



**Board Meeting Agenda**  
**May 15, 2023 - 8:00 to 9:30am**  
**PENCIL (7199 Cockrill Bend Blvd.) or via Zoom**

Welcome and Introductions                      5 minutes                      Wes Payne

- Recognize HCA Talent Acquisition representatives who are observing our meeting

Review of Minutes                                      3 minutes                      Meredith Jones

- **Approve minutes from February meeting**
- Executive Committee approvals from March and April meetings
  - Investment account withdrawal as budgeted at 4% or \$38,772
  - Designation of Shriner's gift to PENCIL in honor of Dr. Battle speaking at their event; designation made at her request for some future project

MNPS Engagement and Support                      5 minutes                      Jacky Gomez and Devin Lintzenich

*Using technology to link school needs with community volunteers; PENCIL will continue to provide focused training and support to MNPS staff to assure their knowledge of and success at utilizing our resources to facilitate community engagement with schools and students.*

1. PENCIL Connect Year in Review
  - To Date Statistics: Updated 5/3/23**
  - a. Teachers/MNPS Staff Utilizing Platform: 117
  - b. Total Volunteers in User Base: 685
  - c. Events Posted: 22 PENCIL Events, 77 School Events at 45 schools
2. Claim a [PENCIL Connect Opportunity](#)
3. PENCIL PSA #3 Vimeo [Link](#)

Board Education Opportunity                      5 minutes                      Makeda Watson, MNPS Director of Community Achieves

1. Transition of Family Resource Centers; PENCIL's impact on Community Achieves

Development, Marketing, and PR                      20 minutes                      Kendrick Robinson & Nicole Keefe

*Storytelling to connect donors to meaningful, innovative investments*

1. Celebrate ALNM results
2. Celebrate Endowment match campaign result
3. FY24 board investment – even alumni board members can invest
4. Small group discussion focused on strategies for recruiting guests & new donors to the Breakfast
5. Breakfast sign-ups for table hosts

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*



#### Treasurer's Report

5 minutes

Kenny Crapse

1. YTD DRAFT financial statements through April 30, 2023
2. Receipt of annual investment from Mattson family; **board designate for FY24 operations**
3. **Seek approval on FY24 Proposed Budget**

#### Strategic Growth

5 minutes

Robyn Williams and Perry Moulds

*Expanding the scope and availability of the resources we recruit for MNPS*

1. DG PENCIL Box
  - a. Kids in Need Foundation continues to provide more product
  - b. Space challenges – short term solutions; long term planning
2. Foundation and Grant Making
  - a. TN Department of Education grant extended through June 30, 2024 (\$4.6M to serve 3,500 elementary school students with high impact literacy tutoring)
  - b. Facilitated grants from SCORE to MNPS and some key vendors to support high impact tutoring for high school math
  - c. Available to support MNPS in this work when they are ready; not yet ready to add a staff member to seek additional grants
3. Data and Outcomes Opportunities
  - a. FY24 focus on identifying Key Performance Indicators for all aspects of PENCIL; then creating reporting systems for those KPIs and benchmarking KPI targets for FY25

#### Board Engagement

10 minutes

Kaitlyn Jones & Blake McDaniel

*Building a diverse and engaged community of public education advocates*

1. Celebrate members rolling to our Alumni Board
2. Consider new member candidates – how our demographics will change with these transitions
3. **Vote to approve new members and extend terms of renewing members**
4. **Vote to approve slate of officers**
5. **Vote on authorized check signers for FY23 – CEO, CAO, President, and Treasurer**
6. Results from Possip text surveys – very positive but participation has declined
7. **Annual survey – on-line or paper**
8. Join Board Social and New Board Member orientation
  - a. Board Orientation Option 1 – June 21<sup>st</sup> – 8:30am – 10:00am – PENCIL
  - b. Board Orientation Option 2 – June 27<sup>th</sup> – 4:00pm – 5:30pm – PENCIL
  - c. Board Social – June 21<sup>st</sup> at 4:30pm – 6:00pm - R.C. Mathews 615 3rd Ave. S, Ste. 500

#### CEO Transition

5 minutes

Hasina Mohyuddin & John Doerge

*Investing in staff leadership and assuring a solid organization infrastructure*

1. Listening session results
2. Share CEO job description, hiring timeline, and process

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*



Diversity, Equity, and Inclusion Journey      5 minutes      Olivia Hill & Emily Gruening

*Defining and implementing an equity vision for all aspects of PENCIL*

- Results are in from our most recent DEI assessment – we will use those findings to guide the work for FY24
  - CST is helping to guide a comprehensive action plan
- Finalizing a comprehensive onboarding plan using the Equity Lens tool

CEO Thoughts      5 minutes      Angie Adams

### **ENGAGEMENT OPPORTUNITIES**

- Board Orientation Option 1 – June 21<sup>st</sup> – 8:30am – 10:00am – PENCIL
- Board Social – June 21<sup>st</sup> at 4:30pm – R.C. Mathews 615 3rd Ave. S, Ste. 500, 37210
- Board Orientation Option 2 – June 27<sup>th</sup> – 4:00pm – 5:30pm – PENCIL
- August 24<sup>th</sup> – Back to School Breakfast
- April 24<sup>th</sup> – A Little Night of Music (2024)



**Board Meeting Minutes**  
**February 15, 2023 - 8:00 to 9:30am**  
**McKissack Middle School and via Zoom**

Welcome and Introductions - Wes Payne

Introduced and thanked Principal Marlon Heaston who welcomed everyone to McKissack Middle. He thanked everyone for all of PENCIL's support of McKissack through the DG PENCIL Box and partnership support.

Review of Minutes - Meredith Jones

- **Meredith presented the minutes from November meeting and asked for any edits. No edits were suggested. Blake McDaniel motioned to approve the minutes. Norman Merrifield seconded the motion. It passed unanimously.**
- Meredith shared that these Executive Committee approval votes from their January meeting
  - Board Designating \$2,000 for more Endowment matching gifts
  - Increasing our Line of Credit to \$350,000 in order to manage our TN Department of Education funding being a reimbursement grant

Treasurer's Report - Kenny Crapse

1. Kenny shared the YTD financial statements through January 31, 2022
2. These were his comments on the financials:

We continue to have a very strong balance sheet and no cash flow challenges.

The negative Cash balance in the Temporarily Restricted Fund indicates that PENCIL has spent grant restricted funds related to our grant from the Tennessee Department of Education and is awaiting reimbursement.

Also, note that our investment account balance is now beyond \$1.1 million.

Operating results remain well ahead of budget with YTD revenues exceeding expenses by over \$314,000.

The significant revenue items to mention are that both Individual Giving and Foundation/Corporate Giving continue to pace well beyond our budget expectations, so in both cases we've significantly increased our Forecast. Unfortunately our Earned Revenue from consulting with other school districts on how to support Academy Partnerships has not materialized at all this year despite many inquiries from districts, so the Forecast reduces that revenue line item.

The significant variances of note on the Expense side include

- Equipment – we simply forgot to budget for our PENCIL Connect annual license; and we’ve needed to replace several more laptops than we were anticipating
- Program Expenses – one of our new and unbudgeted Foundation grants supported spending an additional \$20,000 on core school supplies, so you now see that expense materializing
- Staff Development and Community Events - variance is primarily driven by executive coaching services provided to mid-level managers. Again, we simply overlooked budgeting for this work to continue into this fiscal year.

Big picture – our forecast indicates a slight shortfall; however we have not accounted for using any of our \$100,000 that we designated for Staff Retention earlier this fiscal year. So we’ll continue to monitor our financial performance and make decisions closer to year end on using any of those designated funds if needed.

3. Kenny then shared an engagement opportunity to participate in a review of our FY24 Budget - need 2 or 3 volunteers for 2 review meetings; volunteers were Josh DePriest, Chuck Abbott, Kfir Alexandroni

#### Strategic Growth - Robyn Williams

##### *Expanding the scope and availability of the resources we recruit for MNPS*

1. Robyn shared some points on the evolution of Kids In Need Foundation’s distribution model and impact on PENCIL (They are our top product supplier.)
  - a. Hub and spoke model; share excess supplies with other community organizations and/or outside our district as long as they benefit Title 1 students/families
  - b. Our goals are retention of our primary supply donor and the ability to continue to diversify the products we are able to provide to MNPS
  - c. YTD distributions have been \$2.4 Million vs all of FY22 \$3M
  - d. Our challenge is to move product out fast enough to have space to receive the next delivery
    - i. Low utilization of Antioch store
    - ii. Testing delivery options
  - e. Soon we will likely do more focused due diligence to understand the Kids in Need Foundation’s willingness to make a long term commitment to us, and what space we need in order to take full advantage of their product donations and to distribute product as quickly as we need to
2. Robyn shared updates on our Grant Making work:
  - a. TN Department Of Education grant extended through June 30, 2024 (\$4.6M to serve 3,500 elementary school students with high impact literacy tutoring)
  - b. Fall semester we facilitated a grant from SCORE to MNPS and some key vendors to support high impact tutoring for high school math

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*

- c. Thanks to a partnership with Deloitte, a Humphrey Fellow is working with Sarah Chin, MNPS Chief of Strategy, and PENCIL to create a full workplan and resources to keep advancing this impactful grant-making work
  - i. Munia Mozumder is our Fellow. She is from Bangladesh and has extensive experience with several international NGOs. She is also a former classroom teacher with Teach for All.

Development, Marketing, and PR - Nicole Keefe

*Storytelling to connect donors to meaningful, innovative investments*

- 1. Nicole shared that we have an endowment matching opportunity in March/April at \$20,000 target thanks to a corporate sponsorship. More details to come on that opportunity.
- 2. She reminded everyone that we still have sponsorships opportunities available for A Little Night of Music but that support is coming along very well; we're also seeking unique experiences for the silent auction
- 3. Nicole shared that our philanthropy luncheon hosted by AB recently was very well attended and appreciated; board and other individual investors want more detailed info on tactics to help them grow their philanthropy; next session in March/April (Donor Advised Funds and Estate Planning)
  - a. We invite guests to submit questions in advance; information on how to do that will be in the calendar invitation to all RSVPs.

CEO Transition - Hasina Mohyuddin & John Doerge

*Investing in staff leadership and assuring a solid organization infrastructure*

- 1. Hasina shared that the committee has moved forward on some staff benefit enhancements – closure the week of July 4 so everyone has a chance to completely disconnect, paid family leave (8 weeks), incentive pay plan
- 2. John shared and celebrated two staff promotions – Alayna Cate, the first Director of Partnerships; Kiley Johnson, Director of Events and Marketing
- 3. Hasina thanked everyone for their participation in our Listening Sessions. She shared that we have had extensive participation from all our constituent groups. She also called attention to this link in case anyone has additional feedback



- 4. John then shared these timeline updates:
  - a. March/April - use feedback from our Listening Sessions to update the CEO job description

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*

- b. May/June – post the opportunity
  - c. December – make an offer and secure a new CEO
  - d. January/March – new CEO overlaps with Angie as needed; could also use this time for a second search if we need it; Angie would remain as CEO until the role is filled
5. John then asked for feedback around the idea of possibly keeping our same Strategic Plan structure and leadership for FY24 so teams and leaders can guide the new CEO to success while they are new in their role. Everyone was supportive of this idea.

#### MNPS Engagement and Support - Jacky Gomez

*Using technology to link school needs with community volunteers*

*PENCIL will continue to provide focused training and support to MNPS staff to assure their knowledge of and success at utilizing our resources to facilitate community engagement with schools and students.*

1. Jacky shared that last week board member Jose Ferreira selected a school engagement event from PENCIL Connect at Mt. View Elementary School. So she reminded everyone of the opportunity to find interesting volunteer opportunities at schools through the platform. She shared a QR code for easy access to the site. She also shared screen shots of the platform to demonstrate the look of the postings.
2. She also shared that for the Spring 2023 semester, we have posted 19 PENCIL Connect events including 9 different schools
  - a. So far this academic year - 42 total volunteer events posted at local schools
    - i. 63 total events posted on the platform, which includes volunteerism through PENCIL and select partner organizations

#### CEO Thoughts - Angie Adams

Angie asked Jose to share a bit more about his experience at Mt. View Elementary.

She also thanked everyone for their time participating in our listening sessions and shared that we will likely make a Listening Tour t-shirt to share many of the great quotes that have come from those sessions. Angie recognized new PENCIL team members:

- Jane Meneely, Chief Administrative Officer
- Dionne Dixon, Business Manager
- Ryan Ellis, Senior Director of Connected Literacy (our state literacy grant)
- Part-time PENCIL Box staff - Chris Sowada (retired teacher and volunteer) and Stormy Goode (volunteer)

Angie then shared that LP is now investing significantly in the creation of STEAM kits that teachers can check-out from the DG PENCIL Box to use with the classes to do hands on projects to support middle school STEAM learning. She asked Jacky Gomez to share some of the kits with the board.

The board meeting concluded around 8:50 in order to facilitate engagement with the STEAM kits and tours of McKissack Middle School.

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*



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Submitted by Meredith Jones-Long , Board Secretary

**Board Meeting Minutes**  
**February 15, 2023 - 8:00 to 9:30am**





DISCUSSION PROMPTS: Back to School Breakfast  
August 24, 2023, at the Belmont University Curb Center

We are challenging each board member to commit to hosting at least one table filled with potential new donors from your networks.

As a table host:

1. Which 2-3 resources would be most helpful for you to recruit Breakfast guests?
2. What kind of collateral would be most helpful for you to make a brief but compelling case for investment to your potential guests? *Examples: webpage with student and teacher stories/quotes; program stats; annual report.*
3. If we shorten the program to provide more networking time, what program element would be most compelling to guests during a fundraising pitch? *Examples: panel with student and teacher speakers; video showing program impacts; take-away print piece with photos and stats on tables.*
4. Please share 1-2 potential sponsors and/or other table hosts you're willing to connect to us.

We'll allow for 8-9 minutes of conversation, then 2-3 minutes of report out.

The report outs will need to be very brief and just share 1 observation or reaction from each group.

**PENCIL**  
Balance Sheet - Board  
As of 4/30/2023  
(In Whole Numbers)

	Unrestricted	Board Designated	Temporarily Restricted	Permanently Restricted	Total
<b>Assets</b>					
Current Assets					
Cash & Cash Equivalents	564,234	44,665	(110,208)	33,256	531,947
Accounts & Pledges Receivable	39,917	0	495,894	3,552	539,363
Inventories	512,725	0	0	0	512,725
Investments	0	799,298	696	356,720	1,156,714
Prepaid Expenses	18,946	0	0	0	18,946
Total Current Assets	1,135,822	843,963	386,381	393,529	2,759,696
Long-term Assets					
Property & Equipment	250,005	0	0	0	250,005
Endowment at CFMT	0	58,399	0	0	58,399
Total Long-term Assets	250,005	58,399	0	0	308,404
Total Assets	1,385,827	902,363	386,381	393,529	3,068,100
<b>Liabilities</b>					
Short-term Liabilities					
Accounts Payable	18,574	0	41,504	0	60,078
Deferred Revenue	0	0	0	0	0
Payroll Liabilities	18,132	0	729	0	18,861
Total Short-term Liabilities	36,706	0	42,232	0	78,939
Long-term Liabilities					
Notes Payable	350,000	0	0	0	350,000
Total Long-term Liabilities	350,000	0	0	0	350,000
Total Liabilities	386,706	0	42,232	0	428,939
<b>Net Assets</b>					
Beginning Net Assets					
Net Assets	927,555	914,150	354,390	362,497	2,558,592
Board Designated Net Assets	(100,000)	100,000	0	0	0
Total Beginning Net Assets	827,555	1,014,150	354,390	362,497	2,558,592
Current YTD Net Income	171,566	(111,787)	(10,241)	31,032	80,569
Total Net Assets	999,120	902,363	344,149	393,529	2,639,161
<b>Total Liabilities and Net Assets</b>	1,385,827	902,363	386,381	393,529	3,068,100

**PENCIL**

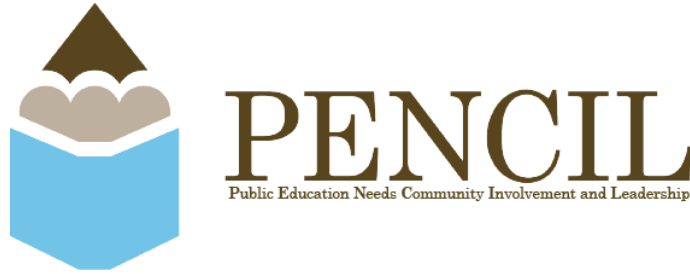
Statement of Revenues and Expenditures - Unposted Transactions Included In Report  
 10 - Unrestricted  
 From 4/1/2023 Through 4/30/2023  
 (In Whole Numbers)

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance - Original	Current Year Actual	YTD Budget - Original	YTD Budget Variance - Original	Total Budget - Original	Total Budget Forecast
<b>Revenues</b>								
Government Grants	6,913	5,636	1,277	175,844	171,170	4,673	216,591	318,595
United Way	5,500	5,500	0	55,000	55,000	0	66,000	66,000
Individual Giving	92,410	13,453	78,957	370,046	231,243	138,803	245,903	289,813
Board Giving	1,918	1,692	226	65,084	61,617	3,467	65,000	65,000
Foundation & Corporate Gifts	0	44,500	(44,500)	708,969	714,300	(5,331)	756,300	730,300
Special Events	157,640	28,675	128,965	412,341	357,825	54,516	402,075	440,075
Program Project Funding	10,000	0	10,000	106,093	115,000	(8,907)	115,000	124,000
Interest & Investment Income	556	0	556	4,562	0	4,562	36,551	41,551
Board Design. Released for O...	0	0	0	75,000	75,000	0	75,000	75,000
Earned Revenue	0	0	0	0	20,000	(20,000)	20,000	0
Miscellaneous Revenues	0	3,000	(3,000)	171	3,000	(2,829)	3,000	0
<b>Total Revenues</b>	<b>274,938</b>	<b>102,456</b>	<b>172,482</b>	<b>1,973,110</b>	<b>1,804,155</b>	<b>168,955</b>	<b>2,001,420</b>	<b>2,150,334</b>
<b>Expenses</b>								
Personnel	130,771	114,830	(15,942)	1,215,106	1,183,512	(31,593)	1,492,688	1,537,264
Equipment	1,092	2,908	1,816	67,415	60,870	(6,545)	66,665	83,327
Travel	131	725	594	4,013	7,415	3,402	8,790	8,790
Professional Services	13,855	7,880	(5,975)	207,699	124,200	(83,499)	143,460	241,270
Program Expenses	435	1,870	1,435	93,527	72,870	(20,657)	76,950	97,350
Supplies	543	300	(243)	3,859	3,450	(409)	4,100	4,100
Facility Expenses	2,373	4,346	1,973	39,198	44,116	4,918	52,336	50,836
Communications	3,549	1,685	(1,864)	26,724	23,450	(3,274)	29,280	29,280
Commercial Insurance	1,618	1,423	(195)	15,887	14,230	(1,657)	17,076	17,076
Staff Dev. & Community Events	225	1,082	857	36,513	14,688	(21,825)	18,610	39,960
Donor Cultivation	599	100	(499)	3,078	2,950	(128)	3,850	3,850
Event Expenses	27,616	40,900	13,285	75,290	74,975	(315)	76,775	86,225
Fees & Bank Charges	2,335	4,500	2,165	10,011	10,040	29	10,840	13,840
Miscellaneous Expenses	240	0	(240)	3,224	0	(3,224)	0	0
<b>Total Expenses</b>	<b>185,381</b>	<b>182,549</b>	<b>(2,832)</b>	<b>1,801,544</b>	<b>1,636,767</b>	<b>(164,777)</b>	<b>2,001,420</b>	<b>2,213,168</b>
<b>Revenues Over/(Under) Expens...</b>	<b>89,557</b>	<b>(80,093)</b>	<b>169,650</b>	<b>171,566</b>	<b>167,388</b>	<b>4,177</b>	<b>0</b>	<b>(62,834)</b>

## PENCIL

### FY24 Proposed Budget

	Proposed FY24 Budget	FY23 Forecast	FY23 Approved Budget
<b><u>Revenues</u></b>			
Government Grants	300,000	298,595	216,591
United Way	61,000	66,000	66,000
Individual Giving	320,500	304,813	245,903
Board Giving	68,274	65,000	65,000
Foundation & Corporate Gifts	822,500	730,300	756,300
Special Events	445,200	470,075	402,075
DG PENCIL Box Project Revenue	173,000	119,000	110,000
Interest & Investment Income	38,772	36,551	36,551
Board Design. Released for Operations	20,000	75,000	75,000
Consulting Revenue	10,500	0	25,000
Miscellaneous Revenues	0	0	3,000
<b>Total Revenues</b>	<u>2,259,746</u>	<u>2,165,334</u>	<u>2,001,420</u>
<b><u>Expenses</u></b>			
Personnel	1,693,204	1,537,264	1,492,688
Equipment	73,782	83,327	66,665
Travel	4,600	8,790	8,790
Professional Services	125,380	241,270	143,460
Program Expenses	138,125	97,350	76,950
Supplies	3,600	4,100	4,100
Facility Expenses	51,825	50,836	52,336
Communications	23,315	29,280	29,280
Commercial Insurance	18,226	17,076	17,076
Staff Dev. & Community Events	19,194	39,960	18,610
Donor Cultivation	5,475	3,850	3,850
Event Expenses	87,260	86,225	76,775
Fees & Bank Charges	15,760	13,840	10,840
Miscellaneous Expenses	0	0	0
<b>Total Expenses</b>	<u>2,259,746</u>	<u>2,213,168</u>	<u>2,001,420</u>
<b>Revenues Over/(Under) Expenses</b>	<u>0</u>	<u>(47,834)</u>	<u>0</u>



## **BOARD MEMBER TRANSITIONS**

### **Board Members Transitioning to Alumni Board**

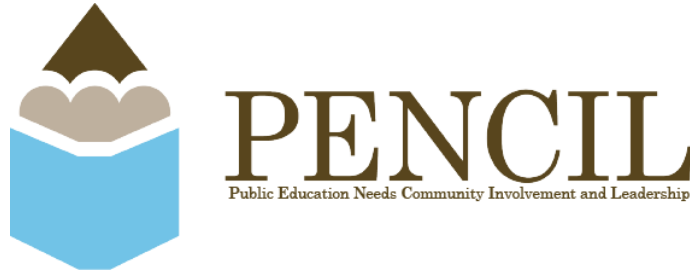
1. Thomas Burns
2. Allen DeCuyper
3. Haley Eakin
4. LeShane Greenhill
5. John McCoy
6. Raul Miranda
7. Elizabeth Papel
8. Nicole Provonchee
9. Mike Russell
10. Zulfat Suara
11. Jacquie Thomas
12. Don Walker

### **Board Members Renewing for a Second Term**

1. Josh DePriest
2. Todd Figler
3. Meredith Jones
4. Perry Moulds

### **Board Members Renewing for Additional Terms (Exceptions)**

1. Wes Payne
2. Norman Merrifield



### **New Board Member Candidates**

1. Libby Berman – Louisiana-Pacific Corp.
2. Jessie Garcia Knowles – TN Latin American Chamber of Commerce
3. Elizabeth Garza Bumpus – Vanderbilt University
4. Mike Harris - Universal Music Group Nashville
5. Brandon Hill - Nashville Soccer Club
6. Johari Matthews - Tennessee Titans
7. P. Danielle Nellis - Klein, Solomon, Mills
8. Yanet Rodriguez - JJJ Service/Mobile Mechanic
9. Juan Williams - TN Department of Human Resources

### **New Ex Officio Board Member Candidates**

1. Will Parrott – Bank of America - YLC Intern
2. Ryan Flanagan – Ankura - YLC Intern

### **Other Candidates In Process**

1. Jose Gonzalez – Governing Board
2. Ali Buchanan – YLC Intern
3. Jessica Turcasso – YLC Intern



## Board Demographics

	FY22	FY23	FY24 Goals	FY24 Estimates	MNPS Students	Current FY24	EXITS FY24	ADDS FY24
Male	50%	46%	50%	39%		26	7	3
Female	50%	54%	50%	56%		31	5	6
Black Members	23%	30%	33%	33%	40%	17	2	4
Hispanic/Latino Members	4%	5%	10%	9%	31%	3	1	3
Other Members	4%	4%	5%	4%	4%	2	-	-
White Members	69%	61%	52%	49%	25%	35	9	2
English as a Second Language	3%	9%	12%	11%	27%	5	2	3
MNPS Graduate	11%	9%	15%	12%		5	2	4
MNPS Parent of Current Students	18%	17%	20%	19%		10	2	3
MNPS Parent of Previous Student	27%	5%	30%	7%		3	-	1
Black Leaders	31%	19%	33%	16%	40%			
Hispanic/Latino Leaders	8%	6%	10%	11%	31%			
Other Leaders	8%	6%	7%	11%	4%			
White Leaders	54%	69%	50%	62%	25%			



**PENCIL**  
Public Education Needs Community Involvement and Leadership

## JOB DESCRIPTION

# President and CEO

<b>Reports to:</b>	Board of Directors
<b>Supervises:</b>	Chief Partnerships & Programs Officer, Chief Administrative Officer, Chief Philanthropy Officer, Chief Technology Officer
<b>Schedule:</b>	Full time, salary
<b>Wage Scale:</b>	\$150,000-\$200,000 annual equivalent salary
<b>FLSA Status:</b>	Exempt

### PENCIL'S MISSION, VISION, AND CORE COMMITMENTS:

PENCIL links community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.

PENCIL exists to create a world where Metro Nashville Public School (MNPS) students and teachers have equitable access to resources and opportunities, empowering students to succeed now and in the future. We will do this by creating a community that respects the unique perspectives and experiences of all stakeholders through proactive listening, continuous learning, and tireless advocacy for every student.

Our work is guided by the needs of MNPS, is student centric, and is achieved through intentional partnerships and tangible engagements.

#### As the PENCIL team, we will:

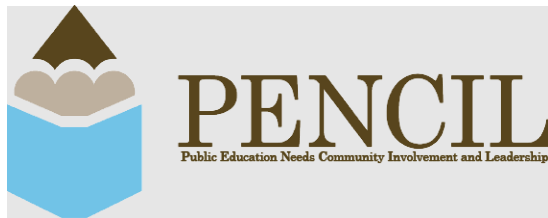
- Be **collaborative** and **inclusive** —By encouraging conversations that amplify and uplift the voices of all students and communities, especially those marginalized by inequitable systems.
- Act with **transparency** and **integrity** — By striving to continually educate ourselves, intentionally recruit and retain diverse staff and stakeholders, and encourage everyone to share their authentic perspectives and experiences to our work.
- Demonstrate **kindness** and **gratitude**— By valuing the unique experiences that each student, staff, and community member bring to our work.

### POSITION SUMMARY:

Reporting to the Board of Directors, the President/CEO has overall strategic and operational responsibility for leading PENCIL's staff, programs, financial objectives, and execution of its mission as defined by the Board of Directors. This leader is a strategist and a vision setter who delivers results as outlined in PENCIL's strategic plan.

*Linking community resources to Nashville Public Schools to help young people achieve academic success and prepare for life.*

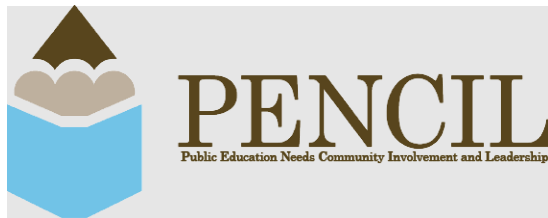




The CEO will possess a demonstrated ability to make decisions in an emotionally intelligent manner, act with urgency when required, and lead with courage and consistency. The CEO will reinforce a team culture that is humane by modeling the behavior she/he wishes to see in others; being visible and accessible; and by encouraging experimentation while learning from failure. By ensuring that team and external stakeholders feel connected to PENCIL's mission, seen for their strengths, and valued for their individual contributions, the CEO will actively maintain a collaborative, positive culture that effectively harnesses resources for Metro Nashville students and teachers.

### **ESSENTIAL FUNCTIONS:**

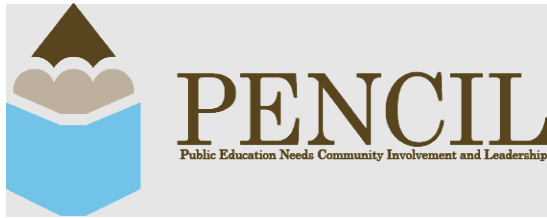
- Responsible for strategic planning and evolution of PENCIL to ensure that we can successfully fulfill our mission into the future.
- Regularly demonstrate creativity, problem solving, listening, and community building while being a brand ambassador in all aspects of PENCIL's work.
- Responsible for the enhancement of PENCIL's image by being active and visible in the community and by working closely with other professional, civic, and private organizations. Regularly serve as a very public brand ambassador for PENCIL and its mission.
- Lead, coach, develop, and retain a high-performance senior management team. As well as support the supervision and success of all other team members. Ensure effective systems to track progress and regularly evaluate program components so as to measure successes that can be effectively communicated to the board, funders, and other constituents.
- Develop, maintain, and support a strong Board of Directors; build board involvement with strategic direction for ongoing operations as well as for new rollouts; intentionally create a strong board community.
- Robust role in fundraising and in 1:1 donor visits; knowledge of fundraising best practices; regularly serve as a member of the philanthropy team and regularly close on gift commitments; personally manage a portfolio of high level investors.
- Responsible for the fiscal integrity of PENCIL; understands and has experience implementing nonprofit financial management best practices; ability to read and explain typical financial statements to a variety of audiences with a focus on telling the story behind the numbers.
- Responsible for implementation of programs that carry out PENCIL's mission; ensure ongoing program excellence, rigorous program evaluation and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
- Provides oversight and guidance around the use of technology systems to capture meaningful data points; helps move PENCIL forward with data analysis that can impact programmatic evolution.



- Document all activities in the designated customer relationship management tool in a timely, accurate and complete manner to assure a full picture of all relationships, ensuring that data is kept current at all times.
- Other key duties include ensuring compliance with Board directives and applicable funding and governmental requirements.
- Performs other functions as assigned by the Board of Directors.

## QUALIFICATIONS:

- EDUCATION – Master’s Degree or equivalent combination of education and experience.
- SKILLS – MANAGE SELF
  - Must have a positive attitude, be mission-driven and self-directed.
  - Excellent Interpersonal Communications
  - Public Speaking and active listening
  - Strategic thinking
  - Organizational Planning
  - Mediation
  - Change Management
  - Time Management Skills
  - Technology Usage
- SKILLS – LEADING OTHERS
  - Organizational Management: Develop high-performance teams and achieve strategic objectives.
  - Commitment to Diversity, Equity, and Inclusion.
  - Board Management: Ability to build community among the board and key constituents. Motivate and sustain high engagement of a large and diverse Board.
  - Fundraising: Securing sustainable resources
  - Demonstrably strong written and verbal communication skills
  - Community Relations, Marketing, and Branding
  - Financial Management
  - Commitment to quality programs and data-driven program evaluation
  - Risk Management, Ethics/Compliance
- SKILLS – CONTEXTUAL KNOWLEDGE
  - Community Governance Issues and Trends
  - School System Operations and Leadership
  - K-12 Education Issues and Trends
  - Community Collaborations Issues and Trends
  - Nonprofit Functions and Operations
  - Ability to work effectively in collaboration with diverse groups of people.
- EXPERIENCE – Minimum of ten years on a senior management team, at least six of which must have been in an executive or senior leadership role.



- **CONFIDENTIALITY** – Ability to manage sensitive information in a professional and confidential manner as outlined in PENCIL’s Confidentiality Policy.

### **ENVIRONMENTAL CONDITIONS & PHYSICAL DEMANDS:**

- Moderate physical activity performing somewhat strenuous daily activities of a primarily administrative nature.
- Manual dexterity sufficient to reach/handle items, works with the fingers, and perceives attributes of objects and materials.
- The employee must occasionally lift and/or move up to 25 pounds.
- The employee is required to stand, walk, climb, and balance.

### **WORK SCHEDULE & HOURS:**

This position works 40-50 hours each week, typically Monday – Friday, 8 a.m. – 5 p.m., with evening and weekend hours for special events as needed to build community relationships and represent PENCIL in a variety of settings. However, schedule flexibility is available on an as-needed basis.

### **DISCLAIMERS:**

*This job profile is not intended to be all inclusive of tasks required, it is to provide a general description of essential job responsibilities.*

*PENCIL is an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, protected veteran or disabled status, or genetic information.*

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Employee Signature

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Date

# Looking Ahead to 2025



PENCIL partners with businesses, community groups, and other organizations to bridge the resource gaps in Metro Nashville Public Schools (MNPS) that directly impact day-to-day learning.

We facilitate community mentorships, engage in-class and virtual volunteers, and collect and distribute essential school supplies so that students are ready to learn and teachers are prepared to teach.

Our impact is made possible through strategic partnerships, corporate sponsorships, hundreds of volunteer hours, and strong community investment.

## 2023/2024 Priorities

We've carefully chosen the following priorities based on urgent MNPS teacher and student needs.

## Partnerships



### MNPS Engagement and Support

PENCIL will increase awareness and utilization of its offerings, which connect teachers and schools to community members and resources.

#### Top 2023-24 Goals

1. Drive awareness of PENCIL resources within MNPS professional development events; engage in-person with all MNPS Principals at least 3x/annually and Community Achieves team 4x/annually
2. Increase utilization of PENCIL Connect; at least 70 schools list engagements; 50 industry professionals use it to volunteer; 50 classrooms impacted
3. STEAM Library serves at least 5,000 students



### Strategic Growth

PENCIL will invest in growth areas that demonstrate a clear, positive impact on student success.

#### Top 2023-24 Goals

1. Create a workplan to assure facilities meet PENCIL Box expansion needs over next 5 years
2. Create data dashboards accessible to staff and Board to monitor key performance metrics
3. Successfully conclude the literacy tutoring grant with TDOE



### Board Engagement

PENCIL will continue to recruit, engage, and celebrate a diverse and enthusiastic group of board members – both our Governing Board and our Emerging Leaders Board. We will actively seek their guidance and support in all aspects of our work.

#### Top 2023-24 Goals

1. Provide mentoring of new members to facilitate their connection to the group
2. Create regular opportunities to build community and trust; at least 50% of board members participate in a volunteer event posted on PENCIL Connect
3. Continue moving board demographics closer to MNPS student demographics
4. Annual survey indicates at least 85% of board members are Highly Satisfied with their experience and would refer a peer to this board

## Financial & Operational Stability



### CEO Transition

PENCIL will create a thoughtful framework that assures organizational success at managing a planned CEO transition between January and June 2024.

#### Top 2023-24 Goals

1. Ensure a comprehensive and transparent CEO hiring process inclusive of key stakeholders
2. Create and support a thorough onboarding plan for the new CEO
3. Continue a focus on staff development and retention
4. Assure all core business practices are documented and easily accessible by 12/31/23



### Development, Marketing, and Public Relations

PENCIL will continue to grow deeper and more philanthropic relationships with the community while using first person voices to share the impact of our work.

#### Top 2023-24 Goals

1. Meet or exceed all operating revenue targets
2. Add \$200,000 in cash gifts to our endowment as a part of our CEO transition
3. Assure at least 70% of PENCIL Connect events are fulfilled through multi-channel promotion campaign

## Diversity, Equity, and Inclusion



### DEI Journey




PENCIL will continue developing and implementing best practices that foster an inclusive and supportive working environment, identify and address inequities, and boost team competency in the areas of diversity, equity, and inclusion.

#### Top 2023-24 Goals

1. Continue updating core business practices using our Equity Lens Tool
2. Continue providing educational opportunities for all constituents, with a focus on community partners
3. Expand how we capture and monitor the diversity of our boards and staff to assure all underrepresented communities have a voice at our table

# Looking Ahead to 2025

We've identified key areas for growth that will maximize PENCIL's impact, demonstrate our commitment to equity, deepen community partnerships, evolve the DG PENCIL Box, and ensure a stable future for PENCIL. Looking ahead, the next CEO of PENCIL will lead a full-scale strategic planning process beginning in the spring of 2024.

 <b>Partnerships</b>	FY24	FY25
<b>MNPS Engagement and Support</b> Use MNPS professional development events to drive awareness of PENCIL resources	■	■
<b>PENCIL Connect</b> Increase utilization of tool to connect volunteers with onsite school experiences	■	■
<b>STEAM Partnerships</b> Utilize STEAM lending library to drive broader engagement of companies within STEAM industries	■	■
<b>DG PENCIL Box</b> Plan for program and facilities expansion; map out future capital campaign strategy	■	■
<b>Assist Kids In Need Foundation</b> Facilitate KINF regional expansion of resource distribution	■	■
 <b>Financial &amp; Operational Stability</b>		
<b>CEO Transition</b> Ensure a transparent, inclusive hiring process and thorough onboarding	■	
Continue focus on staff development and retention	■	■
Grow endowment through new cash investments / named funds	■	■
 <b>Diversity, Equity, and Inclusion</b>		
Update core business practices with DEI lens	■	■



**PENCIL**  
Public Education Needs Community Involvement and Leadership

## FY24 Board and Committee Meeting Dates

Meeting Date	Group
August 30, 2023	Full Board Meeting
November 15, 2023	Full Board Meeting
February 21, 2024	Full Board Meeting
May 8, 2024	Full Board Meeting
July 27, 2023	Executive Committee
September 28, 2023	Executive Committee
October 26, 2023	Executive Committee
January 25, 2024	Executive Committee
March 28, 2024	Executive Committee
April 18, 2024	Executive Committee
June 13, 2024	Executive Committee
August 9, 2023	MNPS Engagement & Support Committee
November 1, 2023	MNPS Engagement and Support Committee
February 7, 2024	MNPS Engagement and Support Committee
April 17, 2024	MNPS Engagement and Support Committee
August 9, 2023	Board Engagement Committee
November 7, 2023	Board Engagement Committee
January 10, 2024	Board Engagement Committee
February 7, 2024	Board Engagement Committee
March 6, 2024	Board Engagement Committee
April 10, 2024	Board Engagement Committee
July 19, 2023	CEO Transition Committee
September 13, 2023	CEO Transition Committee
October 18, 2023	CEO Transition Committee
January 11, 2024	CEO Transition Committee
March 7, 2024	CEO Transition Committee
May 1, 2024	CEO Transition Committee



**PENCIL**  
Public Education Needs Community Involvement and Leadership

Meeting Date	Group
August 1, 2023	Strategic Growth - Data Committee
October 3, 2023	Strategic Growth - Data Committee
January 9, 2024	Strategic Growth - Data Committee
April 9, 2024	Strategic Growth - Data Committee
July 12, 2023	DEI Committee
September 6, 2023	DEI Committee
November 8, 2023	DEI Committee
January 3, 2024	DEI Committee
March 20, 2024	DEI Committee
May 15, 2024	DEI Committee
August 15, 2023	Dev, Mkt, & PR Committee
October 17, 2023	Dev, Mkt, & PR Committee
December 5, 2023	Dev, Mkt, & PR Committee
February 6, 2023	Dev, Mkt, & PR Committee
April 2, 2024	Dev, Mkt, & PR Committee
August 24, 2023	Back to School Breakfast
September 13, 2023	Fall Alumni Event
January 20, 2024	Angie's Roast and Toast
April 3, 2024	Spring Alumni Event
April 24, 2024	A Little Night of Music