

PENCIL Foundation

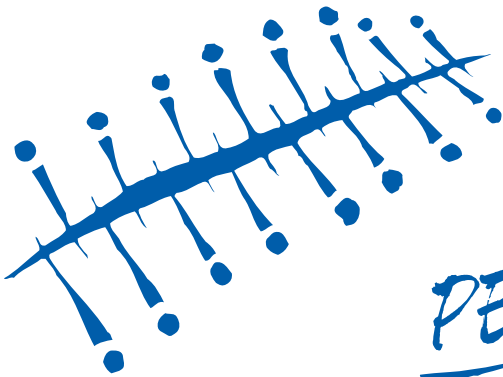
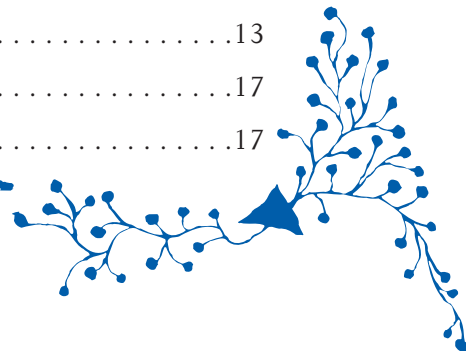
2004 Annual Report





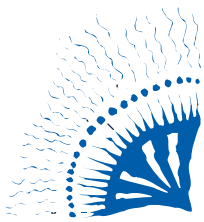
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PENCIL's Mission

Linking community resources with
 Nashville public schools to help young
 people achieve academic success and
 prepare for life.



The greatest good you can do for another is not just to share your riches, but to reveal to him his own.

— Benjamin Disraeli

September 2004

Why do we decide to get involved with PENCIL Foundation? There are many simpler, less-demanding ways to support organizations that help people. There are more people asking for more resources than ever before. So as I sit down to write this letter, I ask, "Why PENCIL?"

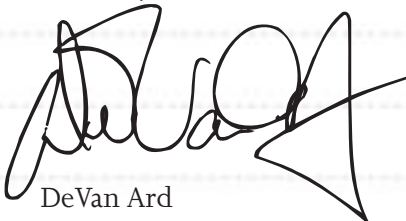
Disraeli captures in one line why I, and you, choose to support PENCIL Foundation through our time, our resources and our energy. The magic is not in what we teach the students we encounter. Nashville is fortunate to have many talented educators. The difference is in what we show students about the possibilities that open up through learning. We are role models, cheerleaders, confidence-builders — and we help students discover the power of learning within themselves. This is an investment, not only in these young individuals, but also in the future and the quality of life in our community.

As I look back over the year, we have made great progress, particularly in the area of development. This remains a high priority for PENCIL to maintain the fiscal stability to support our programs. I am grateful to PENCIL executive director Connie Williams, the PENCIL board committees and a dedicated team of staff for making 2004 a great year. A few highlights:

- PENCIL had its very first fundraising event, "A Little Night of Music," in March, raising more than \$20,000. It was a lovely, intimate evening at the Country Music Hall of Fame and Museum, where guests enjoyed their own private acoustic concert in the Ford Theater. We were privileged to have Mayor Bill Purcell as the event's honorary chair.
- We increased the number of PENCIL Partners by 86, topping our goal of 50 new partners.
- We recruited and trained volunteers to lead CHOICES seminars in eighth-grade classrooms, helping students understand the value of wise decision-making and its impact on both academic and career success.
- PENCIL received The Frist Foundation Award for Achievement in Teambuilding at the Center for Nonprofit Management's Salute to Excellence.
- Again this year PENCIL volunteers assisted MNPS by administering student surveys to first- and third-graders in all K-4 schools.
- 550 teachers, principals, volunteers and community leaders attended PENCIL's annual Spring Celebration.

Of course, none of this would be possible without our volunteers and donors, who are the heart and soul of our organization. THANK YOU for choosing to support us with your resources, time and talents.

Sincerely,



DeVan Ard
Chairman, 2003-2004





PENCIL Profile

Fiscal stability and prudence are high priorities at PENCIL. Despite cuts in funding intrinsic to a sluggish economy, PENCIL stretches an annual operating budget of \$2.4 million to serve nine programs, 130 schools and more than 70,000 students.

TOTAL REVENUE	\$2,479,119
EXPENSES	
Personnel	\$1,146,251
Benefits	\$144,106
Payroll Taxes	\$84,610
Sub-Total	\$1,374,967
Postage	\$8,230
Professional Services	\$69,284
Professional Development	\$6,403
Contracted Student Services	\$97,668
Communications	\$23,926
Printing	\$38,547
Program Awards	\$52,155
Supplies	\$15,412
Equipment Maintenance	\$11,956
Travel	\$12,392
Facility Lease	\$132,339
Program Activities	\$41,159
In-kind Services	\$537,557
Technology	\$6,850
Total Expenses	\$2,428,845
NET RESULT	\$50,274



PENCIL executive director Connie Williams accepts the Friet Foundation Award for Achievement in Teambuilding at the Center for Nonprofit Management's Salute to Excellence.



*15%
administration and
development*

A Little Night of Music



PENCIL entered its 23rd year with a major milestone — the organization's first fundraising event ever. "A Little Night of Music" was an intimate acoustic concert featuring singer/songwriters Carolyn Dawn Johnson and Phil Vassar. The evening, which raised more than \$20,000 for PENCIL Foundation, began with a reception and silent auction, followed by a concert for 200 in the Ford Theater of the Country Music Hall of Fame and dessert with the artists. Creative Artists Agency was Presenting Sponsor and Dell served as Corporate Sponsor. Plans are already underway for the second annual event in 2005.

"These talented artists spent the evening with us tonight so that a little more time, talent and treasures can be shared with students and educators who benefit from the work of PENCIL Foundation. We are grateful to Creative Artists Agency and to Dell for sponsoring this event in support of PENCIL's goal of engaging the community in public education and administering innovative and effective programs to help students succeed."
—Mayor Bill Purcell



CHOICES

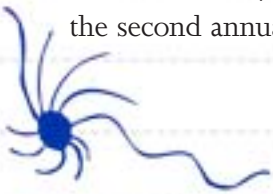
CHOICES is a new program at PENCIL, designed to help students make thoughtful academic decisions that will expand their career and life options. During two fast-paced, 50-minute classroom sessions, trained community volunteers engage students in role-playing exercises to illustrate that the decisions they make today shape their future.

THIS YEAR:

- 11 volunteers from five PENCIL Partners presented CHOICES seminars to more than 30 eighth-grade classrooms.
- Employees from AmSouth, TVA, Krispy Kreme Doughnuts, and Vanderbilt Hospital signed on as seminar presenters, providing 88 volunteer hours.

"As I talked with these young adults, I could see a good number of them connecting with the message. I'm sure it was helpful to them. CHOICES is a very well thought-through and organized program, and it is so easy to present. I went over it with my family before going to the school, just to get their input, and it was neat to see how it underlined many of the messages we have been communicating to our kids over time, but in tangible ways with timelines and real-life examples. I hope I have the chance to participate again."

—Michael Stabin
Vanderbilt University



PENCIL Partners

PENCIL Partners pairs area businesses, civic organizations and faith communities with Nashville public schools. Partner organizations and volunteers support their “sponsored” schools in a variety of ways, including financial contributions, awards and incentives, special events and volunteer tutoring.

THIS YEAR, THE PROGRAM:

- Recruited 86 new partners, for a total of 407 (a new record).
- Established a program in Sumner County modeled after PENCIL Partners.
- Continued a visible presence at the Mayor’s First Day Festival, encouraging all PENCIL partners to be involved and to support partner schools on the first day of classes.
- Coordinated the collection and distribution of in-kind donations to schools.
- Began collaboration with MNPS administrators to develop an ELL mentoring program.
- Expanded the program’s electronic volunteer tracking system to make it available to all Metro Schools in fall 2004.
- Honored 550 teachers, principals, volunteers, partners and community leaders at Spring Celebration 2004.

“For more than 13 years, we have enjoyed a special relationship with Harris-Hillman School, and we have much in common. Both VUMC and Harris-Hillman are dedicated to excellence in all we do. Harris-Hillman is our neighbor, and many students receive their healthcare in the Vanderbilt Children’s Hospital. And on a sentimental note, we are proud that Harris-Hillman is named (in part) after one of our distinguished faculty members, the late J. William Hillman, M.D.”

—Bill Rochford

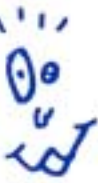
Director of Client and

Community Relations

Vanderbilt University Medical Center



Math Partners



For some, math is a struggle. For others, it is a gift or a critical job skill. Math Partners joins volunteer tutors with under-performing students to unlock the mystery of math and illustrate its usefulness.

THIS YEAR, MATH PARTNERS:

- Added two new middle schools: Ewing Park and Neely's Bend.
- Recruited student volunteers from Pearl-Cohn's Jobs for Tennessee Graduates Program and Hunters Lane's International Baccalaureate Program.
- Promoted volunteer opportunities on local access cable television channels for the first time.
- Increased volunteer hours 14 percent over 2003 (71 tutoring groups, 142 volunteer commitments, 284 students).
- Increased the number of partner organizations by 32 percent (25 businesses, community groups, and schools).

"It was her attitude toward math that changed dramatically. The Math Partners tutors gave her the confidence she needed to keep working at challenging problems. And the proof was in her test scores."

—Melna Fulbright, teacher
Isaac Litton Elementary
(describing sixth-grader Kristi Moore)





Reading Partners



If a child has not learned to read by the end of third grade, that student is at risk for all future academic achievement, high school graduation and successful employment. At least 75 percent of today's jobs require a ninth-grade reading level. Reading Partners sends more than 300 volunteers into kindergarten through fourth-grade classrooms to tutor students not reading on grade level.

THIS YEAR, READING PARTNERS:

- Served 2,171 students in 39 schools through 413 community volunteer commitments.
- Doubled the number of volunteers and student participants over last year.
- Served 332 students with one-on-one tutoring, surpassing the goal of 275 students.
- Initiated collaborations with Family Resource Centers at three elementary schools, extending tutoring beyond the regular school day.
- Provided training to Belmont students who worked with children attending the Harding YMCA Hispanic Achievers Program.
- Began hosting child literacy development workshops for parents in PENCIL's Job Skills Training and Employment Program to raise awareness of the necessity of reading to their own children.

"I wouldn't trade anything for it. A few minutes each week to help a little 8- or 9-year-old along? In the grand scheme of things, that's a very small investment. But it's maybe the most important thing I do. I view the Reading Partners program as being tremendously valuable for students and volunteers."

—John Van Mol

Volunteer at Kirkpatrick Elementary



Caterpillar Student Writers Showcase

The Caterpillar Student Writers Showcase is an opportunity to reward diligence and excellence in writing, while at the same time providing an incentive that teachers can offer to students.

THIS YEAR:

- 896 students in grades 3-12 submitted entries from 43 schools.
- 45 local writers and educators volunteered as judges.
- 180 cash prizes were awarded in 11 categories, grades 3-12.
- Journalist and teacher Carolyn Anthony led a writers workshop for educators.

“...When you get old, you will not be able to make a lot of money. You need to save money while you are young so you won't have to work when you get old. If you start putting a couple of dollars a month in a savings account when you are 8 or 9, by the time you're 70 years old, you could have around a million dollars in the bank.

Saving money is just a smart thing to do. I like to think of it as a safety blanket. If I need money, it'll be there in savings.”

—From winning essay, “Why You Should Start a Savings Account”

Austin Carver, fourth-grader at Crieve Hall Elementary



Jobs For Tennessee Graduates

Even some of the most dedicated students today are at risk of dropping out. Whether for academic, personal, environmental or family income-based reasons, hundreds of students struggle to stay in school and get the skills they need to get a job, stay employed and achieve financial stability. A state affiliate of the national Jobs for America's Graduates, Jobs for Tennessee Graduates (JTG) provides job-readiness instruction, opportunities for leadership development, interventions to aid in school completion, and post-graduation assistance.

THIS YEAR, JTG:

- Achieved a graduation rate of 95 percent for the Class of 2004.
- Measured a positive outcome rate of 81 percent for the Class of 2003.
- Tracked a post-secondary education rate of 34 percent for the Class of 2003.
- Coordinated more than \$65,000 in scholarships for JTG students in the Class of 2004.
- Spearheaded a statewide initiative with Cracker Barrel, Inc. and the Tennessee Department of Education to host a "Career Success" day at Cracker Barrel's headquarters in October 2004.

"Sheelan was an honor student at Antioch High School and worked part-time to help her family make ends meet. She was very committed to finishing school, but after Christmas, her hours were cut, and she was feeling the pressure. Together we worked to find another job with more hours in an environment where she would be accepted in her Muslim traditional dress. Thanks to our support, her hard work and Spherion at Dell, she was hired full-time after graduation at a competitive hourly wage. Jobs for Tennessee Graduates helped her stay in school throughout the ordeal while aggressively pursuing the employment she needed. She knew she was not alone."

—Rhonda Warren
JTG Job Specialist
Antioch High School





Frist Foundation Educator Awards

In the business world, we call it “train the trainer,” and it’s just as important in academia. If educators are to convey to students the joy of learning, they must practice what they preach. The Frist Foundation Educator Awards is a competitive program that funds self-selected continuing education opportunities for educators in Metropolitan Nashville Public Schools and Independent Schools of the Nashville Area. The program has funded 331 proposals benefiting 507 educators since 1984.

THIS YEAR, FFEA:

- Funded 12 proposals out of 46 submitted for a total of \$44,947.42
- Held the third annual FFEA Symposium in January for award recipients to share impact of study programs upon students, colleagues and themselves
- Honored 2003 and 2004 award recipients at a reception at Belmont University

“The Frist Foundation Educator Awards allowed me to go abroad and attend the International Society for Education Through Art European Regional World Congress. Through these travels, I was able to bring back to the classroom a global perspective on the creation of art, art history, criticism and aesthetics. As a result, my students and I have a deepened understanding of how we are all connected as human beings in this world and how to respond in more informed and tolerant ways.”

—Karen Patterson, Award Recipient
Cora Howe Elementary

“An atmosphere of serious learning pervades the city of Oxford. Thanks to the Frist Foundation grant, I was able to spend a week there, awash in the cognitive exhilaration that accompanied each lecture. My classmates were from five different countries and four continents. I achieved my two goals and then some....I completely revised my Theory of Knowledge curriculum for International Baccalaureate students at Hunters Lane; I studied Professor Daniel Kofman’s methods of presenting abstract material and generating discussions; and, I relished the uninterrupted time to devote to thinking, speaking and writing, all of which benefit my students as well as myself.”

—Sharon Chaney, Award Recipient
Hunters Lane Comprehensive High School



Class of 2004



Saint Thomas Science Scholars



Careers in healthcare are not limited to physicians and nurses. And in Nashville, excellent healthcare is both a blessing to the ill and injured and big business for the economy. These are just two of the revelations Saint Thomas Hospital brings to students in the Saint Thomas Science Scholars. Two students from each Nashville public high school are invited to submit applications for the series of classes held at the hospital on six Saturday mornings during the school year.

THIS YEAR:

- 33 honor students from 10 Nashville public high schools participated in the program, led by 30 Saint Thomas Hospital employee volunteers.
- Students attended six learning sessions: The Musculoskeletal System, The Lungs, The Heart, The Brain, Oncology and The Immune System.
- Terri Breeden, MNPS Executive Director for grades 5-12, addressed students and parents concerning the importance of science education and the value of Saint Thomas Science Scholars at the program orientation in September.

“It’s an excellent program and a great introduction to clinical medicine for anyone interested in science, especially for those who want to pursue a career in healthcare. We had a behind-the-scenes look at a lot of the equipment, a good overview of the various body systems, and a chance to talk to and learn more about the doctors and nurses who work at Saint Thomas Hospital. I was amazed at the extent to which technology has progressed and how much it improves patient care, both in diagnostics and treatment. I’m glad I had the chance to participate.”

—Spencer Kern, 10th grader
Martin Luther King Jr. High School



Job Skills Training and Employment Program

PENCIL may be best known for working with school-aged young people, but the Job Skills Training and Employment Program (JSTEP) focuses on adults who are facing the question, “What next?” JSTEP targets young parents and single heads of household who have become disengaged from the education system or lack skills to secure gainful employment. Program staff work closely with state agencies, private foundations and employers to provide training, education and support to these adults. JSTEP helps them achieve economic stability and become positive educational role models for their children.

THIS YEAR, THE PROGRAM:

- Forged a new workforce development initiative with Nashville State Community College and Tennessee Technology Center at Nashville to improve soft- and job-skills training options.
- Provided training to more than 100 jobseekers, 75 percent of whom entered full-time employment with benefits and opportunities for advancement.
- Received a performance bonus from the State of Tennessee for outstanding job placements.
- Helped more than 285 job seekers enter full-time employment with an average wage of \$9.25/hr.

“Connie Green came to PENCIL in April 2004. She had been employed with Vanderbilt Medical Center for more than 11 years before venturing out to a new company that promised to be ‘a big move up.’ Shortly after Connie left Vanderbilt, the new company folded, leaving her unemployed. This was a devastating blow, but Connie knew she had to press on. After weeks of job-hunting and no offers, she applied for JSTEP’s Families First program. Six weeks and several interviews later, Hemophilia Health Services hired Connie as a senior clearance specialist, making \$14.56 per hour. Now she’s back in the driver’s seat, and we are happy to have given her the help she needed.”

—Jacquelyn Green

JSTEP Program Director



PENCIL Foundation Donors and Funding Agencies

None of our solutions would work without the support of our donors—corporate, foundation, individual, government—who annually support our efforts.

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 Palm Restaurant Nashville
 Raffles L'Ermitage Beverly Hills
 Christa Schoenbrodt/Studio Haus
 Dan Smith
 Southwest Airlines
 Starbucks
 Tennessee Titans
 James Threkill
 Phil Vassar



2003-2004 PENCIL Partners

100 Black Men of Middle Tennessee & Ross Elementary
 100 Oaks Mall & Norman Binkley Elementary
 15th Avenue Baptist Church & Buena Vista Enhanced Option
 AAA Auto Club South & Fall-Hamilton Enhanced Option
 AIG American General & Stratford High
 AIM - IRS & Caldwell Elementary
 Alkebu-Lan Images & Cumberland Elementary
 Alley-Cassetty Coal Company & Glenn Enhanced Option
 Allstate Insurance Company & Kirkpatrick Elementary
 Alpha Kappa Alpha Sorority, Inc. & Bordeaux Enhanced Option
 American Legion Post #82 & Ross Elementary
 AmSouth Bank & Gra-Mar Middle
 AmSouth Bank, Hermitage & Tulip Grove Elementary
 Andrew Jackson Centennial Women's Club & Amqui Elementary
 Arby's, Goodlettsville & Goodlettsville Elementary
 Ashland Distribution Company & McKissack Middle Magnet
 Aspect Communications & Antioch Middle
 Associated General Dentist & Cumberland Elementary
 Associated Wholesale Grocers & Joelton Middle
 Associated Wholesale Grocers & Old Center Elementary
 Association of Government Accountants & Alex Green Elementary
 Asurion & Paragon Mills Elementary
 Atkinson Public Relations & MNPS System-wide Partner
 Bank of America & Caldwell Elementary
 Bank of America & Cora Howe Elementary
 Bank of America, Green Hills & Hillsboro High
 The Bank of Nashville & Napier Enhanced Option

Baptist Hospital & Martin Luther King, Jr. Magnet
 Barnes & Noble Booksellers & MNPS System-wide Partner
 Barnes & Noble Booksellers, Opry Mills & Pennington Elementary
 Barnes & Noble Booksellers, Opry Mills & Two Rivers Middle
 Bass, Berry & Sims & Antioch Middle
 Beacon Technologies & DuPont Elementary
 Belle Meade Plantation & Buena Vista Enhanced Option
 Bellevue Center & Hillwood High
 BellSouth & Overton High
 BellSouth & Ross Elementary
 BellSouth, Two Rivers Council & Neely's Bend Middle
 Belmont Church & Rose Park Middle Magnet
 Belmont Heights Baptist Church & Fall-Hamilton Enhanced Option
 Belmont University, College of Business Administration & Overton High
 Belmont University, College of Visual and Performing Arts
 & Nashville School of the Arts
 Denise Bentley & Cresswell Professional Development Magnet
 Bill Heard Chevrolet & Henry Maxwell Elementary
 Blevins, Inc. & East Literature Magnet
 Book Attic & Tom Joy Elementary
 Bordeaux Hospital & Cumberland Elementary
 Bradshaw Builders & Glenview Elementary
 Braid Electric Company & Fall-Hamilton Enhanced Option
 Brandywine Women's Club & Andrew Jackson Elementary
 The Buntin Group & Carter-Lawrence Elementary Magnet
 Carrabba's Italian Grill, Green Hills & Julia Green Elementary
 Castle Dental, Crossgate Village & Lakeview Design Center



Castle Dental, H.G. Hill & Haywood Elementary
 Castle Dental, Rivergate Center & Stratton Elementary
 Castle Dental, White Bridge Center & Charlotte Park Elementary
 Caterpillar Financial Services & Wharton Arts Middle Magnet
 Centennial Medical Center & W.A. Bass Middle
 Charles Davis Foundation & Caldwell Elementary
 Charles Davis Foundation & Cockrill Elementary
 Charles Davis Foundation & Napier Enhanced Option
 Charles Davis Foundation & Shwab Elementary
 Chick-fil-A, Bellevue Center & Gower Elementary
 Christ Presbyterian Academy & Carter-Lawrence Elementary Magnet
 Christ Presbyterian Church & Carter-Lawrence Elementary Magnet
 Christian Country Music Association & Nashville School of the Arts
 Citizens Bank & McKissack Middle Magnet
 City Limits Café & Bellevue Middle
 Coca-Cola Bottling Company & Andrew Jackson Elementary
 Colonial Pipeline Company & Mt. View Elementary
 Comcast & John Early Paideia Middle Magnet
 Comfort Inn & Brick Church Middle
 Cracker Barrel, Hickory Hollow & Una Elementary
 Creative Artists Agency & Stratford High
 Creative Artists Agency & Whitsitt Elementary
 Crieewood Baptist Church & Crieve Hall Elementary
 Cummins Business Services/Fleetguard, Inc. & Hickman Elementary
 Cushion Employer Services & Renaissance High
 Cybera, Inc. & Cole Elementary
 Dana Corporation & Mt. View Elementary
 Davidson County Drug Court Program & Brick Church Middle
 Davidson County Juvenile Court & Stratton Elementary
 Davidson County Juvenile Court Clerk & John F. Kennedy Middle
 Davidson County Sheriff's Department & Johnson Alternative Center
 Davis-Kidd Booksellers & Park Avenue Enhanced Option
 Dell & Glenclyff High
 Dell & Paragon Mills Elementary
 Deloitte & Touche LLP & Murrell School
 Deloitte & Touche LLP, Minority Action Advisory & Warner Elementary
 Designing Smiles & Glenview Elementary
 Dickerson Road Merchants Association & Shwab Elementary
 Dillard's, Harding Mall & Crieve Hall Elementary
 Dollar General Corporation & Hattie Cotton Elementary
 Dream Team Oral Surgery & Smithson-Craighead Academy
 DuPont & DuPont Elementary
 DuPont & DuPont Hadley Middle
 DuPont & McKissack Middle Magnet
 Dye Van Mol & Lawrence & Kirkpatrick Enhanced Option
 Earl Swensson Associates & Head Middle Magnet
 Eastwood Neighbors & Cora Howe Elementary
 Educators Credit Union & Harris-Hillman School
 Embraer Aircraft Maintenance Services & Glenview Elementary
 Embraer Aircraft Maintenance Services & McGavock High
 Ernst & Young & Amqui Elementary
 Eugene & Tex, Christian Comedy & MNPS System-wide Partner
 Federal Reserve Bank & Joelton Elementary
 FedEx Express & Bordeaux Enhanced Option
 FedEx Ground & Ewing Park Middle
 First Investors & Croft Middle Design Center
 First Tennessee Bank, Bellevue & Harpeth Valley Elementary
 First Tennessee Bank, Hermitage & Dodson Elementary
 First Tennessee Bank, Main Office & Cameron Middle
 First Tennessee Bank, Rivergate & Goodlettsville Middle

First Tennessee Bank, Vanderbilt & Eakin Elementary
 First Tennessee Bank, Whites Creek & Alex Green Elementary
 First Unitarian Universalist Church & Fall-Hamilton Enhanced Option
 Fisk University & Pearl-Cohn High/Magnet
 Free Will Baptist Bible College & Tom Joy Elementary
 The Frist Center for the Visual Arts & Hume-Fogg High Magnet
 The Frist Center for the Visual Arts & Nashville School of the Arts
 The Frist Clinic & J. E. Moss Elementary
 Gaylord Entertainment & Inglewood Elementary
 Gaylord Entertainment & Nashville School of the Arts
 Gaylord Entertainment & Two Rivers Middle
 Gaylord Entertainment Center & Hume-Fogg High Magnet
 Genesco Inc. & Una Elementary
 Go Design Web & Julia Green Elementary
 Granny's Flower Shop & J.T. Moore Middle
 GrassMasters Lawn & Landscape & Cole Elementary
 Gray Line/Country & Western Tours & Warner Elementary
 Greater Nashville Association of REALTORS & H.G. Hill Middle
 Gresham Smith & Partners & Cora Howe Elementary
 Hampton Inn and Suites, Green Hills & Hillsboro High
 Hardaway Group, Inc. & Jere Baxter Middle
 Hardin Remodeling Company & Cumberland Elementary
 HCA & Brookmeade Elementary
 Heart of the City International & Cora Howe Elementary
 Hecht's & Goodlettsville Middle
 Heery International & Granbery Elementary
 The Hermitage, Home of Andrew Jackson & Andrew Jackson Elementary
 Hilton Suites Nashville Downtown & Pearl-Cohn High/Magnet
 Holiday-Nashville Travel Park & Shwab Elementary
 The Horace Mann Companies, Chuck Klein & Bellevue Middle
 The Horace Mann Companies, Chuck Klein & Brookmeade Elementary
 The Horace Mann Companies, Chuck Klein
 & Buena Vista Enhanced Option
 The Horace Mann Companies, Chuck Klein & Charlotte Park Elementary
 The Horace Mann Companies, Chuck Klein
 & John Early Paideia Middle Magnet
 The Horace Mann Companies, Chuck Klein & Gower Elementary
 The Horace Mann Companies, Chuck Klein & Harpeth Valley Elementary
 The Horace Mann Companies, Chuck Klein & H.G. Hill Middle
 The Horace Mann Companies, Chuck Klein & Hillwood High
 The Horace Mann Companies, Chuck Klein & Hull-Jackson Montessori
 The Horace Mann Companies, Chuck Klein
 & Jones Paideia Elementary Magnet
 The Horace Mann Companies, Chuck Klein & Martha Vaught Middle
 The Horace Mann Companies, Chuck Klein & Westmeade Elementary
 The Horace Mann Companies, Chuck Klein & Wharton Arts Middle Magnet
 Horizon Wine & Spirits & Margaret Allen Montessori Magnet
 Housing & Urban Development & Jones Paideia Magnet
 Inglewood United Methodist Church & Jere Baxter Alternative Center
 Ingram Industries, Inc. & West End Middle
 Ingram Materials Company & Kirkpatrick Enhanced Option
 Insurors Bank of Tennessee & Tom Joy Elementary
 Insurors of Nashville & Tom Joy Elementary
 Internal Revenue Service & Antioch High
 Internal Revenue Service & Pearl-Cohn High/Magnet
 Irving Materials, Inc. & Donelson Middle
 Joelton Value Plus & Joelton Elementary
 Joelton Value Plus & Joelton Middle
 Joslin and Son Signs & Harris-Hillman School
 Kappa Alpha Psi & Hull-Jackson Montessori Magnet
 King's Lane Church of Christ & King's Lane Design Center





Kinko's, Donelson Pike & Hickman Elementary
 Kinko's, Hickory Hollow & Una Elementary
 Kinko's, Hillsboro Road & Eakin Elementary
 Kmart, Donelson Pike & Hickman Elementary
 Kmart, Goodlettsville & Goodlettsville Elementary
 Kmart, Nolensville Road & Norman Binkley Elementary
 Knowles Senior Center & Fall-Hamilton Enhanced Option
 Kohl's, Hermitage & Tulip Grove Elementary
 Krispy Kreme & Goodlettsville Elementary
 Krispy Kreme & Margaret Allen Montessori Middle Magnet
 Kroger Company & Glenview Elementary
 Kroger, Bell Forge & J.E. Moss Elementary
 Kroger, Belle Meade & Sylvan Park Paideia Design Center
 Kroger, Bellevue & Harpeth Valley Elementary
 Kroger, Bordeaux & King's Lane Design Center
 Kroger, Dickerson Road & Gra-Mar Middle
 Kroger, Donelson & McGavock Elementary
 Kroger, Eastland & Stratford High
 Kroger, Eighth Avenue & Jones Paideia Magnet
 Kroger, Eighth Avenue & Napier Enhanced Option
 Kroger, Elysian Fields & Haywood Elementary
 Kroger, Elysian Fields & Paragon Mills Elementary
 Kroger, Goodlettsville & Goodlettsville Elementary
 Kroger, Green Hills & Eakin Elementary
 Kroger, Green Hills & Julia Green Elementary
 Kroger, Hermitage & Andrew Jackson Elementary
 Kroger, Hickory Plaza & Tusculum Elementary
 Kroger, Inglewood & Dalewood Middle
 Kroger, Inglewood & Dan Mills Elementary
 Kroger, Melrose & Rose Park Middle Magnet
 Kroger, Nashboro Village & Lakeview Design Center
 Kroger, Nashboro Village & Una Elementary
 Kroger, Nippers Corner & Granbery Elementary
 Kroger, North Lake & Dodson Elementary
 Kroger, Thompson Lane & Glengarry Elementary
 Lee Chapel & Charlotte Park Elementary
 Lee Chapel & Martha Vaught Middle
 LifePoint Hospitals, Inc. & Granbery Elementary
 LINKS, Inc., Music City Chapter & Ross Elementary
 LINKS, Inc., Music City Chapter & Shwab Elementary
 Lipscomb University & Croft Middle Design Center
 Love Helps & Old Center Elementary
 Madison Chamber of Commerce & Hunters Lane High
 Madison High School Alumni Association & Madison School
 The Mall at Green Hills & Hillsboro High
 The Mall at Green Hills & Julia Green Elementary
 Marsh & Bellshire Design Center
 Matthews Memorial United Methodist Church & Amqui Elementary
 Matthew Walker Comprehensive Health Center
 & Haynes Middle Design Center
 McDonald's Management Company & Andrew Jackson Elementary
 McDonald's Management Company & Brick Church Middle
 McDonald's Management Company & Dodson Elementary
 McDonald's Management Company & Hermitage Elementary
 McDonald's Management Company & Margaret Allen Montessori Magnet
 McDonald's Management Company & Tulip Grove Elementary
 McKendree Village Inc. & Hermitage Elementary
 Meharry-Vanderbilt Student Alliance & Haynes Middle Design Center
 Merrill Lynch & Glenn Enhanced Option
 Metropolitan Nashville Airport Authority & Inglewood Elementary
 Metropolitan Nashville Airport Authority & McGavock High

Metropolitan Nashville Police Department, Hermitage Sector
 & Andrew Jackson Elementary
 The Millennium Maxwell House Hotel & Nashville School of the Arts
 Modular Designs & Inglewood Elementary
 Monell's Dining and Catering & Martha Vaught Middle
 Monster Labs, Inc./SiteMason & Martin Luther King, Jr. Magnet
 Monster Labs, Inc./SiteMason & Stratford High
 Nashville Beach Inc. & Two Rivers Middle
 Nashville Electric Service & Glenn Enhanced Option
 Nashville Gas Company & Dan Mills Middle
 Nashville General Hospital at Meharry & Haynes Middle Design Center
 Nashville Marriott Hotel & McGavock High
 Nashville Medical Group & Harris-Hillman School
 Nashville Predators & Hunters Lane High
 Nashville State Technical Community College & Whites Creek High
 Nashville Symphony & Nashville School of the Arts
 Nashville Trunk & Bag & Hillsboro High
 Nashville Zoo at Grassmere & Carter-Lawrence Elementary Magnet
 National Bank of Commerce & Glengarry Elementary
 The News Herald & Andrew Jackson Elementary
 Northside Church of Christ & Bellshire Design Center
 Odom's Tennessee Pride Sausage Company & Neely's Bend Elementary
 Office Depot, Murfreesboro Road & Glengarry Elementary
 Old Country Buffet & Gateway Elementary
 Old Country Buffet & Goodlettsville Middle
 Old South Landscaping & Julia Green Elementary
 Opry Mills & McGavock Elementary
 Outback Steakhouse, Gallatin Road & Gateway Elementary
 Outback Steakhouse, Gallatin Road & Goodlettsville Elementary
 Outback Steakhouse, Gallatin Road & Goodlettsville Middle
 Outback Steakhouse, Gallatin Road & Old Center Elementary
 Outback Steakhouse, West End & Harris-Hillman School
 The Paper Place & Julia Green Elementary
 Permanent General Companies & Mt. View Elementary
 Pinnacle Financial Partners & Tom Joy Elementary
 Pottery Barn Kids & Julia Green Elementary
 PrimeTrust Bank & Bellevue Middle
 Publix, Bellevue & Bellevue Middle
 Publix, Bellevue & Brookmeade Elementary
 Publix, Bellevue & Buena Vista Enhanced Option
 Publix, Bellevue & Charlotte Park Elementary
 Publix, Bellevue & John Early Paideia Middle Magnet
 Publix, Bellevue & Gower Elementary
 Publix, Bellevue & Harpeth Valley Elementary
 Publix, Bellevue & H.G. Hill Middle
 Publix, Bellevue & Hillwood High
 Publix, Bellevue & Hull-Jackson Montessori
 Publix, Bellevue & Jones Paideia Elementary Magnet
 Publix, Bellevue & Martha Vaught Middle
 Publix, Bellevue & Westmeade Elementary
 Publix, Bellevue & Wharton Arts Middle Magnet
 Publix, Hermitage & Andrew Jackson Elementary
 Publix, Hermitage & Dodson Elementary
 Publix, Hermitage & Donelson Middle
 Publix, Hermitage & DuPont Elementary
 Publix, Hermitage & DuPont Hadley Middle
 Publix, Hermitage & DuPont Tyler Middle
 Publix, Hermitage & Hermitage Elementary
 Publix, Hermitage & Hermitage Elementary
 Publix, Hermitage & Hickman Elementary
 Publix, Hermitage & Margaret Allen Montessori
 Publix, Hermitage & McGavock Elementary



Publix, Hermitage & McGavock High
 Publix, Hermitage & Napier Enhanced Option
 Publix, Hermitage & Pennington Elementary
 Publix, Hermitage & Stanford Montessori
 Publix, Hermitage & Tulip Grove Elementary
 Publix, Hermitage & Two Rivers Middle
 Publix, Murfreesboro Pike & Antioch High
 Publix, Murfreesboro Pike & Antioch Middle
 Publix, Murfreesboro Pike & Apollo Middle
 Publix, Murfreesboro Pike & Cole Elementary
 Publix, Murfreesboro Pike & John F. Kennedy Middle
 Publix, Murfreesboro Pike & Lakeview Design Center
 Publix, Murfreesboro Pike & Henry Maxwell Elementary
 Publix, Murfreesboro Pike & J.E. Moss Elementary
 Publix, Murfreesboro Pike & Mt. View Elementary
 Publix, Murfreesboro Pike & Una Elementary
 Purity Dairies Inc. & Napier Enhanced Option
 Rafferty's Restaurant & Bar & Goodlettsville Middle
 RHODIA, Inc. & Cockrill Elementary
 Robert Orr—SYSCO & Bellevue Middle
 Rogers Group, Inc. & Park Avenue Enhanced Option
 Ruby Tuesday, Donelson Pike & Hickman Elementary
 Ryan's Steakhouse & DuPont Tyler Middle
 Saint Thomas Hospital & McKissack Middle Magnet
 Salama Urban Ministries, Inc. & Carter-Lawrence Elementary Magnet
 Sam's Wholesale Club, Bellevue & Charlotte Park Elementary
 Sam's Wholesale Club, Rivergate & Gateway Elementary
 Lance A. Schulters & Dalewood Middle
 Shindigs and Celebrations & Hillsboro High
 Shoney's, Bellevue & Gower Elementary
 Shoney's, Harding Place & Cole Elementary
 Skyline Medical Center & Bellshire Design Center
 Skyline Medical Center & Neely's Bend Elementary
 Smith Seckman Reid, Inc. & Martin Luther King, Jr. Magnet
 Sonic Drive-In, Bellevue & Gower Elementary
 Sonic Drive-In, Bellshire & Hunters Lane High
 Sonic Drive-In, Old Hickory & DuPont Elementary
 Sony/ATV Music Publishing & J.T. Moore Middle
 Southern Hills Medical Center & MNPS System-wide Partner
 Southminster Presbyterian Church & Norman Binkley Elementary
 Southwest Airlines & Tulip Grove Elementary
 Southwestern/Great American, Inc. & Percy Priest Elementary
 Staples & McGavock Elementary
 Staples, Bellevue & Gower Elementary
 Starbucks, 5th & Church & Hume-Fogg High Magnet
 Starbucks, 2 1st Avenue & Murphy Alternative Center
 Starbucks, Green Hills & Hillsboro High
 Starbucks, Highway 70 & Bellevue Middle
 Starbucks, The Mall at Green Hills & Julia Green Elementary
 Starbucks, Nippers Corner & McMurray Middle
 Starbucks, Rivergate & Amqui Elementary
 Starbucks, West End & Eakin Elementary
 State Farm Insurance Companies & Maplewood High
 Sterling Consulting Group & Cumberland Elementary
 SunTrust Bank & McGavock High
 T-Mobile USA, Inc. & Apollo Middle
 Target, Hermitage & Dodson Elementary
 Target, Hickory Hollow & J.E. Moss Elementary
 TEK Systems & McGavock Elementary
 Tennessee Agricultural Museum & Crieve Hall Elementary
 Tennessee Chapter of Meeting Professionals International
 & Glenview Elementary

Tennessee Christian Medical Center & Neely's Bend Middle
 The Tennessee Credit Union & Wright Middle
 Tennessee Performing Arts Center & Nashville School of the Arts
 Tennessee Society of Professional Engineers & Robertson Academy
 Tennessee Society of Professional Engineers, Middle Tennessee Chapter
 & Martin Luther King Jr. Magnet
 Tennessee State University & Head Middle Magnet
 Tennessee State University, College of Engineering & Cockrill Elementary
 Tennessee State University, Department of Biology
 & Martin Luther King, Jr. Magnet
 Tennessee Titans & MNPS System-wide Partner
 Tennessee Urgent Care Associates & Una Elementary
 Tennessee Valley Authority & Una Elementary
 Tennessee Valley Authority & Wright Middle
 Tennessee Valley Healthcare System & Cameron Middle
 Transportation Security Administration & Isaac Litton Middle
 Trevecca Nazarene University & J.T. Moore Middle
 Trevecca Towers & Paragon Mills Elementary
 Tuck Hinton Architects & Hull-Jackson Montessori
 TurfCare of Nashville & Hillsboro High
 U.S. Army Corps of Engineers & DuPont Elementary
 U.S. Bank & Warner Elementary
 U.S. Bank, Gallatin Road & Rosebank Elementary
 U.S. Navy Recruiting Command & Cora Howe Elementary
 U.S. Postal Service & Bordeaux Enhanced Option
 Union Planters Bank of Middle Tennessee & Haynes Middle Design Center
 United Methodist Communications & Napier Enhanced Option
 United Methodist Publishing House & Johnson Alternative Center
 Vanderbilt University & Hume-Fogg High Magnet
 Vanderbilt University Medical Center & Harris-Hillman School
 Vanderbilt University Medical Center, Program in Developmental Biology
 & Robertson Academy
 VF Imagewear & Metropolitan Nashville Enhanced Option Schools
 Vought Aircraft & Glenciff High
 Vulcan Materials, Danley Quarry & Una Elementary
 Vulcan Materials, Hermitage Quarry & Dodson Elementary
 Vulcan Materials, Hermitage Quarry & DuPont Tyler Middle
 Vulcan Materials, River Road Quarry & Gower Elementary
 Wal-Mart, Charlotte Pike & Charlotte Park Elementary
 Wal-Mart, Charlotte Pike & Gower Elementary
 Wal-Mart, Charlotte Pike & McKissack Middle Magnet
 Wal-Mart, Hermitage & Stanford Montessori
 Wal-Mart Neighborhood Market & Granbery Elementary
 Wal-Mart, Nolensville Road & Tusculum Elementary
 Wal-Mart, Rivergate & Old Center Elementary
 Watkins College of Art and Design & Buena Vista Enhanced Option
 Westminster Presbyterian Church & Cockrill Elementary
 White Castle & Amqui Elementary
 White Castle & DuPont Tyler Middle
 White Castle & Gra-Mar Middle
 White Castle & Paragon Mills Elementary
 White Castle & Rose Park Middle
 White Castle & Sylvan Park Paideia Design Center
 White Castle & Whitsitt Elementary
 Willis & Hickman Elementary
 Winfrey & Wright Financial Services, LLC & Inglewood Elementary
 WNPT - Channel 8 & Fall-Hamilton Enhanced Option
 Woodbine United Methodist Church & Whitsitt Elementary
 Woodmont Kiwanis Club & Julia Green Elementary
 WZTV, Fox 17 & Bordeaux Enhanced Option
 Xerox & Carter Lawrence Elementary Magnet



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Charles W. Cook, Jr.

1989-1991

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Carroll D. Shanks

1992-1993

Shirley Zeitlin

1993-1995

William S. Wire, II

1995-1996

Frank M. Warren

1996-1997

Dale W. Polley

1997-1998

DeWitt Ezell, Jr.

1998-1999

Victor L. Campbell

1999-2000

William R. DeBerry

2000-2001

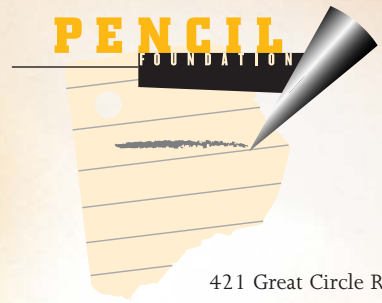
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2001-2002

Clyde F. Ingalls

2002-2003

Susan Spickard



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