

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.

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