner Emmy Award for Children's Health

Orrin Ingram, Chairman of the Board of Alignment Nashville, accepted a partnership Emmy Award from Beth Curley, President of Nashville Public Television, at the May 2011 Board Meeting. The award was presented to NPT at the 25th Annual MidSouth Regional Emmy Awards in January 2010. The Emmy recognized programmatic excellence in the series of seven documentaries, NPT Reports: Children's Health Crisis.

The NPT documentaries are based on the issues of Children's Health defined by the Alignment Nashville Children's Health Initiative. The Children's Health Initiative assisted the NPT producers in identifying problems and solutions in the community. The Alignment Nashville Children's Health Initiative is proud to partner with NPT on this important project and is pleased to have received this partnership Emmy for the work.



Beth Curley,  
President of NPT with Emmy  
Award

# AN Operating Board

The Alignment Nashville Operating Board, which meets monthly, is composed of AN committee chairs and vice chairs, as well as selected Metro Nashville Public School (MNPS) administrators and community members.

The Operating Board is designed to support Alignment committees and ensure connections to other committees and resources in the community. It also serves as a peer accountability network for the operations of AN committees by reviewing and approving new committee chair and vice-chair appointments as well as Invitations to Participate (ITPs).

The Operating Board is a community of practice for committee leaders, as they share information about their work and lessons learned through the process. “The energy, creativity, and grit of Alignment leadership are a powerful combination and inspiration,” said Judy Rye, Chair of the Alignment Nashville 16-24-Year-Old Committee and member of the Operating Board. “The committee chairs and co-chairs will listen and respond honestly and boldly, and bring a fresh perspective when the floor opens for feedback on ideas and ITPs, keeping the focus on the alignment process. The stories of the process in action are part of each Operating Board meeting, and we are made stronger for the work by sharing and celebrating these stories.”

The collaborative environment was evident to a recent Operating Board visitor. “I was impressed with the combination of structure and flexibility,” he said. “The committees are not at all boxed in by the Alignment process, but there is a clear structure for guidance and accountability. The structure is obviously not hampering creativity.”



Phil Orr with the United Way speaks with Kent Fourman, Chair of the Operating Board.

“The stories of the process in action are part of each Operating Board meeting, and we are made stronger for the work by sharing and celebrating these stories.”

- Judy Rye, Chair of the Alignment Nashville 16-24-Year-Old Committee and member of the Operating Board

# 2011 Operating Board

Kent Fourman, Permanent General Companies  
Chair of Operating Board

D'Yuanna Allen	Metro Nashville Public Health	Lilly Massa-McKinley	Vanderbilt University
Lisa Beck	YMCA of Middle Tennessee	Mamie McKenzie	Tennessee Voices for Children
Olivia Brown	Metro Nashville Public Schools	Marcy Melvin	Centerstone
Reba Bryant	Metro Nashville Public Schools	Danielle Mezera	Mayor's Office of Children and Youth
Mary Bufwack	United Neighborhood Health Services	Oscar Miller	Tennessee State University
Nicole Chaput-Guizani	Metro Nashville Public Schools	Peter Millet	Tennessee State University
Ann Cumbie	Metro Nashville Public Schools	Erica Mitchell	United Way of Metropolitan Nashville
Linda DePriest	Metro Nashville Public Schools	Jay Nelson	Metro Nashville Public Schools
Rodger Dinwiddie	Center for Youth Issues/STARS	John Norris	Metro Nashville Public Schools
Kathy Edson	Nashville Public Television	Kelly Noser	Kelly Noser Consulting
Jennifer Escue	Catholic Charities	Phil Orr	United Way of Metropolitan Nashville
Shavaun Evans	Community Food Advocates	Phyllis Phillips	Metro Nashville Public Schools
Kathy Floyd Buggs	Office of Congressman Jim Cooper	Lisa Pote	Center for Nonprofit Management
Cel Franklin	Metro Nashville Public Schools	Bill Rochford	Vanderbilt Medical Center
Kimberly Golden	Amerigroup Community Care	Denise Rollins	Metro Nashville Public Schools
Kathy Gracey	Vanderbilt University	Judy Rye	Martha O'Bryan Center
Laura Hansen	Metro Nashville Public Schools	Jackie Shrago	Metro Nashville Public Schools
Kim Harrell	Monroe Carell, Jr. Children's Hospital at Vanderbilt	Melissa Spradlin	Book'em
Anne Henderson	Frist Center for the Visual Arts	Jay Steele	Metro Nashville Public Schools
Tracye Henderson	McGruder Family Resource Center	Tina Stenson	Metro Nashville Public Schools
Kelly Henderson	Metro Nashville Public Schools	Verda Stewart	Metro Nashville Public Schools
Starr Herrman	Metro Nashville Public Schools	Sally Underwood	Junior League of Nashville
Marc Hill	Nashville Area Chamber of Commerce	Mary Walker	Big Brothers Big Sisters
Flo Kidd	Metro Nashville Public Schools	Betsy Walkup	Community Foundation of Middle Tennessee
DeeGee Lester	Metro Parks Department	Whitney Weeks	Vanderbilt University Center for Nashville Studies
Katherine Louw	Junior League of Nashville	Todd Wigginton	Metro Nashville Public Schools
Patrick Luther	Nashville CARES	Michelle Wilcox	Metro Nashville Public Schools
Susan Lyle	Metro Nashville Public Schools	Connie Williams	PENCIL Foundation
Candy Markman	Mayor's Afterschool Initiatives	Gail Carr Williams	Vanderbilt University
Carol Martin-Osorio	Nashville State Community College	Neely Williams	IMF/Peniell Initiative
Darwin Mason	Metro Nashville Public Schools	Kim Wyche-Etheridge, MD	Metro Public Health Department
		Ellen Zinkiewicz	Nashville Career Advancement Center

# About Alignment Nashville

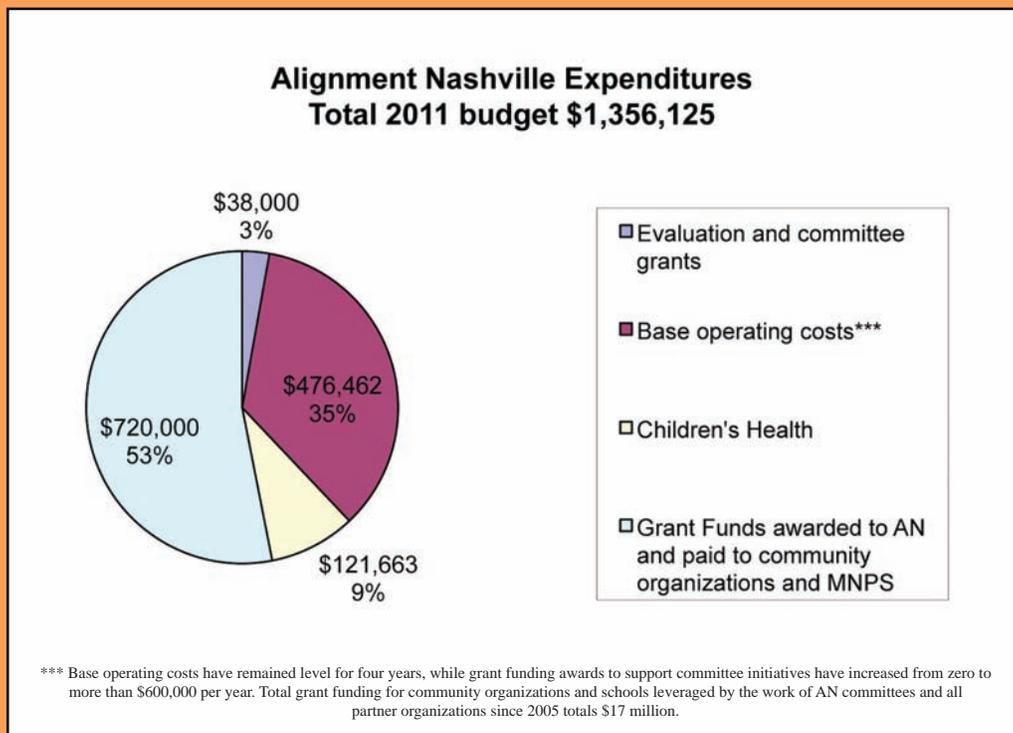
Alignment Nashville is grateful to the following organizations and individuals for financial support in 2011:

- Alignment Rockford
- America's Promise
- Baptist Healing Trust
- Community Foundation – Orrin H. Ingram Advised Fund
- Dollar General Foundation
- HCA Foundation
- Healthways Foundation
- Margaret Smith Beach and John D. Beach
- Mr. and Mrs. Stephen T. Dolan
- Meharry Medical College - Center for Disease Control (CDC)
- Metro Nashville Public Schools
- Metro Government - Mayor's Office
- Nashville Area Chamber of Commerce
- National Science Foundation (NSF)
- The Memorial Foundation
- United Way of Metropolitan Nashville
- Vanderbilt University

Alignment Nashville is a unique and scalable framework for developing community schools. The mission is to bring community organizations and resources into alignment so that their coordinated support of Nashville's youth has a positive impact on public school success, children's health, and the success of our community as a whole.

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

Alignment Nashville has developed processes for collaboration that align the resources of these organizations

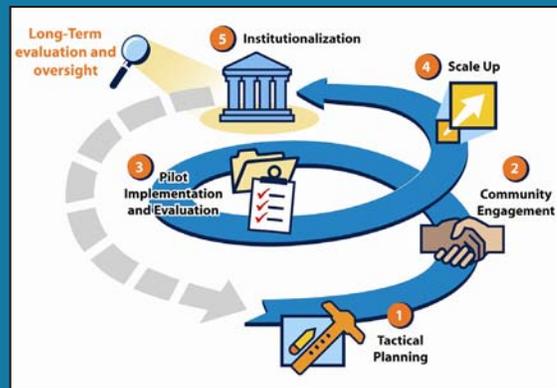




Students at the 2011 Developing Community Leaders Conference

## THE COMMITTEE PROCESS

The committee process is what sets Alignment Nashville apart from other collaborative initiatives. This process, depicted below, ensures that all committee work is thoroughly planned, engages a diverse group of stakeholders, and is sufficiently evaluated before becoming institutionalized. Below is a review of each of the stages of the committee process.



to the Metro Nashville Public Schools strategic plan and to community strategic plans, aligning the city’s resources toward common goals.

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

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

1. In the tactical planning phase, committees of school district and community organization leaders develop a detailed plan for implementing a pilot project and determine the goals, vision, outcomes, and tactics.

2. Committees engage a wide range of organizations by developing an Invitation to Participate™ (ITP™) that describes the collaborative and gives organizations an opportunity to propose ways they can align their resources to join the effort.

3. As the initial project plan is finalized and implemented, regular communication is established with participating organizations and an assessment plan is developed to ensure accountability.

4. The scale-up phase allows the committee to expand the project to a greater target audience after examining data.

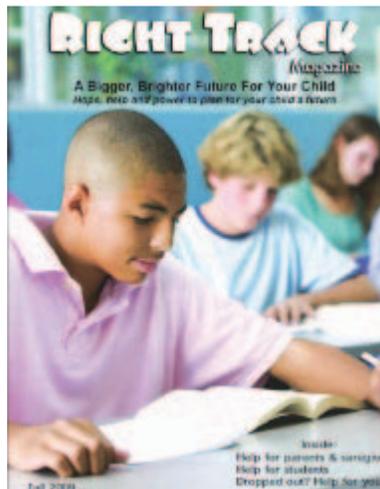
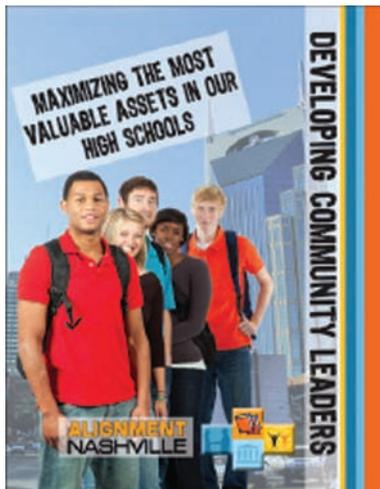
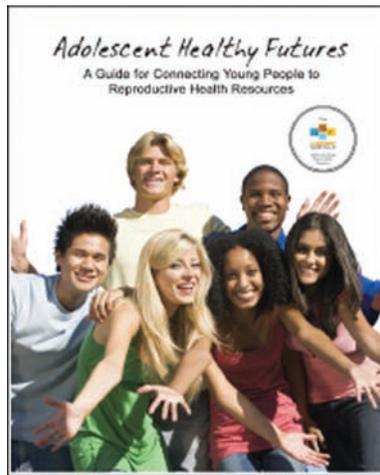
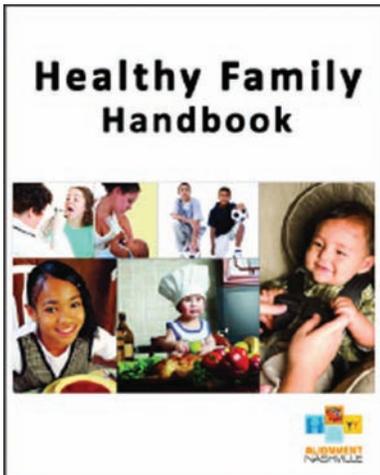
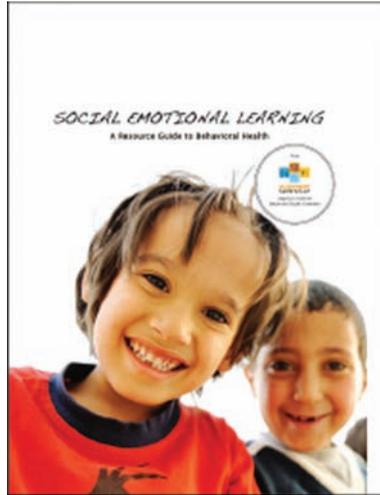
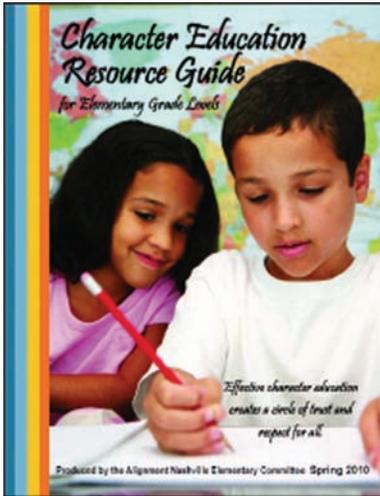
# Resource Guides

## About Resource Guides

The Resource Guides produced by Alignment Nashville are quickly becoming the go-to reference for easily accessible community information for teachers, parents, community members and students.

Going far beyond the typical list of organizations, each guide provides rich contextual information about topics of interest to the target audience. Guides are available in print for the initial release, and are archived for future downloads at:

[www.alignmentnashville.org/resources](http://www.alignmentnashville.org/resources).



# Section 1 - Grade Level Committees

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# Pre-Kindergarten

Ensure all children are ready for kindergarten by aligning community resources to support optimal learning and development for children from birth to age 5.



The Nashville Public Library's Bringing Books To Life program is one of the resources included in the *Circle of Support Resource Guide* developed by the AN Pre-K Committee

Thousands of Nashville parents and educators are better informed about early childhood resources because of the 2011 work of the AN Pre-Kindergarten Committee, which serves a dual role as the Davidson County Pre-K Advisory Committee to advise MNPS on Pre-K access while meeting the needs of all preschool-age children across the community.

From the perspective of community organizations, the committee has provided a streamlined path for accessing Pre-K classrooms. "Through the Pre-K alignment process, we have strengthened our collaboration into a wonderful partnership with specific goals including shared training and referrals of families," said Pam Matthews, Head Start Director, Metro Action Commission. "This model of seamless education from the beginning stages of a child's life through their high school years is invaluable."

## PRE-K COMMITTEE

### Phyllis Phillips, Co-Chair

Metro Nashville Public Schools

### Flo Kidd, Co-Chair

Metro Nashville Public Schools

### Mamie McKenzie, Vice Chair

Tennessee Voices for Children

### Amy Key

Metro Nashville Public Schools

### Clare Terry

United Way of Metropolitan Nashville

### Colleen Thomas

Metro Nashville Public Schools

### Debby Gould

United Way of Tennessee

### Elyse Adler

Nashville Public Library

### Etta Bell

Nashville Area Chamber of Commerce

### Heather Smith

Books from Birth of Middle Tennessee

### Ila McDermott

Martha O'Bryan Center

### Jennifer Gamble

Prevent Blindness Tennessee

### Jennifer Holmes Roddy

Susan Gray School, Peabody College VU

### Jo Ann Scalf

Nashville Public Television

### Judy Maloney

Metro Nashville Public Schools

### Kesha Moore

Metro Nashville Public Schools

### Martha Ann Pilcher

Book'em

### Melba Marcrum

McNeilly Center

### Nancy Ledbetter

Nashville State Community College

### Rachel Parker

Bethlehem Centers of Nashville

### Ruth Wolery

Susan Gray School for Children

### Ryan LaSuer

NAAEYC

### Seth Scholer

Vanderbilt Children's Hospital

### Sheryl Rogers

Books from Birth

### Susan Rollyson

Metro Action Commission, Head Start

## 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

Metropolitan Action Commission Head Start

Nashville Area Habitat for Humanity

Nashville Public Library - Bringing Books to Life!

Nashville Zoo at Grassmere

National Children's Study-Davidson County Partners

Prevent Child Abuse Tennessee

Tennessee Poison Center

United Way of Metro Nashville

Vanderbilt Kennedy Center

Warner Park Nature Center

From the perspective of MNPS administrators, the committee fills a vital role. “The Pre-K Committee makes it easy for us to communicate and coordinate with early childhood resources in Nashville,” said Phyllis Phillips, Pre-K Coordinator for Metro Nashville Public Schools and Chair of the Alignment Nashville Pre-K Committee. “It also gives us a way to share information about the challenges and needs within MNPS, as well as learn about the challenges and needs of the community.”

Last year, this synergy resulted in “Circle of Support,” a resource guide for early-childhood educators with information about resources in the community. Ten organizations responded to a February ITP, and by request from MNPS, the guide also included practical strategies for teachers from the Center for Social Emotional Foundations for Learning (CSEFL) at Vanderbilt University to help them deal with behavior issues and encourage young children’s social-emotional development. All MNPS Pre-K teachers received printed copies of the resource guide in September, and the guide was distributed electronically to Head Start sites and additional community Pre-K sites.

The Pre-K committee reached out to parents by assembling and distributing 4,000 packets of information about community resources for parents registering their children for MNPS Pre-K during the summer months. Assembled with volunteer support from Hands On Nashville, Healthways and Bank of America, the packets were so well received that the committee has already started planning to use the ITP process to add more community resources and expand next year’s distribution to include parents registering for Head Start.

These new initiatives stress the committee’s continuing effort to promote the importance of reading through the six Essential Literature books that all children should hear and see before beginning Pre-K. The committee reprinted its Essential Literature bookmark that lists the titles and effective reading strategies, and last year, distributed more than 7,500 bookmarks through the Nashville Public Library and its Bringing Books to Life program.

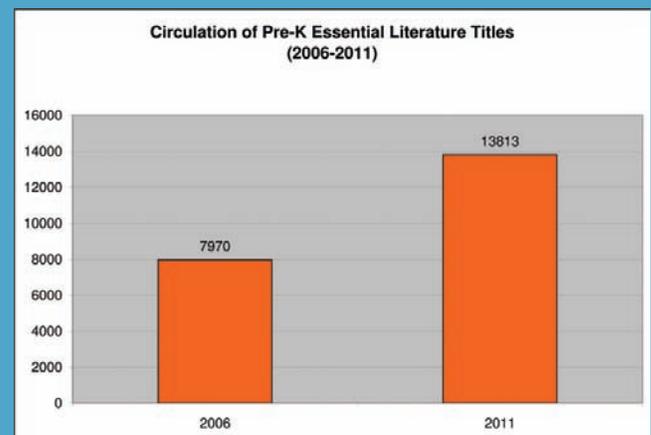


Pre-K parents provide input to the Committee, which serves as the Davidson County Pre-K Advisory Committee

## Next

Working with the Mayor’s Advisory Council on Early Childhood Development & Early Education, the Pre-K Committee will develop and implement a community-wide transition plan to ensure all pre-kindergarten students participate in structured activities in preparation for the important transition into kindergarten. Since kindergarten students come from many different backgrounds and experiences – including Head Start, formal Pre-K classrooms, and home – the plan will involve all these stakeholders while also providing an excellent opportunity to incorporate elements such as Essential Literature, the Circle of Support resource guide, the Pre-K Parent Packets, and other community initiatives.

## Results



Since 2006, the Nashville Public Library’s circulation of Pre-K Essential Literature has increased a dramatic 73% to more 13,000 per month.

# Elementary School

Through a focus on character education, ensure all students have access to counseling services and community programs that teach socialization skills.



Celebration Day at Cole Elementary FACE Camp

For 2011, the Elementary Committee launched Fun Adventures with Character Education (FACE), a pilot project for deep exploration of seven character traits through experiential learning activities designed for rising third-graders. With extensive evaluation and documentation, the week-long summer camp focused on character and social-emotional learning could become a replicable program for elementary schools and community organizations serving elementary-age children.

The process began with an ITP in early spring 2011 to identify community organizations that could provide character education-related activities for elementary children to reinforce positive examples of character and their effects on our lives, increased vocabulary, improved critical thinking skills, and activities and adventures that students would not otherwise experience. The five days of student-centered,

## ELEMENTARY COMMITTEE

**Todd Wigginton, Chair**

Metro Nashville Public Schools

**Melissa Spradlin, Vice Chair**

Book'em

**Tom Carr**

CHARACTER COUNTS! Nashville

**Maribeth Gambill**

Vanderbilt University

**Judy Goetz**

Nashville Public Library

**Laquita Harrison**

Monroe Harding Project S.H.A.R.E.

**Sheila Montgomery**

Hillsboro Church of Christ

**David Moore**

Metro Nashville Public Schools

**Melanie Scott**

Kids on the Block of STARS Nashville

**Brenda Steele**

Metro Nashville Public Schools

## PARTICIPATING ORGANIZATIONS

Nashville Public Library

Metro Nashville Recycling Center

Monroe Carell Jr. Children's Hospital at Vanderbilt

Book'em

Monroe Harding Project S.H.A.R.E.

Metro Action Commission

inquiry-based learning for the 13 students began with a “morning meeting.” Morning Meeting is a new method that involves having students of any grade level meet every morning at the same time in a predictable format. It is used to encourage and practice social and emotional learning in all children. Throughout the day the students studied different character traits such as respect and responsibility. The afternoons were then designated for community experiences such as the Downtown Public Library, the Metro Recycling Center and Monroe Carell, Jr. Children’s Hospital at Vanderbilt.

There was great excitement from the students who attended the pilot FACE Camp program at Cole Elementary. Todd Wigginton, Chair of the Elementary Committee noted that, “every child that was present at FACE Camp wanted to be there. All thirteen students were excited to be there when they arrived. They actually pushed their parents to bring them to the camp. The kids were the catalyst for being at FACE Camp.” That excitement certainly extended throughout the entire week.

The community experiences were incredibly valuable to these students. The experiences gave them an opportunity to see how character traits played out in the real world. Each experience was uniquely different and special. One of the students who attended the FACE Camp wrote about her trip to Vanderbilt Children’s Hospital, “Today was fun! I learned a lot of stuff. First, being in the hospital is hard for children, but sometimes you can have fun, like they have a play room!” Todd went on to say that, “Even though there were fun things that the students got to enjoy at Vanderbilt Children’s Hospital such as the theatre, the trains and the pizza, it was the making of the cards and sharing of the books with the hospital’s patients that showed up as being much more important to these students.”

On Friday at the celebration, the teachers put together a slide show of the children at each of the community field trips. Parents asked several times, “when is the next camp? They are already looking forward to coming back.” The teachers also noted, “this could have easily been two weeks long...instead of just one.” That’s certainly something to consider.

## Next

The Elementary Committee is already planning for an expanded pilot in 2012, and is considering the creation of a Replication Guide to help establish other summer camps. In response to the new MNPS calendar with extended fall and spring breaks, the Committee is also planning a “mini-experience” for each intersession period.

## Results

A questionnaire was given to the students on the first and last day of the camp. A few of the answers were:

**I can show respect by:** saying hi, taking care of my books, putting my books back, helping people, recycling, helping sick people, making eye contact when I shake somebody’s hand, listening to my teacher.

**I can be responsible by:** taking care of a new dog, recycling, taking care of people, helping my mom clean my room, bringing books back on time, helping earth, love others.

**I show that I care for my community when I:** pick up trash, help take care of people that are sick, make the world clean and safe, make cards for people that are sick, do not litter, listen when other people are talking, recycle, show respect to the teacher, talking to people that are nervous.

## Character Traits

The seven character traits adopted by the Elementary Committee are:

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

# Middle School

**Establish school-based positive-behavior support systems to eliminate bullying and violence, and help students create and maintain their own culture of kindness in the school.**



Ozzie of the Nashville Sounds with Brick Church student at TCAP University event

The final phase of a \$4.2 million, four-year grant from the Centers for Disease Control and Prevention was a primary focus for the Middle School Committee in 2011.

The Alignment Enhanced Services (AES) project addressed students' social and emotional needs, with an AES coordinator at four middle schools (Bass, Brick Church, Jere Baxter, and West End) who worked with principals to develop 1) intervention and professional development services for teachers and staff, 2) "whole school" interventions for students, 3) a network of community-based services for students whose emotional and behavioral needs exceeded the capacity of the school's guidance and counseling departments, and 4) relationships with parents and local community resources to support the school.

## MIDDLE SCHOOL COMMITTEE

**Jackie Shrago, Chair**  
MNPS and Vanderbilt University  
**Anne Henderson, Vice Chair**  
Frist Center for the Visual Arts  
**Lisa Beck**  
YMCA of Middle Tennessee  
**Judy Freudenthal**  
Oasis Center  
**Jenn Garcia**  
Oasis Center  
**Joanna Geller**  
Vanderbilt University  
**Beverly Goetzman**  
Metro Nashville Public Schools  
**Dorothy Gunn**  
Metro Nashville Public Schools  
**Jeri Hasselbring**  
Adventure Science Center  
**Audrey Holloman**  
Metro Nashville Public Schools  
**John Lane**  
Metro Nashville Public Schools

**Morlunda Lattimore**  
YWCA  
**Candy Markman**  
NAZA - Mayor's Afterschool Initiatives  
**Marcy Melvin**  
Centerstone  
**Illia Moore**  
Project for Neighborhood Aftercare  
**Maury Nation**  
Vanderbilt University  
**Carol Nixon**  
Edvantia  
**Jonathon Norman**  
Juvenile Court  
**Juliana Ospina Faughnan**  
STEM Preparatory Academy  
**Susan Patrick**  
Big Brothers Big Sisters  
**Denise Rollins**  
Metro Nashville Public Schools  
**Mary Walker**  
Big Brothers Big Sisters

## 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  
Middle Tennessee Council, Boy Scouts of America  
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  
YMCA of Middle Tennessee  
Youth Speaks Nashville

The final year of grant focused on parent engagement tailored to each school. Brick Church Middle, for example, had struggled to increase parent participation, and the Middle School Committee and Parent University collaborated to help. The result was TCAP University to show families how they could help their children during the annual achievement tests. With 200 participants (compared to the previous average of 10-20), the event was “a huge success by all measures,” said Brick Church Principal Chirelle Jefferson. “It was terrific seeing that many families in the school building ready to learn how to help their children be more successful.”

While a comprehensive final evaluation is still ongoing, an interim report by Dr. Maury Nation and Adam Voigt of Vanderbilt University finds “clear evidence that addressing the social and emotional needs of students can improve outcomes. Key dimensions of school climate include the relationships among students, the relationships between students and teachers, the adequacy of school rules, and the degree to which students feel safe in the school. With intervention, these dimensions can be modified, offering opportunity to promote overall school improvement.”

As the grant ended, the successful AES model has been adapted and adopted by MNPS via a team of Family Involvement Specialists under the leadership of Tony Majors, Assistant Superintendent of Student Services.

During 2011, the Middle School Committee also collaborated with NAZA, the Nashville After-Zone Alliance created as a partnership among the Mayor’s Office, MNPS and youth-serving organizations across Nashville. NAZA provides a network of quality afterschool programs for middle school students, with academic support, enrichment activities, team building and leadership opportunities. The Middle School Committee issued an ITP for support services from community organizations, with more than 25 responses submitted for NAZA review.

## Next

The Middle School Committee is currently in the tactical discovery stage to determine next steps. Working closely with Dr. Lora Hall, Associate Superintendent of Middle Schools, the committee will hold a planning retreat in January 2012 to craft a new long-term plan.

## Results

AES schools have shown impressive gains in addressing school risks factors and climate and in modifying student outcomes. Several schools have shown large reductions in behavioral referrals (greater than 30%), and have, on average, more than doubled the number of support services in the school provided by community partners. Other AES accomplishments include:

- Working with school staff to identify 50 students with the most behavioral needs to link them with appropriate service providers.
- Implementing a new referral system to address student behavior by the appropriate agency as a preventative measure against further discipline incidents.
- Developing and implementing diversity training for teachers, including scholarships for Scarritt-Bennett for Diversity training sessions and six weeks of Diversity in Dialogue for teachers.
- Beginning an all-girl group for top-tier behavior-needs students with STARS and an all-boy group for top-tier behavior-needs students with STARS and United Neighborhood Health Services.
- At one AES school, the principal identified more than 15 processes and programs that would not have happened at his school without the AES coordinator.



# High School TLG / AN Oversight Committee

In 2010, the MNPS High School Transformational Leadership Group (TLG), which is charged with creating a vision and strategic plan for high schools, and the Alignment Nashville High School Committee, which is charged with aligning resources to support that strategic plan, merged to streamline efforts. This merge has produced a highly productive committee that is actively investigating needs and best practices, and then working through the Alignment Nashville ITP process to identify community resources to meet these needs. In addition, three sub-committees continue to report to the High School Committee: Developing Community Leaders (page 10); Pathways to Postsecondary Education (page 14); and High School Options (page 12.)

The year 2011 marked the completion of the first five-year plan for the redesign of Nashville's public high schools, which was developed in 2006 under the leadership of the AN High School Committee. This plan formed the basis for a successful grant proposal to the U.S. Department of Education for \$6.65 million to begin the redesign process.

As part of the process of creating another five-year plan, the committee reviewed district and community progress towards the goals of its original plan. There is evidence of progress and success in each stated domain:

## HIGH SCHOOL COMMITTEE

**Jay Steele, Chair**  
Metro Nashville Public Schools

**Jeff Yarbrow, Vice-Chair**  
Bass Berry Sims

**Sonya Brooks**  
Metro Nashville Public Schools

**Shatrina Cathey**  
Metro Nashville Public Schools

**Deanna Conn**  
Metro Nashville Public Schools

**Ann Cumbie**  
Metro Nashville Public Schools

**Kelly Dando**  
TN Associated General Contractors

**Thom Druffel**  
Holiday Inn at Vanderbilt

**Michael Fleck**  
Parent, Hunters Lane Cluster

**Kira Florita**  
Nashville Opera

**Michael Flushman**  
Metro Nashville Public Schools

**Kent Fourman**  
Permanent General Companies

**Melissa Harkreader**  
Metro Nashville Public Schools

**Marlaina Hawks**  
Parent, Antioch Cluster

**Kelly Henderson**  
Metro Nashville Public Schools

**Starr Herrman**  
Metro Nashville Public Schools

**Kandi Hill-Clarke**  
Tennessee Board of Regents

**Susan Kessler**  
Metro Nashville Public Schools

**Patrick Luther**  
Nashville CARES

**Tony Majors**  
Metro Nashville Public Schools

**Noelle Mashburn**  
Metro Nashville Public Schools

**Kathleen McEnerney**  
Tennessee State University

**Danielle Mezera**  
Mayor's Office of Children and Youth

**Tara Myers**  
Earl Swenson Architects

**Kelly Noser**  
Kelly Noser Consulting

**Meghan Oliver**  
Nashville State Community College

**Chelsea Parker**  
Metro Nashville Public Schools

**Terri Patton**  
Parent, Hillsboro Cluster

**Ester Phillips**  
Parent, McGavock Cluster

**Kecia Ray**  
Metro Nashville Public Schools

**Bill Rochford**  
Vanderbilt Medical Center (ret.)

**Matt Seaton**  
PENCIL Foundation

**Stephen Shaeffer**  
Metro Nashville Public Schools

**Schunn Turner**  
Metro Nashville Public Schools

**Robbin Wall**  
Metro Nashville Public Schools

**Ellen Weed**  
Nashville State Community College

**Michelle Wilcox**  
Metro Nashville Public Schools

**Connie Williams**  
PENCIL Foundation

**Neely Williams**  
Community Consultant

**Aimee Wyatt**  
Metro Nashville Public Schools

**Ellen Zinkiewicz**  
Nashville Career Advancement Center

<b>Goal from 2006</b> Five-Year Plan (led by AN High School Committee)	<b>Evidence of Success</b> (2011)
Small Learning Community Decision Making	All twelve zoned high schools are now “ <b>wall-to-wall</b> ” <b>academies</b> , meaning all students are now enrolled in an academy.
Dynamic Community of Learners/ Practitioners	All academies schedule <b>common planning time</b> to create “communities of practice” for educators within academies and content areas. Professional development throughout the district focuses on skills needed to teach successfully in the academy model.
Practical Real World Learning & Application	<b>156 Academy Partners</b> (managed by PENCIL Foundation) provide links to real-world experiences for students and teachers. Through these partnerships, <b>37 teacher teams have participated in externships</b> over the past two years, and <b>283 students have participated in district-wide job shadowing</b> during the inaugural 2010-11 year.
Adults & Students as Career Planning Architects	All students create a <b>10-year plan through collegefortn.org</b> that includes an electronic portfolio, and all freshmen take either <b>AVID or the Freshman Seminar</b> course for successful transition into high school and to make informed academy choices. All freshmen also attend the annual <b>Career Exploration Fair</b> for exposure to a wide range of careers and postsecondary pathways to help them make informed academy choices.
Students Actively Engaged in Learning	Average daily <b>attendance rates have increased to 93%</b> from 89% in 2006; the <b>graduation rate has improved to 82.9%</b> from 68.8% in 2006.
Entire Nashville Community Actively Engaged with Learners & Learning	All stakeholder groups represented in AN <b>High School Committee/ MNPS High School TLG</b> , which meets monthly. Additional avenues of engagement include: <ul style="list-style-type: none"> <li>• <b>CEO Champions</b> - CEO-level support and advocacy for the Academies of Nashville, convened by the Nashville Area Chamber of Commerce.</li> <li>• <b>Partnership Councils</b> - six industry-based councils that evaluate district-wide academy needs and link academies to local workforce and economic development needs, managed by the Nashville Area Chamber of Commerce.</li> <li>• <b>Academy Advisory Boards</b> - each Academy has an Advisory Board that provides academy-specific curriculum and resource assistance, managed by the individual schools</li> <li>• <b>Academy Partners</b> - almost every Academy has a Partner and 83% have two or more Partners to provide specific support and resources, managed by the PENCIL Foundation.</li> </ul>
A SAFE, Compassionate Student Community	<ul style="list-style-type: none"> <li>• <b>Discipline</b> counts (number of incidents/enrollment) have <b>decreased</b> from an incident ratio of 3.3 in 2006 to 2.1 in 2011.</li> <li>• Students have opportunities for leadership through the Developing <b>Community Leaders (DCL)</b> initiative and as <b>Academy Ambassadors</b>.</li> </ul>

# High School - Developing Community Leaders

## Infuse high schools with student leaders to create a positive school climate

More than 300 students in the Developing Community Leaders program continue to set the bar for positive school climate in seven MNPS high schools.

DCL is a year-long course for students in grades 10-12, some of whom were struggling academically or non-traditional leaders engaging in negative activities. 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-learning activities. To borrow a medical analogy, DCL “inoculates” a school

against potential problems by creating a cadre of students who become a badge of honor for their schools. The primary components of DCL are:

- **Academic training in leadership:** College-level leadership curriculum developed by Phi Theta Kappa ([www.ptk.org](http://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.

## DCL COMMITTEE

### Melia Arnold

Volunteer Tennessee

### Tara Brown

Learners Edge Consulting

### Misty Ellis

Nashville CARES

### Tasha Fletcher

Building Bridges

### Kelly Henderson

Metro Nashville Public Schools

### Dee Gee Lester

Metro Parks Department

### Bruce Middlebrooks

Healthways

### Meghan Oliver

Nashville State Community College

### Susan Ragsdale

YMCA / Center for Asset Development

### Tim Stewart

Belmont University

### Laurel Creech

Mayor’s Office

### Malinda Hersch

Hands On Nashville

### Colleen Callaghan

Hands On Nashville

### Todd Wigginton

Metro Nashville Public Schools

### Emma Boyd

Hands On Nashville

## PARTICIPATING ORGANIZATIONS

Adventure Science Center

Belmont University Center for Social Entrepreneurship and Service Learning

Big Brothers Big Sisters Building Bridges

Frist Center for the Visual Arts

Girl Scouts of Middle TN

Hands On Nashville

Healthways

Learners Edge Consulting

Mayor’s Office

Meharry Medical College

Metro Nashville Public Schools

Metro Parks Department

Monroe Harding

Nashville CARES

Nashville Conflict Resolution Center

Nashville State Community College

Nashville Tools for Schools

Oasis Center

Soles4Souls

T.O.T.A.L. Nashville Public Library

Tennessee Voices for Children

The Parthenon

Volunteer Tennessee

YMCA / Center for Asset Development

- **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.

“When I was first involved in the DCL class, I was really excited about all of the things that I wanted to help teach these students,” said Kelly Modena, a DCL volunteer from Soles4Souls. “In a beautifully surprising turn, I was the one learning from them. The students have taught me that if you listen to them, learn what skills they have to offer and let them utilize those talents ... that’s what helps build them as leaders.”

The outcomes of this focused program are impressive. DCL students from Pearl-Cohn are engaging in the Mock Trial Competition and hope to use the skills learned from professional attorneys to hone their advocacy skills for family members and community. DCL students from Hillwood are collaborating with the Nashville Public Library to re-create the school’s library as the central technology hub for students, staff and community members. DCL students from Maplewood are partnering with Soles4Souls to collect 5,000 pairs of shoes and raise money to send those shoes to Haiti and Japan, and the students are also planning and implementing a Safe Atmosphere For Everyone (SAFE) event to invite community organizations as partners in improving their school’s climate.

“It’s about us coming together as a school,” said Maplewood student Janisha Brown. “It’s about everybody becoming a family at Maplewood and opening up to each other so that this can be a safe environment for all.”

## Next

The DCL Committee will continue to support the DCL students and teachers with these initiatives:

- An ongoing ITP to identify resources that will help “inoculate the schools” with positive student leaders who help create a positive school climate.
- An ITP for Maplewood SAFE (Supportive Atmosphere For Everyone) to provide students with skills and resources to transform their lives, schools and communities.
- The Pearl-Cohn ITP to identify job shadowing and service-learning activities for DCL students.
- More professional development opportunities for teachers and students, including team-building workshops.
- Development of a Speaker’s Bureau.

## Results

“The leadership class has helped me start thinking about what I want to do in the future. I feel more encouraged to do better at school and outside school because I know that there are other people who have high expectations of me. I am confident that I have the power to lead my life in a positive way.”

– 2011 DCL student

- Data from the DCL pre-survey and post-survey indicate a statistically significant increase to 3.22 on a 4-point self-efficacy scale.
- Data from the same surveys show a statistically significant increase to 3.23 on a 4-point leadership scale.
- Results from the Leadership Student Growth Survey for 2010-2011 indicate that DCL inspires students as they plan their future educational and career options:

“Leadership has affected my thoughts on the future more than I ever thought it would. It has made me think more, learn new things about myself as well as others, and it has made me open my eyes to the world and my surroundings.”

“I know my DCL experience has encouraged me to do more with my life. I have been inspired to lead and be positive at all times.”



# High School - Options

**Support the array of educational options now available to MNPS students by identifying barriers and providing necessary services for students to be academically successful in alternative high school settings.**

The High School Options (HSO) Committee helps students find an educational home that fits their needs and helps them achieve the high school diploma that's their ticket to later success.

High school options available within MNPS include The Academy at Old Cockrill, The Academy at Hickory Hollow, Nashville Big Picture High School, and MNPS Middle College High School. These schools served 269 students in 2010-2011, with 186 graduates.

The HSO Committee is now examining re-engagement strategies and planning tactics that address three key issues:

- Students who are over-age and under-credited.
- Creating interventions for seventh- and eighth-grade students.
- Creating a college-going culture throughout the district.

The committee is particularly working to engage the community to serve the 652 students who have been identified as over-age and under-credited.

## PARTICIPATING ORGANIZATIONS

Big Brothers Big Sisters  
Department of Children's Services  
IMF/Peniel Initiative  
Martha O'Bryan Center  
Meharry Medical College  
Metro Student Attendance Center (M-SAC)  
Metro Transit Authority  
Metropolitan Department Housing Authority

Metropolitan Nashville Public Schools  
Monroe Harding  
Nashville Career Advancement Center  
Office of the Mayor  
Students Taking A Right Stand Nashville  
Tennessee Voices for Children  
The Big Picture High School  
United Neighborhood Health Services  
Woodbine Community Center

## HIGH SCHOOL OPTIONS COMMITTEE

**Michelle Wilcox, Chair**  
Metro Nashville Public Schools  
**Ellen Zinkiewicz, Vice Chair**  
Nashville Career Advancement Center

**Jill Bates**  
MNPS, Diploma Plus

**Charlotte Bryson**  
Tennessee Voices for Children

**Mary Bufwack**  
United Neighborhood Health Services  
**Monica Causey**  
Tennessee Voices for Children/TPIRC

**Chae Denning**  
The Big Picture High School  
**Cathie**

**Erin Daunic**  
STARS Nashville

**Cathie Dodd**  
Woodbine Community Center  
**Chrystalyn Hall**  
Department of Children's Services

**Ashley Hamilton**  
Monroe Harding

**Laura Hansen**  
MNPS

**Atica J. Helms**  
Metro Student Attendance Center (M-SAC)

**Paul Juarez, Ph.D.**  
Meharry Medical College

**Karen Lefkovitz**  
Metro Nashville Public Schools

**Kent Miller**  
Martha O'Bryan Center

**Carmen Moore-Minor**  
Metropolitan Department Housing

**Judy Rye**  
Martha O'Bryan Center

**Hunter Schimpff**  
Office of the Mayor

**Per Thomas**  
Department of Child Services

**Mary Walker**  
Big Brothers Big Sisters

**Neely Williams**  
IMF/Peniel Initiative

**Tom Wilson**  
Metro Transit Authority

# Section 2 - Population-Based Committees

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# Pathways to Postsecondary

**Create a college-going culture in all MNPS high schools so MNPS graduates are prepared for college, career and life.**

What does it take to create a college-going culture? The Alignment Nashville Pathways to Postsecondary Education Committee continues to find new ways to answer that question. “We believe that all students need to graduate from high school ready to succeed in college, career and life,” said Dr. Michelle Wilcox, Executive Director of High Schools for MNPS and Chair of the Pathways Committee. “That means that we need to create a culture of high expectations for all students, which includes postsecondary education.”

It’s important to create that expectation as early as possible. “Many of our students don’t see themselves as ‘college material,’ especially those whose parents didn’t attend college,” said Rev. Neely Williams, who serves as vice-chair of the Pathways Committee. “It’s our job to help them see that they are able to go to college and then help them get there.”

Building on its previous success with the Right Track guide for parents ([www.alignmentnashville.org/results](http://www.alignmentnashville.org/results)), the committee is working to enhance Freshman Seminar, a class for ninth-graders designed to ease the transition from middle school while preparing students for success in high school. A team of MNPS teachers and counselors have revamped the curriculum, while the Pathways Committee used the Invitation to Participate (ITP) process to integrate community resources into the class and make those resources more accessible to teachers.

## PATHWAYS COMMITTEE

### **Michelle Wilcox, Chair**

Metro Nashville Public Schools

### **Rev. Neely Williams, Vice chair**

Community Consultant

### **Melva Black**

IMF/Peniell Initiative

### **Pamela Burgess**

Metro Nashville Public Schools

### **Ann Cumbie**

Metro Nashville Public Schools

### **Glenn Fleming**

Daniel Payne Outreach Ministries, Inc.

ASK-PEP Program

### **Beverly Goetzman**

Metro Nashville Public Schools

### **Kelly Henderson**

Metro Nashville Public Schools

### **Lilly Massa-McKinley**

Vanderbilt- Office of Active Citizenship  
& Service

### **Meghan Oliver**

Nashville State Community College

### **Amelia Post**

Tennessee Immigrant and Refugee Rights Coalition

### **Laura Potter**

Nashville State Community College

### **Matt Seaton**

PENCIL Foundation

### **Jason Seay**

Tennessee Student Assistance Corporation

### **Ruth Woodall**

Tennessee Scholars

## PARTICIPATING ORGANIZATIONS

Reconciliation Inc.

T.O.T.A.L. (Totally Outstanding Teen Advocates for  
the Library)

Cornerstone Financial Credit Union

YMCA Latino Achievers

PENCIL Foundation

Nashville State Community College

Metro Public Health Department

Junior Achievement of Middle TN



Freshman Seminar students at the 2011 Career Exploration Fair

“Guest speakers, field trips, and college information are all important components of Freshman Seminar,” said Tara Baker, Lead Freshman Seminar teacher at Glencliff High School. “But teachers have very limited time and knowledge about the wide range of community resources available to help them. By providing information about these resources in a way that makes it easy for teachers to access them, we are improving the Freshman Seminar experience across the district.”

PENCIL Foundation is typical of organizations that responded to the Pathways Committee’s ITP. PENCIL’s College & Career Mentors program matches volunteer mentors with small groups of students from many different backgrounds and professions to build personal skills, explore career choices, and determine their academy for grades 10-12.

“The College & Career Mentor Program is a perfect fit for the Freshman Seminar course,” said Matt Seaton, PENCIL Program Manager and member of the Pathways Committee. “While our program was already well-established in many high schools, our involvement with the Pathways Committee and the ITP process has enabled us to stay up-to-date on the changes in Freshman Seminar and make sure we are responsive to the specific needs of teachers and schools.”

## Next

As committee members discussed the needs of Freshman Seminar, they realized ninth-graders and their families need more help in planning for college. “MNPS has an outstanding College Fair every fall; but this event primarily attracts students and families who have already decided they want to go to college,” said Dr. Wilcox. “We want to create an event that will get ninth-grade students and their families excited about college and planning their high school experience in a way that leads them there.”

The Pathways Committee is currently working to make that vision a reality; through the ITP process, the committee will identify community resources to help students and families create a plan for success in high school and beyond.

## Results

Initial impact during the Freshman Seminar pilot include:

- 60 Freshman Seminar teachers in 12 Metro Nashville Public Schools high schools.
- Eight community organizations are already identified for the Freshman Seminar teacher guide (the ITP is still open for additional responses throughout the year).



Freshman Seminar students completing a Career Assessment Survey

# Refugee & Immigrant Support Services

**Define and provide the supports needed by refugee and immigrant families – and teachers, principals, guidance counselors and other school staff – to help children succeed in MNPS schools, careers and community.**



Somali children attending summer Parent University event held at Belmont University

The Refugee and Immigrant Support Services (RISS) Committee is working to provide community-driven, value-added support systems that allow schools to better serve refugee and immigrant students and families.

The support is especially necessary in Nashville, where two resettlement agencies (Catholic Charities and World Relief) are actively resettling refugees from various trouble-spots around the globe, including members of such ethnic backgrounds as Somali, Bantu, Iraqi, Iranian, Sudanese, Ethiopian, Eritrean, Burmese, Cuban, Afghani, Burundi, Kurdish, Bhutanese, and Palestinian.

Currently, more than 100 languages are spoken by MNPS students – and in just one school, Glencliff High, more than 40 languages are represented. The families of these students often speak little or no English, creating difficulty in

## REFUGEE & IMMIGRANT COMMITTEE

### Jennifer Escue - Chair

Catholic Charities

### Nicole Chaput-Guizani - Vice Chair

MNPS - Executive Director EL Programs

### Jeger Ali

Metro Nashville Public Schools

### Gerry Alteri

MNPS - Tech Coordinator

### Dina Amin

St. Mina Coptic Orthodox Church

### Alan Coverstone

MNPS - Charter Schools

### Krista Craven

Peabody College, Vanderbilt University

### Beth Cruz

Public Defender's Office

### Linda DePriest

Metro Nashville Public Schools

### Cathie Dodd

Woodbine Community Center

### Cathy Dunn

Metro Public Health Department

### Ellen Easterling

World Relief

### Kathy Edson

Nashville Public Television

### Emmanuel Ehiemua

Metro Nashville Public Schools

### Ana Elliott

Metro Nashville Public Schools

### Kathleen Fuchs

YMCA - Latin Achievers

### Jenn Garcia

Oasis Center

### Jessie Garcia Van De Griek

Lipscomb University

### Tracy Glascoe

Vanderbilt University

### Kathy Gracey

Vanderbilt University

### Zied Guizani

Metro Nashville Public Schools

### Vanessa Lazon

Oasis Center

### Tara Lentz

Conexion Americas

### Julia Lydon

MNPS - EL Department

### John Mann

MNPS - EL Department

### Kristin McGraner

STEM Preparatory Academy

### Meg Nugent

Nashville Adult Literacy Council

### Patricia Paiva

Siloam Family Health Center

### Shuler Pelham

Overton High School, Principal

### Shervetta Porter

VU, Community Mental Health Center

### Gini Pupo-Walker

Metro Nashville Public Schools

### Denise Rollins

Metro Nashville Public Schools

### GiGi Rose

Tennessee Office for Refugees

### Sarah Russ

NICE

### Amy Richardson

VU, Institute for Global Health

### Louisa Saratora

Catholic Charities: TN Office for Refugees

### Carol Seals

YMCA - Latin Achievers

### Sara Sherman

Conexion Americas

### Julie Simone

MNPS - Cameron Middle School

### Patty Swartzbaugh

Nashville Adult Literacy Council

### Meryl Taylor

Coordinated Refugee and Immigrant Services



Latino family with Erica Lanier of the Parent Advisory Council attending Parent University event

communication with teachers, staff and administrators of their child's school and equal difficulty in identifying and accessing available services to provide a more stable environment for their families. Clearly, this creates a unique barrier to full engagement in their child's education.

The RISS Committee held a half-day tactical planning session in March to prioritize the next three years' focus for the committee. The resulting goals are to establish welcoming climates in all of our schools; to build a cultural acceptance with positive attitudes in receiving refugee and immigrant students; and to create an environment that promotes two-way interaction and understanding between the community and refugee and immigrant families.

These goals will be attained through five distinct areas of focus:

- Cultural-Responsiveness Professional Development
- Parent Education and Engagement
- Age 18+ Education
- Refugee and Immigrant Community Resource Guide
- Effective Communication with R&I Families

With clear direction established, the committee began development of a resource guide with an ITP to identify community resources in various topics of support. After receiving 32 responses, a Resource Guide Task Force provided rich context and directed production for the guide that will support school staff, teachers, and administrators as they assist our schools' refugee and immigrant families.

## Next

The Refugee and Immigrant Support Services Committee will complete an RISS Resource Guide for MNPS personnel, with distribution scheduled for the first months of 2012. The committee will then shift its focus to other priority areas of the tactical plan, beginning with how to build Cultural-Responsiveness Professional Development for the MNPS schools.

## Results

The Refugee and Immigrant Support Services Committee crafted a three-year plan for goals and tactical objectives, issued a support services ITP, and produced a RISS Resource Guide with responses from more than 30 community organizations.



A Burmese family member with Dr. Julia Lydon, MNPS ELL Office, at Parent University event

# Childcare Taskforce

**A joint initiative of the Healthy Starts and Pre-K Committees to inform teen parents – during the school day – about community resources to help them be successful as students and as parents.**



**Healthy cooking demonstration for the Village students.**

The national stats paint a grim picture for parenting teens. According to the March of Dimes, only 40% of teenagers who have children before age 18 graduate from high school, and more than 75% of unmarried teen mothers go on welfare within five years of the birth of their first child. The dire effects are often generational, because 64% of children born to an unmarried teenage high-school dropout live in poverty, and a child born to a teenage mother is 50% more likely to repeat a grade in school and drop out before finishing high school.

The Alignment Nashville Childcare Taskforce was developed in 2009 to help Nashville teens overcome those odds by aligning community resources to provide easily accessible information that helps parenting students care for their child while graduating from high school. The result was a pilot project implemented at Maplewood High School

## **CHILDCARE TASKFORCE COMMITTEE**

### **Betsy Walkup, Chair**

Community Volunteer

### **D'Yuanna Allen**

Metro Public Health Department

### **Lois Barrett-Luke**

Tennessee Department of Human Services

### **Pat Cole**

Community Foundation

### **Sonja Colquitt**

Maplewood High School

### **Cel Franklin**

Metro Nashville Public Schools

### **Ryan Jackson**

Maplewood High School

### **Cherrell Lee**

Maplewood High School

### **Lillian Maddox-Whitehead**

Metro Public Health Department

### **Sonya Mansfield**

Maplewood High School

### **Melba Marcrum**

McNeilly Center

### **Joy Pillow-Jones**

Maplewood FRC

### **Sherry Raymer**

Metro Nashville Public Schools

### **Judy Smith**

Signal Centers

### **Barbara Wall**

Tennessee Department of Human Services

### **Ellen Zinkiewicz**

Nashville Career Advancement Center

## **PARTICIPATING ORGANIZATIONS**

Books from Birth of Middle Tennessee

Bringing Books to Life! – Nashville Public Library

Healthways, Inc.

Maplewood Family Resource Center

Metro Public Health Dept (Healthy Start and HUGS)

Metro Nashville Public Schools

Community Career Center

Monroe Carell Jr. Children's Hospital at Vanderbilt

Nashville Career Advancement Center

Parents Reaching Out

Prevent Child Abuse Tennessee

Tennessee State University, COELS

Tennessee Justice Center

Tennessee Voices for Children, Inc.

Tied Together (Martha O'Bryan Center)

in 2010-11 and named The Village, a title selected by the students because, they said, “that’s what it takes to raise our kids.”

Using the Alignment ITP process, The Village met during the school’s weekly 30-minute advisory period to bring high-quality presentations for pregnant and parenting teens on topics ranging from finding high-quality childcare to applying for college. The taskforce also developed an accompanying student guide with supporting information and additional resources, which is available to other schools that wish to replicate The Village.

“We came up with a pretty good list of resources we thought the teen parents needed to know,” said Taskforce Chair Betsy Walkup, former chair of the MNPS Board of Education. “We took that list to a group of teen parents from Maplewood, and they added to it – for example, they wanted to know more about college and financial aid – but the real surprise was when we released the ITP. We received outstanding responses from organizations we wouldn’t have thought to approach. While those organizations don’t focus their services on teen parents, they do have valuable information and resources that teen parents need, which were uncovered by the ITP process.”

Because it aligns existing resources and is built into the school day, The Village is a low-cost, sustainable program that serves as a model for providing services to other groups of students based on their specific needs. The best ideas for new applications of the process came from the students; in an evaluation focus group, they suggested a Village format for advisories focused on such topics as anger management, peer pressure resistance, career exploration, helping family members, abuse, self-esteem, college prep, job seeking, computer skills, speech, and etiquette.

Healthways has been a true partner with The Village, providing a seed grant, guest speakers and two outstanding field trips for Village students. At Healthways, students saw a wide range of career opportunities at the international headquarters of one of the world’s leading disease management companies. “This experience was invaluable to our students, many of which have never even left the neighborhood they were born in,” said Ryan Jackson, one of the Village Advisors. “Just to see their faces when they walked in the headquarters, and to hear their gratitude that Healthways would go to so much trouble for them, made the entire initiative worthwhile.”

## Next

With the successful conclusion of the pilot project, the Childcare Taskforce has turned the effort over to the Healthy Starts Committee, which will oversee the scale-up of the model. The committee anticipates working with other Alignment Nashville committees to adapt the model for other targeted populations or issues.

## Results

1. Students in The Village defied the national stats: In an end-of-year survey, 100% expected to graduate high school and 72% were planning to attend technical, community or four-year colleges.
2. On a 10-point scale, students in the survey rated the value of The Village in helping them get through high school at 8.25.
3. As part of a series of student focus groups evaluating the implementation of Small Learning Communities in Nashville high schools, the focus group of Village students was much more positive about their Advisory and their Advisor, the specific help they provided for parenting teens, and the whole concept of using Advisories in high schools. The consensus: The Village was “the best Advisory in the school.”



Village students and advisors on a field trip to the corporate headquarters of Healthways, Inc.

# 16 - 24 year olds

**Focus on the educational and employment needs of young adults ages 16-24 who have left secondary education without a diploma and are not employed.**

As part of a three-year tactical plan, the 16-24 Year Olds Out of School, Out of Work Committee is creating a series of professional development sessions for Nashville-area GED providers.

Well-prepared GED providers are essential because the 2010 U.S. Census shows that 15% of the Nashville population age 18-24 (approximately 11,000 young adults) don't have a high school diploma or equivalent. The same data show 37% of this group in poverty, a statistic reduced by more than half among the same population who graduated from high school.

Judy Rye, Committee Chair, knows the importance of a cohesive plan to assist this unique population. "A network of informed, connected educators is the most valuable resource we can offer the 16-24 population," she said. "Uniting the providers of adult education services insured that all programs, regardless of size or funding, had critical information."

The committee's first GED Professional Development Conference was held in February. Funded by a grant from the Dollar General Literacy Foundation, the conference focused on 1) Life Skills, 2) Job Readiness, 3) College Access, and 4) GED Teaching Best Practices. Attended by 50 participants, eight workshops were presented by community organizations that responded to the committee's ITP – and evaluations showed 96% of participants rated the presentations as excellent.

In collaboration with the Nashville Career Advancement Center (NCAC), the 16-24 Committee also updated the GED/Adult Education brochure originally produced in 2008. The new brochure includes a comprehensive list of Nashville-area GED and adult education resources currently available to 16-24-year-olds, including Spanish resources.

The committee issued an Invitation to Participate in the distribution of brochures to Nashville's young adults who seek to return to the classroom, and scheduled a community event for the 10 selected organizations. Distribution began in November with 2,500 printed copies funded by the NCAC.

The 16-24 Committee held a planning retreat in August to craft its next three-year strategic plan and identified such key focus areas as measurable outcomes, community awareness and involvement, and academic programming.

## 16 - 24 COMMITTEE

**Judy Rye, Chair**  
Martha O'Bryan Center  
**Lauren Badgley-May**  
Metro Nashville Public Schools  
**Nikita Baskerville**  
Metro Nashville Public Schools  
**Gwyne Bohren**  
Room In The Inn  
**Michael Cousin**  
Nashville Career Advancement Center  
**Marvin Cox**  
Metro Action Commission  
**Kathleen Fuchs**  
YMCA - Latin Achievers  
**Debbie Grant**  
Goodwill Industries  
**Atica J. Helms**  
Metro Student Attendance Center (M-SAC)  
**Derrick Hines**  
TN Technology Center Nashville  
**Ed Inman**  
YWCA Nashville  
**Alvin Jones**  
Metro Nashville Public Schools  
**Maria Lopez**  
Community Member  
**Darwin Mason**  
Metro Nashville Public Schools  
**LeAnne Nowlin**  
MNPS Community Career Centers  
**Meg Nugent**  
Nashville Adult Literacy Council  
**Carol Martin-Osorio**  
Nashville State Community College  
**Tim Queener**  
YMCA - YBuild  
**Carol Seals**  
YMCA - Latin Achievers  
**Bernard Werthan**  
Leadership Nashville

## PARTICIPATING ORGANIZATIONS

Dollar General Literacy Foundation  
Oasis Center  
Goodwill Industries  
Nashville State Community College  
Nashville Career Advancement Center  
Vanderbilt Kennedy Center  
Tennessee Student Assistance Corporation  
YMCA YBuild/Youth Build  
State of Tennessee, Department Labor and Workforce Development  
Office of the Mayor, Karl Dean

16-24 year olds

# Caring Adults

**Create a measurable impact on students and families so all students feel supported by a culture of valued partnership and coordination between the school district and its well-trained and well-equipped teachers, mentors and volunteers.**

The Caring Adults Committee was formed in late 2010 in partnership with the Nashville Area Chamber of Commerce's Public Education Advocacy Committee, which was exploring the concept of providing a mentor for every MNPS student. The Caring Adults Committee is grounded in national research showing the importance of caring adults in the lives of children – especially our most vulnerable children – to help them develop resiliency skills for success in school and life. The committee worked for several months to design collaborative solutions using existing resources, and developed a shared vision for ensuring all students in a school are surrounded by a circle of caring adults. To attain this vision, the committee identified these strategies:

- Equip and encourage teachers to serve as advocates for students.
- Empower parents to serve as advocates for their children and create a school culture that welcomes parent engagement.
- Ensure all students have access to high-quality individual and/or group mentoring opportunities.

Community partners can help achieve the vision of the Caring Adults Committee by providing high-quality individual and/or group mentoring opportunities for students (partner organizations must agree to participate through the online resource and referral system). Community partners can also provide training to parents, teachers and volunteers related to mentoring, advocacy and positive youth development – in addition to professional development training/resources to teachers and staff related to mentoring and advocacy to help them become advocates for students in a culture that welcomes parent involvement.

The Caring Adults Committee continues to develop an implementation plan for a pilot middle school site; the AN Middle School Committee will provide oversight for this implementation. The long-term goal is to develop a plan that is scalable for all grade levels across the district.

## CARING ADULTS COMMITTEE

**Robert Lipman, Chair**

Lipman Brothers

**Ann Johnston**

PENCIL Foundation

**Lora Hall**

Metro Nashville Public Schools

**Laura Hansen**

Metro Nashville Public Schools

**Trish Hayes**

Public Defender's Office

**Rita McDonald**

Nashville Area Chamber

of Commerce

**Erica Mitchell**

United Way of Metropolitan

Nashville

**Laura Potter**

Nashville State Community College

**Jackie Shrago**

MNPS - Vanderbilt University

**Mary Walker**

Big Brothers Big Sisters

**Neely Williams**

Community Partners Network



Members of the Caring Adults Committee creating a shared vision for ensuring all students have a caring adult in their lives.

# Parent University

**Identify and remove barriers to acquiring accurate school-related information and necessary skills for parents/caregivers to be their children's best teacher and advocate; and work with community organizations to deliver information to parents about timely topics.**

Parent University accelerated its outreach this year with multiple events to provide parents and families with information to help their children be more successful students.

The MNPS/Alignment Nashville Parent University model provides a menu of workshops at a free, fun, participatory conference open to all MNPS families. All workshops focus on the information and resources necessary for parents to take an active role in their children's education as detailed in an ITP for the event. And, literacy enrichment workshops are provided for children who attend the conference with their parents.

Parent U (as it is fondly called) began the 2010-2011 school year with an October conference at the Martin Professional Development Center. Workshops at the half-day event



Olivia Brown, First Lady Crissy Haslam and Kathy Edson at Glencliff High School Parent University event

## PARENT UNIVERSITY COMMITTEE

**Olivia Brown - Chair**  
MNPS

**Kathy Edson - Vice Chair**  
Nashville Public Television

**Diane Abernathy**  
MNPS

**Mary Jo Alexander**  
Stand for Children

**Jeger Ali**  
MNPS

**Kathy Floyd Buggs**  
Office of Congressman Jim Cooper

**Pamela Burgess**  
MNPS

**Monica Causey**  
TN Voices for Children/TPIRC

**Tammy Daughtry**  
Trevecca Nazarene University

**Ruben De Pena**  
MNPS

**Laura Delgado**  
Conexion Americas

**Ana Elliott**  
MNPS

**Cynthia Gale**  
YMCA of Middle Tennessee

**Joanna Geller**  
Vanderbilt University

**Zied Guizani**  
MNPS

**Kyle Harris**  
MNPS

**Alvesia Hawkins**  
MNPS

**Erica Lanier**  
CIGNA Government Services

**Tara Lentz**  
Conexion Americas

**Julia Lydon**  
MNPS

**Lillian Maddox-Whitehead**  
Metro Public Health Department

**Mary Mangum**  
MNPS

**John Mann**  
MNPS

**Kayce Matthews**  
Planned Parenthood of Middle Tennessee

**Gini Pupo-Walker**  
MNPS

**Verda Stewart**  
MNPS

**Jane Walling**  
MNPS

**Derrick Williams**  
MNPS

**Neely Williams**  
Community Partners Network

**Campbell Wingfield**  
MNPS

**Adelina Winston**  
MNPS

## PARTICIPATING ORGANIZATIONS

See page 24.

focused on three key areas: Understanding the new Tennessee state standards and common core curriculum; Bullying (mediation, conflict resolution, cyber-bullying); and Wellness (including physical activity, nutrition, and mental health). Two spring conferences in March and April, hosted by Tennessee State University and Glenclyff High School, respectively, also focused on bullying and wellness, with additional emphasis on testing and school readiness (homework, home environment, school options, reading skills, test-taking strategies and support).

Also in March, the Parent University Committee collaborated with the Dirty Dozen Men's Organization to assist Brick Church Middle School in developing its first-ever TCAP University to bring students, parents, and community together to build excitement for the annual achievement tests known as TCAP. Welcomed by cheerleaders from Tennessee State University, more than 300 participants learned how to interpret test data and how to prepare for the upcoming tests.

The summer Parent U is the committee's largest conference of the year, a full-day event strategically planned for late July to help parents prepare for the start of school. Breakfast and lunch were provided for participants, along with free transportation to Belmont University from designated sites in the city.

The summer conference included 24 workshops provided at no cost by community organizations and MNPS staff who responded to the committee's ITP. The broad range of topics included resiliency skills, homework assistance, college access, the district's new online grade portal for parents, new state standards, bullying, cultural understanding, health and wellness, exceptional education, social and emotional learning, and communication skills.

### Next

The Parent University Committee is exploring a next-generation model that will get more information to more families on a timelier basis. Although the current model has been very successful because MNPS, Alignment and community organizations have created a culture of collaboration, the committee is studying other parent outreach efforts in similarly sized cities to identify best practices and expansion of services to reach a broader spectrum of families. The committee will conclude their research with a strategic planning session, scheduled for February 2012, focused on aligning the new structure of Parent University with the new Community Achieves model of community schools implementation.

### Results

- 1,262 – Parents and family members attending Parent University events
- 481 – Children attending Parent University events
- 67 – Workshops presented
- 36 – Community organizations involved

**“The Parent University at Glenclyff High School in the spring of 2011 was transformative in the lives of many of our parents. For the first time, we were able to offer workshops in Spanish, Arabic, Kurdish and English, and empower all parents with information on navigating Metro schools and parenting in the 21st century.**

**“One of our parents, a recent immigrant and single mother with three children in the Glenclyff cluster, told me, ‘I feel for the first time that I am able to help our children in a meaningful way with their education here in the United States.’ She attended several workshops, met staff from nonprofits that serve our community and met other parents in her neighborhood.**

**“Parent University has truly learned how to provide high-quality workshops and programs for our families in Metro Schools and has changed the way we engage parents in Nashville. The collaborative nature of Parent University, with a combination of MNPS and community partners working in unison, truly represents the mission of Alignment Nashville.”**

– Gini Pupo-Walker,  
MNPS Director of Family Involvement  
and Community Services

# 2011 Parent University Participating Organizations

92Q Nashville  
Affinity Healthcare Associates  
Amerigroup Community Care  
Art2STEM  
Belmont University  
Big Brothers/Big Sisters  
Blue Cross/Blue Shield  
Bringing Books to Life  
Centerstone  
Community Food Advocates  
Conexion Americas  
Farmers Insurance  
Fifty Forward  
Glenclyff High School Culinary Arts  
Health Assist Tennessee  
Health Connect America  
Homework Hotline  
Kids Health First Pediatrics  
Kids' Rights Program, Public Defender's Office  
LEAD Public Schools  
LIGATT Security  
Martin Professional Development Center  
Mental Health Co-op  
Metro Nashville Public Schools  
Metro Public Health Department  
Metropolitan Nashville Transit Authority  
MNPS Community Career Center  
MNPS Coordinated School Health  
MNPS Family Resource Centers (FRC's)  
Monroe Carell Jr. Children's Hospital at Vanderbilt  
Monroe Harding  
Nashville International Center for Empowerment  
Nashville Public Library -T.O.T.A.L.  
(Totally Outstanding Teen Advocates for the Library)  
Nashville Sounds Ozzie

Nashville Storm Cheerleaders, Players, and Mascot  
Nashville Zoo  
Oasis Center  
One Nashville  
Parent Notebook Magazine  
Pediatric Specialists of Nashville  
Planned Parenthood of Middle/East TN.  
Primerica  
Sexual Assault Center  
Sheyla Paz Hicks - Spanish TV Communications  
STARS Nashville  
STEM Preparatory Academy  
Teaching Character First  
TenderCare Outreach Program  
Tennessee Credit Union  
Tennessee Autism Society of Middle TN.  
Tennessee Disability Pathfinder  
Tennessee Justice Center  
Tennessee State University  
Tennessee Student Assistance Corporation  
Tennessee Titans Cheerleaders  
Tennessee Voices for Children  
Tenn-Share  
The Coleman Mediation Group (TCMG)  
The Dirty Dozen  
TSU Cheerleaders & Tiger Mascot  
United Way of Metro Nashville  
Urban League of Middle Tennessee  
Vanderbilt Kennedy Center  
Vanderbilt University  
Wayne Reed Child Care Center  
WSMV Channel 4 Nashville  
YMCA of Middle Tennessee  
You Have the Power

# Section 3 - Children's Health Committees

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# Children's Health Executive Oversight

Nashville – America's healthiest city for children: That's the vision of the Alignment Nashville Children's Health Executive Oversight (CHEO) Committee. The committee provides oversight and guidance for six AN children's health committees, including Adolescent Sexual Responsibility, Healthy Eating Active Living, Healthy Starts, Primary Care, School Nutrition, and Social-Emotional Learning (formerly behavioral health).

Chaired by Dr. Bill Paul, Director of Metro Nashville Public Health Department, this committee meets monthly to make connections between committees and in the community. Members include chairs and vice-chairs of the AN children's health committees, as well as additional community members.

CHEO also serves as the School Health Advisory Council for Metro Nashville Public School's Coordinated School Health initiative with the following roles and responsibilities:

- Annually review and approve the School Health Plan.
- Advise the school district of current community initiatives and resources.
- Program planning.
- Parent and community involvement.
- Advocacy.
- Recruitment of community health resources.
- Input on fiscal planning.
- Evaluation, accountability, and quality control.

During 2011, the CHEO has also worked closely with Nashville Public Television on its series NPT Reports: Children's Health Crisis, a three-year initiative built around a series of seven documentaries on the state of children's health in Tennessee. The project launched in response to the increasing 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. Panel discussions follow the initial broadcast of each documentary, allowing viewers and panelists to further explore the issues.

AN children's health committees have provided information and support for the production of the series, assisted with community outreach, and supported multiple community events, workshops, discussions and screenings surrounding issues raised in the documentary series. In addition, AN's Parent University Committee conducted a series of community conversations to increase awareness and gather feedback about the issues.

## CHILDREN'S HEALTH EXECUTIVE OVERSIGHT COMMITTEE

**Bill Paul, MD, Chair**

Metro Public Health Department

**D'Yuanna Allen**

Metro Public Health Department

**Lisa Beck**

YMCA of Middle Tennessee

**Mary Bufwack**

United Neighborhood Health  
Services

**Linda DePriest**

Metro Nashville Public Schools

**Kathy Gracey**

Vanderbilt University

**Kim Harrell**

Monroe Carell Jr. Children's  
Hospital at Vanderbilt

**Justin Lanning**

CredenceHealth

**May Lavender**

Healthways

**Susan Lyle**

Metro Nashville Public Schools

**Marcy Melvin**

Centerstone

**Danielle Mezera**

Mayor's Office of Children and Youth

**Denise Rollins**

Metro Nashville Public Schools

**Michael Warren, MD**

Tennessee Department of Health

**Kimberlee Wyche-Etheridge, MD,**

Metro Public Health Department



# Healthy Starts

**Reduce infant mortality rates among pregnant and parenting teens by using community resources related to healthy pregnancy, childbirth and parenting to ensure all children begin life healthy.**

As all parents know, children don't come with an instruction booklet. Well-meaning parents and grandparents sometimes give new parents – and especially teen parents – advice that contradicts what research tells us about safe and effective parenting. And unfortunately, this fact contributes to Nashville's tragically high infant mortality rates; in some areas of Nashville, the infant mortality rates are comparable to those of third-world nations.

That's why the Healthy Starts Committee is working to make sure that every teen parent in Nashville – mothers and fathers – has access to information that saves children's lives. "Safe sleeping habits are a proven method for reducing infant mortality rates," said Dr. Kimberlee Wyche-Etheridge, Chair of the committee and Director of Infant & Maternal Health at the Metro Nashville Public Health Department. "But many teen parents tell us that their mothers and grandmothers tell them differently. They don't know who to listen to – they want the best for their own children, but they need help sifting through all the information they receive."

The committee continues to distribute the Healthy Nashville Healthy Future resource guide for school personnel working with pregnant and parenting teens. Along with a trimester calendar for care of new mothers and infants, the guide includes comprehensive descriptions of prenatal, postpartum and parent/infant services provided by community organizations.

## Next

Building on success with the Healthy Nashville Healthy Future guide, the Healthy Starts committee is planning a conference for May 2012 that will provide a wealth of life-saving information for pregnant and parenting teens (including teen fathers and fathers-to-be), as well as their own parents. The conference will equip both generations with information about safe sleeping habits, car and home safety, nutrition and physical activity, education, college and financial aid, and more – with the ultimate outcome of reducing infant mortality rates while breaking generational cycles that keep teen parents and their children in poverty. The conference will feature a new student guide full of information about community resources to help teens and their parents live healthy lives and raise healthy children.

## HEALTHY STARTS COMMITTEE

**Kimberlee Wyche-Etheridge, MD,  
Chair**

Metro Public Health Department

**Cel Franklin, Vice-Chair**

Metro Nashville Public Schools

**Katina Beard**

Matthew Walker Comp. Health Center

**Chastity Bradley**

Healthways

**Rebecca Carter**

United Way

**Linda Catlett**

Healthways

**Emily Coe**

Healthways

**Kimberly Cox**

Metro Public Health Department

**Monae Fletcher**

Metro Nashville Public Schools

**Jennifer Gamble**

Prevent Blindness Tennessee

**Tiffany King**

Metro Nashville Public Schools

**Lillian Maddox-Whitehead**

Metro Public Health Department

**Joyce Plummer**

Healthways

**Lateesa Posey**

Affinity Health Care Associates

**Betsy Walkup**

Community Foundation of Middle Tennessee

## 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

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 Active Living (HEAL)

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

The Healthy Eating, Active Living Committee (HEAL) Committee successfully completed a 2010-2011 pilot project to create a sustainable and scalable program to help MNPS schools implement the eight modules of the state-mandated Coordinated School Health initiative: 1) Health Education; 2) Physical Education; 3) Health Services; 4) Nutrition Services; 5) Counseling and Psychological Services; 6) Healthy School Environment; 7) Health Promotion for Staff; and 8) Family/Community Involvement.

After deciding to use a “community schools” approach, the committee chose six pilot sites – Glenclyff and Tusculum elementary schools; Croft and Wright middle schools; and Glenclyff and Overton high schools – and set three goals:

- The School Health Index will show progress in creating opportunities for nutrition and physical activity.
- Pilot schools will build a healthy school environment.
- Community partners will optimize resources at each pilot school.

An environmental scan of existing resources at the pilot sites showed that the YMCA Fun Companies and the Monroe Carell Jr. Children’s Hospital at Vanderbilt were already serving those schools, so they became Lead Agencies with staff assuming the roles of Coordinated

## HEAL COMMITTEE

### **Lisa Beck, Co-Chair**

YMCA of Middle Tennessee

### **Kim Harrell, Co-Chair**

Monroe Carell Jr. Children’s Hospital at Vanderbilt

### **Susan Lyle, Vice Chair**

Metro Nashville Public Schools

### **Sarah Adams**

Belmont University

### **Liz Aleman**

Monroe Carell Jr. Children’s Hospital at Vanderbilt

### **Janet Barcroft**

Skyline Medical Center

### **Alex Diamond**

Monroe Carell Jr. Children’s Hospital at Vanderbilt

### **Latissa Hall**

Metro Public Health Department

### **Malinda Hersh**

Hands On Nashville

### **Dianne Killebrew**

Vanderbilt University

### **Oscar Miller**

Tennessee State University

### **Nicole Proffitt**

Metro Nashville Public Schools

### **Joan Randall**

Vanderbilt University

### **Melanie Scott**

Kids on the Block of STARS Nashville

### **Chris Taylor**

Metro Public Health Dept

### **Kim Thompson**

Healthways

### **Deborah Walker**

Metro Nashville Public Schools

### **Ashley Waters**

Metro Nashville Public Schools

### **Paul Widman**

Metro Nashville Parks & Recreation

## PARTICIPATING ORGANIZATIONS

Adventure Science Center (iHealth Program)

Belmont University Center for Service Learning

Boy Scouts

David Lipscomb University

Five Star Vending

Fizeek Fitness

Harding Place YMCA

Kiwanis

Mental Health Association of Middle TN

Nashville Predators

Nashville Public Television

NFL Fuel Up to Play 60

Pencil Partners

Phi Theta

STARS (Students Taking A Right Stand) & Kids on the Block

TENNderCARE Outreach Program

Tennessee State University

Tennessee State University Cooperative Extension Program

Tennessee State University, College of Health Sciences, Doctoral Physical Therapy Department

University of Tennessee Extension – Tennessee

Nutrition and Consumer Education Program

(TNCEP)

School Health Liaison within each school. The liaisons worked with each school's Healthy School Team to implement the School Health Index, an assessment tool designed by the Centers for Disease Control, to determine each school's greatest need and decide what resources and/or projects would address each issue.

The committee also built a temporary resource guide to be used only in the chosen pilot schools and by their respective Healthy School Teams and Liaisons. Each school determined their needs and then selected resources and projects from the resource guide that would best assist them in reaching their respective goals.

Independent evaluation of the HEAL Pilot Program was possible through a grant from Project Diabetes, a statewide initiative focusing on innovative education, prevention, and treatment programs for diabetes and obesity. The project showed a marked success in each of the pilot schools compared to MNPS sites implementing Coordinated School Health without a community school focus. One Healthy School Team leader felt the garden project at Glencliff had been a "huge success on its own, especially because it was integrated into science classes." Community engagement with a multicultural twist was also a success. For example, one school coordinated with the custodial staff from the Kurdish community to maintain the gardens during the summer months in exchange for harvesting vegetables, fruits, and herbs for their families and communities.

## Next

Project activities and evaluation are serving as benchmarks and lessons-learned for the Community Achieves Task Force as they work on the development of a community schools framework. The Coordinated School Health Pilot is included in documentation of the new framework, which also includes Healthy School Teams.

In addition, the staff of Children's Hospital at Vanderbilt are now building a set of videos filmed during the project. These videos document the process of Healthy School Teams and their chosen projects for their school, and can be used as training tools for other schools and community organizations that want to build stronger Healthy School Teams and support Coordinated School Health.

## Results

The HEAL Pilot Project for Coordinated School Health showed positive impact on student knowledge and behavior. In comparison surveys of high school students in pilot and non-pilot schools, a sample of results shows:

- 75% of surveyed students in pilot high schools agreed or strongly agreed that the students from their schools are well prepared in the area of health and wellness awareness upon graduation – compared to 68% in non-pilot schools.
- 42% of students in the pilot schools reported that they had eaten breakfast every day for the previous week – compared to 34% of other students.
- 32% of pilot students reported at least 30 minutes of physical activity every day for the previous week – compared to 27% of other students.
- 30% of pilot students reported less than one hour per day watching TV or playing video/computer games – compared to 24% of other students.



School Garden at Wright Middle School

# Adolescent Sexual Responsibility (ASR)

**Ensure Nashville adolescents are sexually responsible with the help of evidence-based reproductive health resources and pregnancy prevention information to facilitate youth access to reproductive health services.**

Alignment Nashville's Adolescent Sexual Responsibility (ASR) Committee made 2011 a year of new initiatives with its first community resource guide and first community conference.

Adolescent Healthy Futures is a multi-agency guide for connecting young people to reproductive health resources. In addition to a quick reference grid of resources, the guide is divided into specific sections:

- For youth-serving organizations and caring adults – where they can ask for an informational presentation or refer teens for assistance.
- For youth – where they can identify trained teens to help them or a friend deal with peer pressure, talk to their parents or get support to make healthy responsible choices.



Anjanette Eash from You Have the Power presents at the 2011 ASR Conference

## ASR COMMITTEE

**D'Yuanna Allen, Chair**  
Metro Public Health Department  
**Linda DePriest, Vice Chair**  
Metro Nashville Public Schools  
**Joan Clayton-Davis**  
Community Volunteer  
**Misty Ellis**  
Nashville CARES  
**Ashleigh Hall**  
Centerstone  
**Lillian Maddox-Whitehead**  
Metro Public Health Department  
**Kayce Matthews**  
Planned Parenthood of  
Middle and East Tennessee  
**Melanie Scott**  
Students Taking A Right Stand  
**Pamela Sheffer**  
Oasis Center  
**Sharon Travis**  
Sexual Assault Center

## PARTICIPATING ORGANIZATIONS

Birthing Project- Nashville  
Centerstone  
Exchange Club Family Center  
Fashioned In His Image Total Women's Center Inc.  
Meharry at Metro General Hospital -  
Adolescent Clinic  
Metropolitan Public Health Department  
Metropolitan Public Schools  
Music City Healthy Start Male Involvement Program  
Nashville CARES  
Oasis Center  
Parents, Families, and Friends of Lesbians and Gays  
(PFLAG)  
Pediatric Specialists of Nashville  
Planned Parenthood of Middle and East Tennessee  
Sexual Assault Center  
Street-works  
YMCA of Middle Tennessee  
You have the Power

- For parents – where they can find education resources including workshops, support groups and parent networks.
- For youth and caring adults – resources related to youth access to contraceptive services and sexual health services.

The ASR Committee also organized its first professional development conference entitled *Putting It All Together: Connecting Community, Schools, and Resources – One Piece at a Time!* The conference focused on building a framework for participants as they support young people’s development of healthy sexuality, as well as creating knowledge and comfort as they effectively use community resources. Participants included community members representing more than 30 organizations, including MNPS social workers, middle and high school health and wellness teachers, school nurses, health care providers, health educators and representatives from universities and faith-based and community-based organizations.

“It was amazing to see the hunger for information, resources and connections at the conference,” said D’Yuanna Allen, Chair of the ASR Committee. “This conference demonstrates the collective need for more training opportunities for professionals who work with youth and the collaborative power of Alignment Nashville to make such opportunities happen.” Participants agreed, with 100% ranking the conference helpful in “connecting available school and community reproductive health resources” and 97.2% agreeing that they feel more comfortable linking the young people they serve to reproductive health resources they need.

A decade ago, the U.S. Surgeon General issued a national call to action for promoting sexual health and responsible sexual behavior while addressing the significant public health challenges regarding the population’s sexual health. Clearly, Alignment’s ASR Committee is proactively tackling the issues related to adolescents.

## Next

In January 2012, the ASR Committee will actively distribute the Adolescent Healthy Futures resource guide to youth-serving organizations and providers 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 is part of NPT’s Children’s Health Crisis project, a three-year initiative developed around the AN Children’s Health Executive Oversight Committee’s “Five Goals for Children’s Health in Nashville.”

The ASR Committee will also begin a strategic reframing process to expand its organizational partnerships for greater impact in the community.

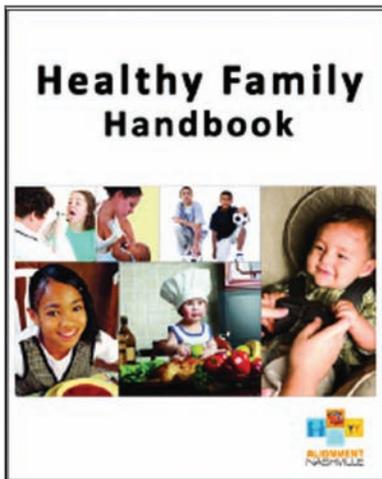
## Results

1. Early this year, the ASR Committee was nationally recognized in a feature article about adolescent sexual responsibility and collaborative opportunities with public schools in the NACCHO Exchange, the quarterly journal publication of the National Association of County and City Health Officials. The publication is received by every local health department in the nation.

2. More than 97% of organizational participants felt more comfortable linking young people to needed reproductive health resources after attending Nashville’s first professional development conference on health sexuality organized by the ASR Committee.

# Primary Care

**Increase access to Early and Periodic Screening, Diagnostic, and Treatment, including vaccinations, for children ages 10-14.**



The Healthy Family Handbook, another Resource Guide from Alignment Nashville

It's no secret that kids (and even most adults) hate getting shots. And most don't like going to the doctor much, either. So maybe it's no surprise that, even though most parents know that vaccinations and regular well-child visits are necessary for healthy children, too many adolescents miss their annual checkups and required immunizations.

Davidson County has excellent rates for Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) for children until age 10, when the rate plummets to 59%. And in 2011, nearly 42% of seventh-grade students in Metro Nashville Public Schools had not received their required immunizations by the first day of school.

The Alignment Nashville Primary Care Committee is working to make sure these children don't miss important preventive care. In 2011, the Primary Care Committee

## PRIMARY CARE COMMITTEE

### **Kim Wyche-Etheridge, MD, Chair**

Metro Public Health Department

### **Reba Bryant, Vice Chair**

Metro Nashville Public Schools

### **Mary Bufwack**

United Neighborhood Health Services

### **Emmanuel Ehiemua**

Metro Nashville Public Schools

### **Kathy Gilliland**

Healthways

### **Becky Green**

Metro Public Health Dept

### **Michelle McRae**

Health Assist Tennessee

### **Melissa O'Connor**

Healthways

### **Renee Roberson**

TENNderCARE Outreach

### **Clare Sullivan**

Vanderbilt Institute for Medicine  
& Public Health

### **Dranda Whaley**

Health Assist Tennessee

### **Amanda Wheeler**

Belmont University

## PARTICIPATING ORGANIZATIONS

American Academy of Pediatrics

(Tennessee Chapter)

Centennial Pediatrics, PC

Choice Family Health Care

Community Food Advocates

Conexion Americas

Department of Health - TENNderCare Program

Dream Centers of Tennessee

Mental Health Association of Middle Tennessee

Metro Public Health Department

Mone

Nashville Public Library

Prevent Child Abuse Tennessee

Reconciliation Inc.

TENNderCARE Outreach Program

Tennessee Justice Center

The Renfrew Center

United Neighborhood Health

released the Healthy Family Handbook, available online and in print, with information about health insurance, immunizations, primary care providers, well-child checkups, mental health services, dental health, exercise, nutrition, and more. Originally developed in 2010 as a tool for parents of adolescents (ages 10-14), the handbook was reformatted this year to make it applicable to all ages.

Baptist Healing Trust, HCA Foundation, Ingram Foundation, and United Way provided funding to produce and distribute approximately 15,000 copies of the handbook across Nashville during March-May 2011 in partnership with the Nashville Public Television's NPT Report: Children's Health Crisis documentary series.

The largest quantity of handbooks (4,875) were distributed by TENNderCare Outreach workers, who conduct targeted outreach in Davidson County with face-to-face contact with more than 70,000 parents, caregiver and children each year in locations such as the DHS office waiting area, Family Resource Centers, WIC clinics, pediatric clinics, various agencies serving our immigrant and refugee populations as well as nearly all of the Metro public schools. Other large distributors included Nashville Public Library (3,000), Metro Nashville Public Schools (3,500), United Way Family Resource Centers (1,700), Nashville Public Television (1,000), Summit Medical Center (300), Metro Public Health Department (250), Early Head Start (100), and YMCA - Urban Services (75).

## Next

To increase EPSDT/well-child checkup and immunization rates, the Primary Care Committee plans to:

- Use the Invitation to Participate (ITP) process to conduct a community-wide marketing/outreach campaign during the spring/summer of 2012 to encourage parents to get the required vaccinations for their sixth-grade students before they begin seventh grade.
- Partner with providers across the city to provide "fast-track vaccination clinics" in provider offices. These clinics can also provide a well-child check-up at the same time to increase EPSDT rates among the targeted populations.

## Results

"I picked up a copy of the Healthy Family Handbook recently at my son's school. This is an excellent resource for new parents, young parents, parents without good access to healthcare information."  
– MNPS parent

That praise is the typical reaction to the handbook, as shown by an online parent survey to gather information about the capacity of the manual as a tool for families, the importance of the sections of the manual, and the utility of the forms provided for parents. All of the parent respondents agreed or strongly agreed with each statement below:

- I believe the Healthy Family Handbook would be helpful to ANY family.
- I found information in the Healthy Family Handbook that I have been looking for.
- I will tell my friends about Healthy Family Handbook.
- The handbook helped me to understand what preventive care my child needs.

The committee also conducted an online TENNderCare Outreach Worker survey; 100% of respondents agreed or strongly agreed that:

- I believe the Healthy Family Handbook would be helpful to ANY family.
- The Handbook allows me to provide information to families on a wider variety of topics than I can cover without it.
- I am confident that the Handbook will help families understand what preventive care their children need.
- I will use the Handbooks for outreach during Home Visits.

# Social Emotional Learning

**Ensure that Nashville children and youth are mentally healthy.**



Misty Yarbrough (Mental Health Cooperative), Michael Kirshner (Mental Health Cooperative), Trish Hayes (Public Defender's Office)

With a name change to reflect more focused and intentional connections, the Alignment Nashville Social and Emotional Learning (SEL) Committee provides a framework to link district programs already in place, including Character Education, Service Learning, Positive Behavior Supports, Cooperative Learning, Differentiated Instruction, and Prevention/Positive Youth Development.

Formerly known as "behavioral health," the SEL Committee reflects the increasing desire of MNPS teachers, staff and administrators to foster students' mental wellness as the foundation for school success. The work began with an 18-month grant from the U.S. Department of Education that ended last year after creating a foundation for linking youth in Nashville with comprehensive services – and spurred last year's development of a first-ever SEL conference and resource guide.

## SEL COMMITTEE

**Denise Rollins - Chair**

Mero Nashville Public Schools

**Kathy Gracey - Co Vice-Chair**

Vanderbilt University Medical Center

**Marcy Melvin - Co Vice-Chair**

Centerstone

**Diane Abernathy**

Metro Nashville Public Schools

**Tim Adgent**

Metro Nashville Juvenile Court

**Rhonda Ashley-Dixon**

Vanderbilt Psychiatric Hospital

**Shirley Berry-Yates**

Vanderbilt University

**Lisa Bilton**

Metro Nashville Public Schools

**Reb Buxton**

Lifecare Family Services

**Monica Causey**

Tennessee Voices for Children/TPIRC

**Beth Cruz**

Metro Nashville Public Defender's Office

**Ann Cumbie**

Metro Nashville Public Schools

**Erin Daunic**

STARS Nashville

**Sonya Dobbs**

Metro Nashville Public Schools

**Natalie Embry**

Tri-Star Skyline Madison

**Vickie Fleming**

Metro Nashville Public Schools

**Tracy Glascoe**

Vanderbilt University Medical Center

**Diane Gramann**

Mental Health Association of Middle Tennessee

**Anthony Hall**

Metro Nashville Public Schools

**Trish Hayes**

Metro Nashville Public Defender's Office

**Todd Hickman**

Health Connect America

**Eric Johnson**

STARS Nashville

**Tiffany King**

Metro Nashville Public Schools

**Michael Kirshner**

Mental Health Cooperative, Inc.

**Susan Lyle**

Metro Nashville Public Schools

**Joel Mayes**

Zaner-Bloser Educational Materials

**Debra McAdams**

Metro Nashville Public Schools

**Kelly Noser**

MNPS - Kelly Noser Consulting

**Ami Parker**

Youth Villages

**Greta Requierme**

Nashville Public Television

**Melanie Scott**

Kids on the Block of STARS Nashville

**Per Thomas**

Department of Children's Services

**Angie Thompson**

Metro Public Health Department

**Corinne Tureau**

Department of Children's Services

**Ashley Waters**

Metro Nashville Public Schools

**Neely Williams**

Community Partners Network

## PARTICIPATING ORGANIZATIONS

ASK-PEP Program

Bringing Books to Life!

Camelot Care Centers, Inc.

Catholic Charities of Tennessee, INC  
Centerstone

Channing Bete Company, Inc.

Children's Kindness Network

Dreams For Teens

Health Connect America, Inc.

Jewish Family Service of Nashville and

Middle Tennessee, Inc.

Karen Harper, LCSW

KidLink Treatment Services

Lifecare Family Services

MediationWorks!

Meharry Medical College/Lloyd C. Elam Mental  
Health Center

Mental Health Association of Middle Tennessee

Mental Health Cooperative-Child & Family Services

Metro Human Relations Commission

Metro Nashville Police Dept/ Victim Intervention

Program (VIP)

Metro Public Health Department Behavioral Health

Monroe Carell, Jr. Children's Hospital at  
Vanderbilt

Nashville YFC (Youth for Christ)

Oasis Center

Partners Inc.

Planned Parenthood of Middle & East TN  
pmfaith Consulting, Inc.

Reconciliation Inc.

Rolling Hills Hospital

Sexual Assault Center

STARS (Students Taking A Right Stand)

Tennessee Suicide Prevention Network

Tennessee Voices for Children

The Estuary

Tina Alston Psychotherapist

Vanderbilt Kennedy Center

Vanderbilt Psychiatric Hospital

Vanderbilt Psychiatry

Vanderbilt University Medical Center

Volunteer Tennessee

You Have the Power

Youth Villages Specialized Crisis Services

Zaner-Bloser Company a Division of High-

lights for Children



A representative of the Nashville Public Library demonstrates puppets and reading to children

The district-wide Social and Emotional Learning Conference began with an ITP for presentations centered on the five competency areas already established by the national CASEL (Collaborative for Academic, Social, and Emotional Learning), including self-management, self-awareness, responsible decision-making, relationship skills, and social awareness. The result was more than 30 workshops, all provided at no cost, during the full-day conference in July at the Martin Professional Development Center for more than 300 staff from MNPS and community organizations.

The conference received accolades in participant surveys, such as:

- “I loved the diversity of sessions.”
- “Excellent structure and information.”
- “I received a lot of good information about being a gay teen in Nashville. An excellent presentation – this was an extremely well-organized conference.”
- “Honored the voices of all MNPS students, with great information on the challenges facing Latino students.”

Participants also received the first copies of “Social Emotional Learning: A Resource Guide to Behavioral Health” which lists the mental health and wellness services available to MNPS school staff. In the initial ITP, the SEL Committee asked for responses related Promotion and Prevention, Recognition and Intervention, and Crisis Intervention – and received more than 33 responses from 28 community organizations. School guidance counselors and psychologists, behavioral specialists, school social workers, exceptional education teachers, and school administrators will all be using the guide.

## NEXT

Based on the exceptional work already accomplished by the SEL Committee and MNPS, the district is currently in the interview phase as a candidate for the CASEL Collaborating Districts Initiative to build capacity within large school systems for high-quality, evidence-based programming that promotes social and emotional learning from preschool to grade 12. CASEL representatives interviewed members of the SEL Committee and were very complimentary of community support provided through the Alignment process. In addition, the SEL Committee will begin tactical planning for next steps in January 2012.

## RESULTS

In addition to rave anecdotal comments from SEL Conference participants, survey responses results show:

- 97.1% agreed or strongly agreed that “content of sessions was appropriate and informative.”
- 100% agreed or strongly agreed that the “conference was well organized.”
- 97% agreed or strongly agreed that they “would recommend this conference to others.”
- 85.7% agreed or strongly agreed they “would attend this conference again next year.”



Attendees of the 2011 Social and Emotional Learning Conference

# School Nutrition

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

The School Nutrition Committee sprinted ahead in 2011 to create a pilot project in 10 schools where school personnel and community organizations are working together to transform the selection, nutrition and preparation of school cafeteria meals.

National and local data clearly show the need for Alignment's newest committee. In a 2010 study, Tennessee ranked 42 in a list of most obese states – up from 44 in 2009 but still far from ideal.

Nationally, roughly one-third of all U.S. adults and 17% of children and adolescents aged 2-19 years are obese – statistics that are echoed at the Nashville level.

The circumstances in Nashville are complicated by the high percentage of students whose families live at or near the federal benchmark for poverty, a situation that has been repeatedly correlated with obesity. With more than 70% of students qualifying for free or reduced-price meals, schools are in a unique position to help these students receive healthy meals and to educate families about nutritious guidelines.

After the committee's first meeting in February, a facilitated session helped identify the eight tenets supporting their vision, including:

- Quality food preparation and presentation should occur in each cafeteria.

## SCHOOL NUTRITION COMMITTEE

### Jay Nelson, Chair

Metro Nashville Public Schools

### Shavaun Evans, Vice Chair

Community Food Advocates

### Kerone Armstrong, Student

Maplewood High

### Jeremy Barlow

Tayst Restaurant

### Joan Benton

Southeast Dairy

### Ashley Beziat

Community Member

### Sherry Burton

Metro Nashville Public Schools

### Fred Carr

Metro Nashville Public Schools

### Veronica Childs

Metro Nashville Public Schools

### Sheila Clark

Metro Nashville Public Schools

### Sue Clark

Metro Nashville Public Schools

### Julie Fitzgerald

Metro Public Health Dept.

### Lori Flemming

Metro Nashville Public Schools

### Latissa Hall

Metro Public Health Department

### Marilyn Haymaker

Community Member

### David Henry

True Tone Recording

### Sherri Holland

Metro Nashville Public Schools

### Crystal Holt

Metro Nashville Public Schools

### Pam Hull

Vanderbilt University

### Francie Hunt

Stand for Children

### Rebekah Jacques

Second Harvest

### Matt Leber

Community Member

### Christie Lewis

Metro Nashville Public Schools

### Susan Lyle

Metro Nashville Public Schools

### Selena McCoy Carpenter

Glendale Elementary Parent

### Patricia Orman

Metro Nashville Public Schools

### Jill Pittman

Metro Nashville Public Schools

### Dimple Simpson

Metro Nashville Public Schools

### Jeanette Smith

Metro Nashville Public Schools

### Brian Strahine

Metro Nashville Public Schools

### Sharon Suggs

Metro Nashville Public Schools

### Deborah Walker

MNPS Food Services

### Kathy Wantland

Metro Nashville Public Schools

### Julius Witherspoon

Metro Social Services

## PARTICIPATING ORGANIZATIONS

Anna Higginbotham, Parent

Chef David Owens

Community Food Advocates

Jo Wix

Lori Likins, Glengarry Elementary

Martha O'Bryan Center

Metro Nashville - Communities Putting Prevention to Work

Monroe Carell Jr. Children's Hospital at Vanderbilt - CHAMP'S Gardens Initiative

Paige Clancy, Community Member

Park Avenue School Community Garden

Sarah Smith, Lipscomb University

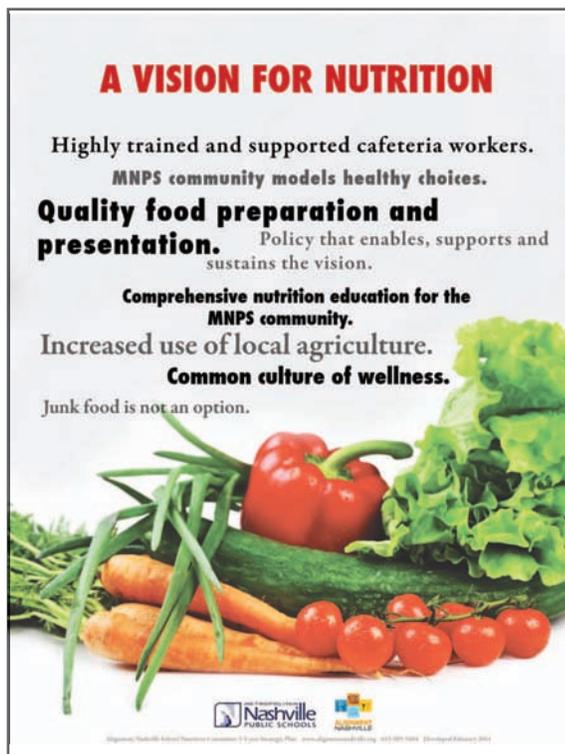
Second Harvest Food Bank of Middle Tennessee

Tamala Davis, Parent

Tennessee State University

The Dietetic Internship Program at Vanderbilt

The Oasis Center



- A mantra that “junk food is not an option.”
- Comprehensive nutrition education is essential for the MNPS community.
- The MNPS community will model healthy choices.
- Cafeteria workers will be highly trained and supported.
- The use of local agriculture will increase.
- Schools will create a common culture of wellness.
- District policy will enable, support and sustain the vision.

A \$50,000 grant from Healthways Foundation funded the first steps in training, with 26 MNPS cafeteria managers and six students from Hunters Lane High School Culinary Arts Program attending the National School Nutrition Association Conference held in Nashville this summer. The participants then collaborated in nine hours of facilitated discussion to design a pilot nutrition program that can be scaled into all MNPS school cafeterias across the district. As part of the plan, the committee hopes to re-brand school cafeterias as Cafés.

The committee’s first Invitation to Participate was released in September to identify community resources, programs or staff supporting the school café pilot program. Currently, 15 responses include such services as education to students and staff, garden-to-school initiatives, communications and marketing, developing student voice, and support in developing and implementing a pilot training program that began in November.

## Next

Schools selected for the ongoing nutrition pilot program include Glenview, Glengarry, Fall-Hamilton, Park Avenue and Shayne elementary schools; Rose Park and Wright middle schools; and Overton, McGavock and Stratford high schools. Staff from each of those schools will participate in a three-week training program during the remainder of the 2011-2012 school year.

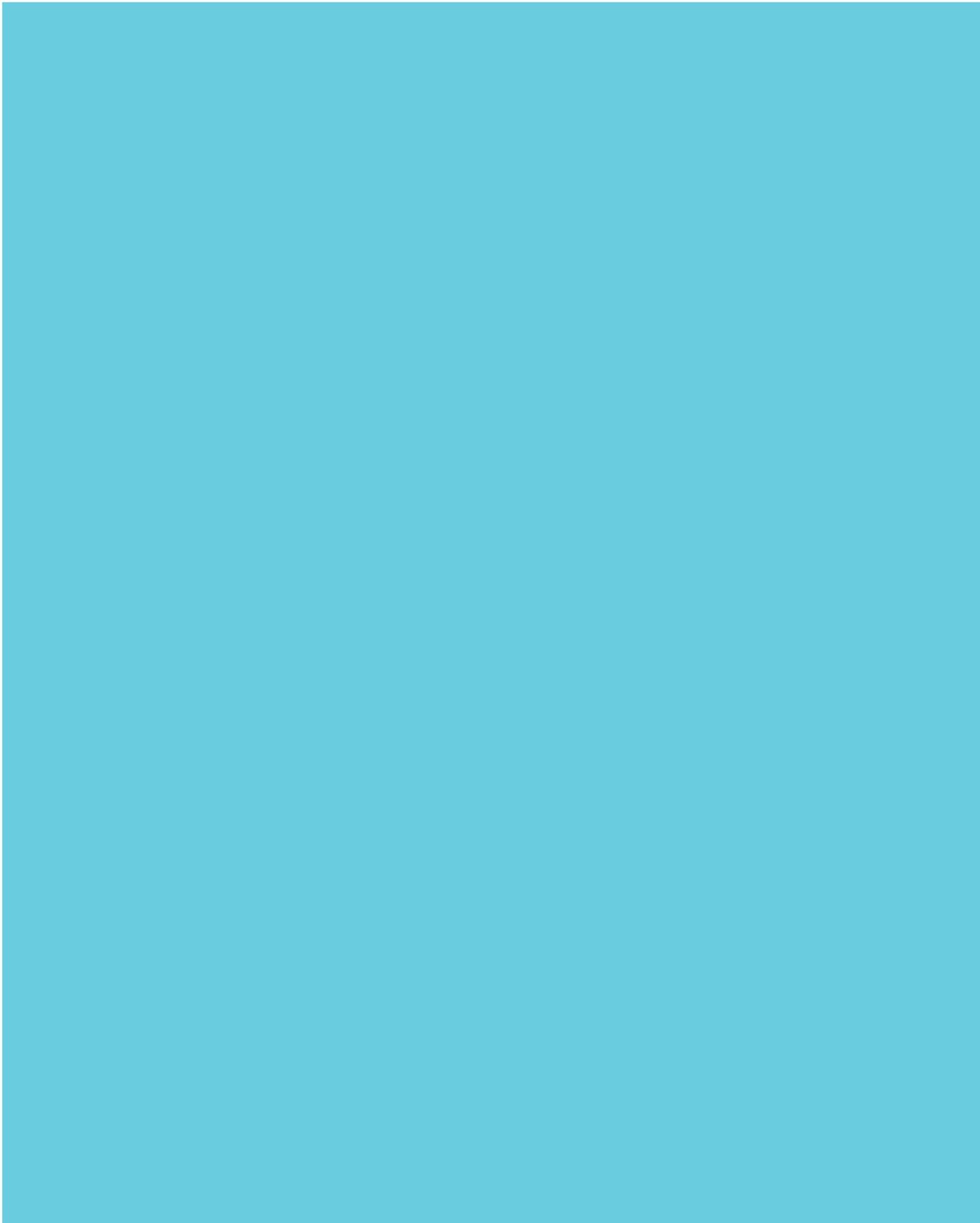
As the pilot proceeds, the School Nutrition Committee will begin measuring results in three key areas of change:

- More foods made-from-scratch (with fewer processed products).
- Reinvent a la carte to reduce high-calorie and/or nutrition-poor choices.
- More fruits and vegetables selected by students.

The committee is also planning to produce replication guides and training videos based on the pilot school projects, and continues to explore funding sources to expand the program.

## Results

In less than a year, the new School Nutrition Committee has crafted goals and measurement metrics, secured seed funding, arranged initial training, issued its first ITP, developed a standardized training program, and initiated a 10-school pilot project to convert traditional school cafeterias to student- and nutrition-friendly School Cafés.



## Section 4 - Other Initiatives

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# Art2STEM

**Change students' attitude toward science, technology, engineering, and math (STEM), encourage them to choose a STEM-related Career Academy, and expand the pipeline for STEM jobs to include more females and minorities.**



Summer Camp 2011  
at Lipscomb University

Partially funded by a three-year grant from the National Science Foundation, Art2STEM provides “discovery through design” with real-world inquiry and project-based experiences that connect students’ current interests – such as art – to science, technology, engineering and mathematics (STEM).

The afterschool activities, designed primarily for middle school girls, take place in informal settings facilitated by teachers and mentors recruited from STEM-related businesses who serve as Coaches. The activities come alive when the students visit universities and local businesses to see how the practical application of STEM can improve their lives. “Our field trip to Aegis Labs helped me realize what I want to be – a forensic scientist,” said an eighth-grade club member at Thurgood Marshall Middle School. “That really helped me figure out what I need to do

## BUSINESS PARTNERS

Aegis Labs  
C.R. Gibson  
Deloitte  
Earl Swenson Associates  
Film House  
Fisk University  
Frist Center for the Visual Arts  
Hanger Orthotics  
Lee Company  
Lipscomb University  
LP Building Products  
Metro Water Services  
Middle Tennessee State University  
Nashville Electric Service  
Nashville International Airport  
Nissan North America  
Parthenon  
Street Dixon Rick Architecture  
Tennessee Tech University  
Triumph Aerostructures

## VOLUNTEER MENTORS

Christina Carlisle - Deloitte  
Susan Lewis - Deloitte  
Jan Maddox - Deloitte  
Pam England - Deloitte  
Beth Grubb - iPractice Group  
Mary Garmon Bruce - Metro Water  
Barbara Ward - Belmont University  
Tami Deakins - Deloitte  
Tisha Hood - Deloitte  
Donna Pritchett - Vanderbilt University  
Ashley Cetnar - Vanderbilt University  
Sheyla Paz Hicks - Paz Communications  
Kay Geving - Belmont University  
Shelia Mayfield - United Methodist  
Communications  
June Manning - Verus Med  
Leslie Knapp - Deloitte  
Marcia Millet - Tennessee State University  
Marilou Pampo - Blue River Information  
Technology

## TEACHERS

Lee Tydus  
Jodi Graham  
Shannon Youngman  
Melynda Sutton  
Kym Dukes  
Michelle Little –  
Tara Colwart  
Melissa Gascon  
John Marshall  
Nicole Jimenez  
Jennifer Wilson  
Peter Ortner  
Edward Rakus  
Valerie Foster  
Sara Hoyal  
Anna Torrence  
Tobey Green Mayfield  
Erica Waggoner  
Lyndell Keys Edmondson  
Tocarra Cecil  
Deborah Smith  
Michelle Newcomb  
Cathryn Armstrong  
Melinda McDonald  
Carol Mosow

in order to make it in that field.”

For its second year, Art2STEM continued in seven MNPS middle schools (Apollo, Croft, DuPont-Tyler, Joelton, Oliver, Thurgood Marshall, and West End) and added Bailey Middle – and as a one-year pilot project, added four high schools (Antioch, Cane Ridge, McGavock and Overton) for a total of 286 enrollees. In addition to launching a dedicated website ([www.art2stem.org](http://www.art2stem.org)) and producing an Art2STEM Replication Guide, the wide variety of activities included:

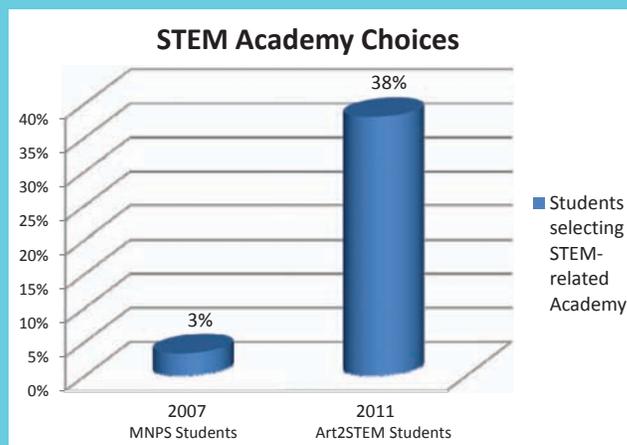
- “From Concept to Consumer: Building a Foundation in Problem-Solving,” a module from the Ford Partnership for Advanced Studies. To understand the manufacturing process, teams of club members used their STEM and 21st century skills to create an invention, decide on a product name, determine manufacturing costs, create a marketing strategy, and determine the price consumers would pay for the product.
- Computer-aided design through the software program, SPORE Creature Creator. Club members used their creativity and design skills as they navigated the virtual environment and constructed electronic creatures that were sent to Zcorp to produce 3D models via rapid prototyping (RP) and return to students.
- A visit to an actual RP lab at Tennessee Tech University where students participated in the RP process.
- The second annual Family Night at Adventure Science Center, where 160 students, family members, educators and business leaders celebrated the students’ projects.
- The second annual project-wide celebratory sleep-over event at Adventure Science Center with 44 girls, and the second annual Art2STEM summer camp at Lipscomb University, where 44 girls developed team projects in response to a grand challenge to “Reimagine and Rebuild Nashville After the 2010 Flood.”

The experiences create powerful motivation for students. “We have seen so many girls mature and change throughout the Art2STEM program,” said Jodi Graham, Art2STEM Coach & sixth-grade teacher at Apollo Middle. “After being in the Art2STEM program for a year, one girl really wants to be the first in her family to attend college, and she attributes that attitude to Art2STEM.”

## NEXT

Art2STEM is beginning its third year with more than 210 middle school girls enrolled in eight afterschool clubs. Ongoing activities include club sessions, field trips, professional development for Coaches and evaluation. In addition, dissemination of the new Art2STEM Replication Guide to Nashville’s business and higher education communities will provide greater understanding of project, encourage deeper business and community engagement, and help build sustainability for future clubs.

## RESULTS



After participating in Cohort 1 of Art2STEM, 38% of club members chose a STEM-related Academy as they completed ninth grade this year, a dramatic increase over the 3% of MNPS ninth-graders interested in STEM in a 2007 survey.



Partial Funding Provided by  
National Science Foundation



# America's Promise



Nashville continues to shine as a leading city in the America's Promise initiative, which seeks to ensure that all youth have caring adults, safe places, a healthy start, an effective education, and opportunities to help others.

In 2011, Nashville was selected as one of America's Promise 100 Best Communities for Young People for the fourth time because of its initiatives that increase student engagement, encourage parent-child interaction and focus on youth leadership development.

Nashville is also one of 13 cities already designated as partners in Grad Nation, launched by America's Promise in September 2011 as a new initiative to end the high school dropout crisis and prepare young people for college and the 21st century workforce. Grad Nation has two goals: a national graduation rate of 90% by 2020 (with no school graduating less than 80%), and regaining America's standing as first in the world in college completion.

"In a nation where 7,000 students drop out of high school every day, we hope Nashville's initiatives inspire other communities across the nation to take action to solve the challenges facing their young people," said Marguerite W. Kondracke, America's Promise Alliance president and CEO. "Nashville is especially deserving of this recognition due to their efforts to ensure that their young people graduate high school and go on to lead healthy, productive lives. Nashville refuses to let the challenges they face determine the future for their young people. Instead, they are helping their youth prosper and become contributing members of society."

AN continues to strengthen its relationship with America's Promise. Funding from America's Promise allowed AN to create a Collaborative Coordinator position to lead a focused conversation about America's Promises initiatives in each of the AN committees. Previously, AN has also received funding from America's Promise for the Academies of Nashville celebration coordinated by the High School Academies Committee, PENCIL Foundation and the Nashville Area Chamber of Commerce.

Nashville has taken a whole-child approach to addressing child-youth issues and the focus of America's Promise has been integrated into the AN Collaboration Process at the tactical planning level, with each AN committee addressing the plan's five categories and the five key supports identified by America's Promise. These initiatives are ongoing.

# Ford Hub

Early in 2011, Ford Motor Company Fund and Community Services, the philanthropic arm of Ford Motor Company, named Nashville a Ford Next Generation Learning (Ford NGL) Hub, one of only seven in the country.

With this prestigious designation, Nashville will offer professional development as well as coaching and training services for other communities seeking to develop a master plan for education transformation as they seek to become a Next Generation Learning community as part of the Ford Next Generation Learning network.

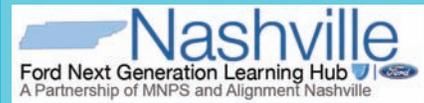
Alignment Nashville will coordinate the Hub activities with MNPS; Sydney Rogers (Alignment) and Starr Herrman (MNPS) will co-direct the Hub. Later in 2011, the Hub was host for the leaders of the other six regional hubs for their quarterly meeting. These directors – who came from California, Florida, Georgia, and Pennsylvania – also got a close-up view of the high school redesign efforts in Nashville, including a morning at McGavock High School where they learned about the Academies of Nashville implementation.

Interest in the Academies of Nashville from other communities has been intense and as a result, the Ford NGL Hub has organized and hosted two Academies of Nashville Study Visits in the past year. Teams of leaders from eighteen communities across the country have traveled to Nashville to study the implementation of academies 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.



Commercial Promoting Ford and the Academies of Nashville



Cheryl Carrier, with the Ford Motor Company Fund announces that Nashville has been named a Regional Hub for Ford Next Generation Learning and that Alignment Nashville will coordinate the Hub with Metro Nashville Public Schools.

# Community Achieves

A Community School acts as the hub of its community by engaging community partners to offer on-site, integrated programs and services specific to the needs of students and their families. While each community school is unique and offers its own array of services and resources, they all share a common goal of improving student learning, strengthening families, and improving the health of the community.

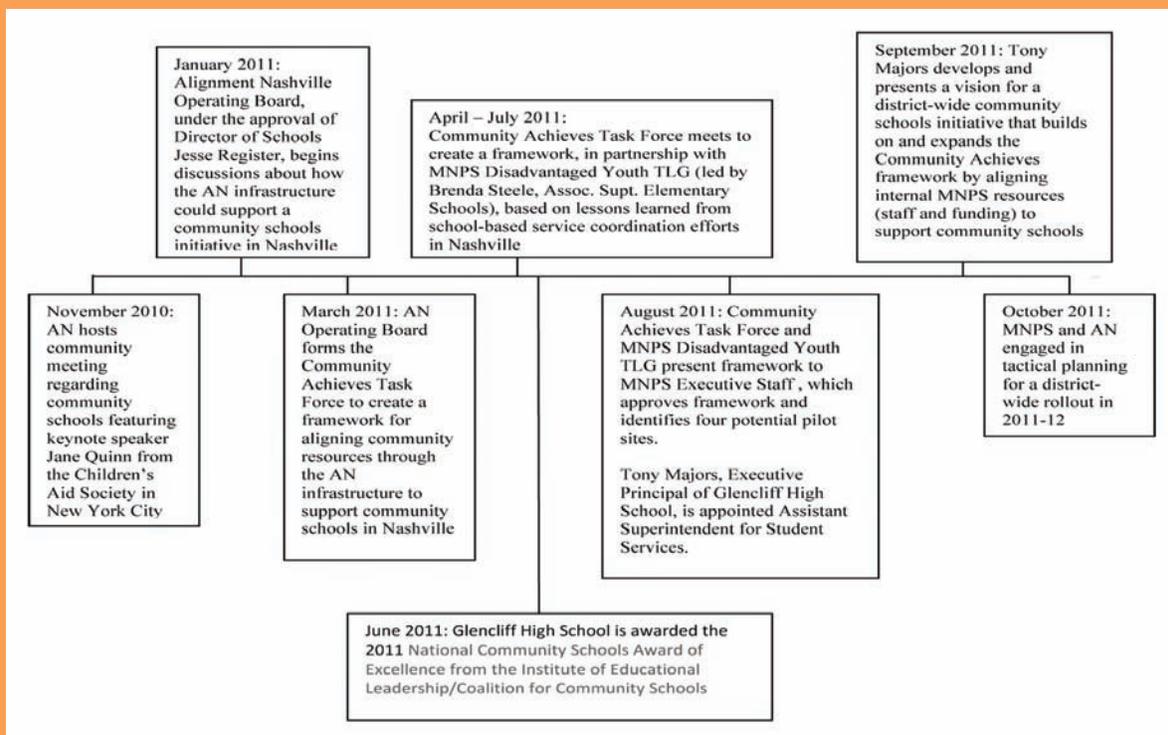
The community school model has proven to be effective across the nation. According to the National Center for Family and Community Connections to Schools, “There is evidence of positive impacts ... including better family functioning and parent involvement, healthy youth development and improved social behavior, improved academic achievement and learning outcomes, and enhanced community life. Evaluations of community

schools show an increase in mathematics and reading test scores, as well as improved attendance and decreased suspensions.”

In Nashville, the model is a way to provide “family-centered schools,” with coordination to ensure that the numerous available community services and resources are targeted to areas of need and leveraged as much as possible.

Alignment Nashville’s infrastructure provides a unique opportunity to coordinate and align community resources. In 2011, the AN Operating Board convened the Community Achieves Task Force, which was charged with creating a framework to use the committee structure to align services across the district and ensure school-level coordination.

In partnership with the MNPS Disadvantaged Youth



## COMMUNITY ACHIEVES TASKFORCE

Transformational Leadership Group, the Community Achieves Taskforce spent several months investigating examples of successful community schools – including Nashville’s own Glenclyff High School, the only high school in the nation that received the 2011 National Community Schools Award of Excellence from the Institute of Educational Leadership/Coalition for Community Schools.

In addition, the Taskforce incorporated lessons learned from the AN Middle School’s “Creating a Culture of Kindness” initiative, which received funding from the Centers for Disease Control to provide school-level coordination of services to improve school climate and academic achievement (see page 6). They also reviewed information from the AN Healthy Eating Active Living (HEAL) Committee’s pilot to support Coordinated School Health; in this pilot, community partners Monroe Carell Jr. Children’s Hospital at Vanderbilt and the YMCA of Middle Tennessee provided school-level coordination for six schools and their efforts to create a culture of wellness in partnership with the community.

The result of the Taskforce’s work was a shared vision for community schools in Nashville that includes:

- Stakeholders value family-centered schools.
- Results and accountability.
- Need-based planning.
- Collaborative goal-setting and decision-making effective and sustainable coordination structure.
- Parent engagement.

MNPS, through the Disadvantaged Youth TLG and the Department of Student Support Services, is currently working with Alignment Nashville and other community partners to develop an implementation plan that will be rolled out district-wide during the 2012-13 school year. This plan will be based on the work of the Community Achieves Taskforce and will leverage MNPS resources, the AN infrastructure, and AN Invitation to Participate process to ensure that all of Nashville’s schools become “family-centered schools.”

**Lisa Beck**

YMCA of Middle Tennessee

**Glen Biggs**

Alignment Nashville

**Mary Bufwack**

United Neighborhood Health Services

**Kathy Buggs**

Office of Congressman Jim Cooper

**Linda DePriest**

Metro Nashville Public Schools

**Kent Fourman**

Permanent General Companies

**Laura Hansen**

Metro Nashville Public Schools

**Melissa Jagers**

Alignment Nashville

**Anthony Johnson**

Alignment Nashville

**Erica Mitchell**

United Way of Metropolitan Nashville

**Kelly Noser**

Metro Nashville Public Schools

Kelly Noser Consulting

**Phil Orr**

United Way of Nashville

**Gini Pupo-Walker**

Metro Nashville Public Schools

**Sydney Rogers**

Alignment Nashville

**Denise Rollins**

Metro Nashville Public Schools

**Brenda Steele**

Metro Nashville Public Schools

# Alignment Rockford



Alignment Nashville (AN) has worked with leaders in the city of Rockford, Illinois for almost two years to assist them in creating a sister organization called Alignment Rockford (AR). During that time, AR has implemented the structures and processes of AN, created an official 501(c)(3) organization and has issued their first four ITPs. They are described in the chart to the right.



“What impresses me about Alignment is that it has the potential to take us from pockets of excellence to a system of excellence. I have yet to see a model that is more effective than Alignment Rockford for moving to systemic excellence. I am passionate about it.” Jarrett added, “We have to acknowledge that the problems in education are community-wide problems and this is the piece that is missing – the community-wide support system.”

– Ehren Jarrett,  
Assistant Superintendent at Rockford Public Schools

“For years desegregation lawsuits, poor student achievement, transient leadership and school consolidations distanced Rockford Public Schools from our community - at the time when coordinated resources were most needed! Through our support agreement with Alignment Nashville, Rockford is learning to knit together the frayed edges separating public education from the larger community. Alignment Rockford is becoming more strategic about serving our public schools, and what you serve you love.”

- Laurie Preece,  
Executive Director, Alignment Rockford

“Alignment Rockford is helping us to focus and leverage community resources to support our children and families. We still have a long way to go, but the positive energy is palpable. Alignment Rockford has created a shared space to discuss our challenges and a shared ownership over our proposed solutions. A new, collective strength is emerging that gives me great hope for our future. What we can’t do alone, we can do by working together through Alignment Rockford. I can’t say enough about the great work being done by the entire team, including our great friends from Alignment Nashville. Thank you for showing us the way.”

– Honorable Larry Morrissey,  
Mayor of Rockford



## The First Alignment Rockford ITPs

### 1. Healthy Starts Committee

Phase One ITP – The Secure Attachment Collaborative ITP called for experts to craft a simple, culturally diverse message about the importance of infants developing secure attachments. Six child development experts responded and have crafted the message with the help of Graham Spencer, a local marketing and communications firm.

Phase Two ITP – The Secure Attachment Collaborative will bring together key individuals from organizations who work with families of children pre-birth to 12 months. They will be the trainers in the ITP’s train-the-trainer tactic for pro-attachment behaviors and the attachment message. These organizations will train their caregivers to model pro-attachment behaviors and train the families they interact with.

### 2. K-5 Reading and Math Committee

The Invested From the Start ITP went out this summer, and 15 organizations near King Elementary School responded to build social capital among kindergarten parents. A lead organization was selected to partner with this year’s kindergarten class and its parents, and will remain focused on that class for the next five years at the school. Next year, a new lead organization will partner with the new kindergarten class and follow those students during subsequent grades. The desired outcome is for parents to become highly invested in their children’s elementary careers.

### 3. K-8 Behavioral Health Committee

The Summer Professional Development ITP went out in this spring to identify organizations willing to provide summer professional development for greater understanding of behavioral health topics and their impact on teaching and learning. Areas of focus are mental health and crisis intervention, social/emotional learning, and building cultural community awareness. Thirty organizations responded – among the “unusual

suspects” was a hospice organization that offered a workshop on “Bereavement Issues with Children and Adolescents” and Humor Quest, which offered a workshop on “Using Humor to Maximize Learning.”

Participating teachers get professional credit for attending the workshops, and next year, the workshops will be integrated into the district’s summer professional development catalog.

### 4. Career Awareness Sub-Committee of the High School Pathways Committee

The East Mentor/Tutor ITP was issued this summer to identify mentor/tutors for ninth-grade algebra students, an evidence-based method for improving student engagement and achievement. Sixteen local organizations responded, ranging from aerospace engineering firms to hospitals and a bioresearch firm. A total of 36 mentor/tutors are now providing services to 70 of about 400 incoming freshman at East High School.

Finally, the High School Redesign Subcommittee of the Pathways Committee is sending a group of 15 people for The Academies of Nashville Study Visit in November, 2011. As part of the effort to transform Rockford’s public high schools, the Rockford Area Economic Development Council has voted unanimously to seed \$175,000 in 2012 to support the redesign activities associated with Ford Next Generation Learning.



Children form a letter “Q” in the Reading Readiness activity at King Elementary School in September 2011. The activity resulted from the Alignment Rockford K-5 Committee’s “Invested from the Start” ITP issued in the summer of 2011.

# Alignment Institute

**“Excellent opportunity to learn in context! I appreciated learning the tactical planning process, which we will think about and try. Thank you for such a high-level, intensive, really packed experience.”**

**“I was extremely impressed with the open sharing of best practices related to both Alignment and the high school academies. This institute was extremely valuable for me and my team.”**

**“Learning the tactical planning, ITP, and community engagement processes was extremely valuable.”**

These are just a few of the comments from participants of the inaugural Alignment Institute in September 2011, where school and community leaders from across the country learned and practiced the unique Alignment process.

During the opening dinner and reception, MNPS staff and several members of the Alignment Nashville Board of Directors, including Dr. Jesse Register, Mayor Karl Dean, Tom Cigarran (via video) and Ralph Schulz explained the value of AN. Representatives from sister organization Alignment Rockford (Illinois) also shared their experience developing their own Alignment structure, and Rockford Mayor Larry Morrissey provided his unique insights into the impact of Alignment on his entire community.

The next day, participants learned about the AN structure and committee process, including Tactical Planning and Community Engagement. They observed an Alignment Nashville committee in action, and then practiced their newly learned skills as they developed a tactical plan of their own with support from AN staff. Then, they observed an Alignment Nashville Operating Board meeting, which demonstrated the power of a community-wide network and the importance of a peer accountability structure.

On the final day of the Institute, participants visited Maplewood High School, where they heard from students in the Developing Community Leaders (DCL) program and The Village. Both of these initiatives are results of the AN committee process, so it was an incredible opportunity for participants to see impact in action. Executive Principal Ron Woodard shared his exciting vision for Maplewood, and current students, alumni and faculty shared their experiences in DCL and The Village and how those programs helped their lives and academic success.

Everyone left with structures, frameworks and enthusiasm to develop Alignment processes in their own communities, making the 2011 Alignment Institute a resounding success – and we look forward to hosting additional communities at future Institutes.



Panel discussion at the 2011 Alignment Institute



Alignment Institute participants look on as panelists share

# NOTES



421 Great Circle Road, Suite 100  
Nashville, TN 37228

[alignmentnashville.org](http://alignmentnashville.org)

