



Board Meeting Agenda
August 30, 2023 - 8:00 to 9:30am
Hybrid Meeting In-Person at James Lawson High School or via Zoom

- | | | |
|--|------------|---|
| Welcome and Introductions | 10 minutes | Hasina Mohyuddin |
| <ul style="list-style-type: none">• Welcome from Dr. Stephen Sheaffer, Principal of Lawson High School• Welcome new board members – brief introductions at your table<ul style="list-style-type: none">- Prompt: “Who had the biggest impact on you in high school?”• Emerging Leaders Board reminder | | |
| Strategic Growth - Facilities | 5 minutes | Kfir Alexandroni & Kirsten Dodson |
| <i>Creating a workplan to assure facilities meet PENCIL Box expansion needs</i> | | |
| <ul style="list-style-type: none">• Introduce and welcome Pizzuti Solutions Team – virtually• Save the date for September 27th and 28th for design charette sessions with key constituents | | |
| Review of Minutes | 5 minutes | Perry Moulds |
| <ul style="list-style-type: none">• Approve minutes from the May board meeting• Executive Committee actions since our May meeting<ul style="list-style-type: none">○ Approved two policies to add to Employee Handbook - Political Policy and Sabbatical Policy○ Approval to use \$73,150 of Board Designated Staff Retention fund for FY23 expenses | | |
| Development, Marketing, and PR | 10 minutes | Meredith Jones Long, Kendrick Robinson & Nicole Keefe |
| <i>Growing deeper and more philanthropic relationships while using first person story telling</i> | | |
| <ol style="list-style-type: none">1. Status on FY24 Board Investments2. Celebrate Back to School Breakfast – share feedback on the event to impact 2024 event<ol style="list-style-type: none">a. Special thanks to co-chairs and board members Todd Figler, Jacky Gomez, Jacqui Hayes3. Major Donor Thank You event on Sept. 20, seeking high participation | | |
| Treasurer’s Report | 5 minutes | Jose Ferreira |
| <ol style="list-style-type: none">1. Final FY22 financial statements2. YTD financial statements through July 31, 2023 | | |

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Board Engagement 10 minutes Kaitlyn Jones & Blake McDaniel

Building a diverse and engaged community of public education advocates

1. May board satisfaction survey results; ask to complete survey each August and February
2. Final results on FY24 board demographics
 - a. Do we consider adding other demographics targets for membership, like someone living with a disability since 9.5% of MNPS students live with a disability?
3. Consider November board meeting at 4pm at PENCIL with board social to follow
4. Conflict of Interest Policy and Statements

MNPS Engagement and Support 10 minutes Jacky Gomez & Devin Lintzenich

Using technology to link school needs with community volunteers

1. Hillwood Partner Report – Highlighting Lawson’s PENCIL Partnerships
2. PENCIL Connect Moment – Johari Matthews

CEO Transition 5 minutes Hasina Mohyuddin & John Doerge

Investing in staff leadership and assuring a solid organization infrastructure as we transition our CEO

1. Update on search and key elements for engagement
 - o “Ted Talk” with final candidates available early October
 - o Goal is to make offer by October 31 with new CEO to start January 1
 - o Angie remains in place through early/mid-February (longer if necessary)
2. Establish workplan/timeline for a smooth CEO transition spring/summer 2024
3. Continuing to focus on staff retention as well as finalizing our documentation of all key business practices

CEO Thoughts 5 minutes Angie Adams

Tour of Lawson High School with Academy Ambassadors 30 minutes

Consent Agenda Items

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

Continuing to develop and implement best practices for an inclusive, supportive environment

- DEI work plan overview
 - o Finalizing KPIs for internal data tracking
 - o Compiling internal competencies
 - o Conducting internal staff survey

Strategic Growth - Data Robyn Williams & Shani Dowell

Creating data dashboards accessible to staff and Board to monitor key performance metrics.

1. Review of Goals:
 - a. Define key performance indicators across all departments

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- b. Document processes for tracking KPIs
 - c. Set Benchmarks for each KPI
 - d. Approve departmental dashboards showing KPIs
- 2. First Meeting – August 10th
 - 3. Next Steps: Internal review of KPIs for Sub-committee approval

ENGAGEMENT OPPORTUNITIES

September – Major Donor Thank You Dinner

November 2nd – 7:00am – Principal for a Day

November 15th – Board Meeting – 8:00am to 9:30am at PENCIL and via Zoom

February 21st – Board Meeting – 8 to 9:30am at an MNPS school

May 8th – Board Meeting - 8 to 9:30am at PENCIL and via Zoom

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

In attendance: Chuck Abbott, Brittany Adams, Kfir Alexandroni, Britney Cline, Kenny Crapse, Kason Davis, Josh DePriest, John Doerge, Flynn Dowdy, Shani Dowell, Haley Eakin, Jose Ferreira, Robert Fisher, Jacky Gomez, Jeff Gregg, Rachel Hawksworth, Eakin Haley, Jacqueline Hayes, Olivia Hill, Kaitlyn Jones, Nicole Keefe, Emily Lauritson-Gruening, John McCoy, Norman Merrifield, Raul Miranda, Hasina Mohyuddin, Perry Moulds, Brandyn Payne, Wesley Payne, Kendrick Robinson, Nicole Robinson-Hamilton, Jennifer Wade, Don Walker, Adrienne Battle, McCormick Connor, Parker Tanishka

Staff: Hamid Abdullah, Angie Adams, Sara Aronson, Esther Bailey-Bass, Olivia Blake, Skylar Coakley, Quinn Garrett, Holly Hoffman, Kiley Johnson, Andrew Jordan, Bob Kucher, Jane Meneely, Robert Moxley, Kelly Rolf, Michael Rossi, Zoe Trageser, Joel Wright

Guests: HCA Talent Acquisition Team Members – Ken DeVinney and Mark Dupay

Absent: Herbert Brown, Craig Bledsoe, Thomas Burns, Allen DeCuyper, Kirsten Dodson, Rebecca Fair, Todd Figler, Joan Fleming-Ridley, LeShane Greenhill, Lila Hall, Herman Hicks, Colleen Hoy, Meredith Jones-Long, Whitney Kalb, Amani Kelly, Devin Lintzenich, Blake McDaniel, Candice McQueen, Elliott Noble-Holt, Elizabeth Papel, Nicole Provonchee, Mike Russell, Sue Spickard, Zulfat Suara, Rachael Terrell, Jacquie Thomas, Robyn Williams, Stephanie Bonner, Chris Henson, Mary Lindsay Krebs

Welcome and Introductions – Wes Payne

- Recognize HCA Talent Acquisition representatives who are observing our meeting

Review of Minutes – Wes Payne

- **Wes presented the minutes from the February board meeting and asked for any edits. No edits were suggested. Perry Moulds motioned to approve the minutes from February meeting. Kaitlyn Jones seconded. Approved unanimously.**
- 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 – 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.

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1. Jacky shared the PENCIL Connect Year in Review numbers. As of 5/3/2023,
 - 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
 - d. Total Registrations (as of 4/30/2023) - 212
2. She also encouraged board members to sign up to volunteer through [PENCIL Connect](#).
3. Jacky also announced that the third PENCIL PSA video is out and encouraged everyone to watch the video. [Link](#)

Board Education Opportunity – Makeda Watson, MNPS Director of Community Achieves

1. Jacky then introduced Makeda Watson, our guest speaker and turned the floor over to her. Makeda Watson presented on the work of the Family Resource Centers, and the impact that has been seen with the partnerships with Amazon and other organizations.

Development, Marketing, and PR – Kendrick Robinson & Nicole Keefe

Storytelling to connect donors to meaningful, innovative investments

1. Kendrick invited members to write Thank You cards for all the first time and major donors as well as those that made large donations to A Little Night of Music. He then presented on the results of A Little Night of Music which grossed \$369,584, net \$315.098 and exceeded our goals at every level.
2. Nicole announced the results of the endowment match campaign. We met our goal.
3. FY24 board investment form – even alumni board members can invest – Nicole talked about the importance of having the board commit to investing in PENCIL. She led the group through completing their investment form for FY24.
4. Kendrick led the breakout session around what strategies can we use to recruit guests and new donors to the Back to School Breakfast. Ideas include
 - Meredith – helping board members understand who would be good targets to ask and how to ask (templates for members to email/call). Include guests.
 - Clearly say fundraiser on the flyers
 - Link to a video/way of why it's important to donate
 - After event send a video of the event
 - Move networking to after the program. Have the program be a mix of live and compelling video asking for donations.
 - Nicole – asking for a text template
 - o Be upfront that it's a fundraiser
 - o Have easy ways to plug in to PENCIL
 - o Having students there was a good part.
 - Wes – balancing programming and networking is hard. Talked about condensing the program

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- Jacky – corporate donors. Lean into the diversity of MNPS schools, a lot of corporations have Diversity goals, this could be a way to show their commitment to diversity and inclusion.
- Kenny – personal social media ads, or invites to the breakfast. Book clubs/personal groups you’re in and use them as a way to
 - o Having a physical invite that QR code to hand out.
 - o Gifts in honor/recognition of teachers, or kids,
- John McCoy – focus on new organizations to Nashville. Program should Focus more on impact. Have targeted locations.

5. Breakfast sign-ups for table hosts

Treasurer’s Report – Kenny Crapse

1. Kenny shared the YTD DRAFT financial statements through April 30, 2023.
2. These were his comments on the financial statements:
 - a. As you can see on the Balance Sheet, we have \$495,894 outstanding in receivables, the majority from the State of TN for the Connected Literacy Grant. Additionally, that outstanding Receivable balance means we had to tap into our Line of Credit. We have been in close and regular communication with the State and have been assured that 3 of the 4 outstanding invoices have been submitted for payment.
 - b. **REVENUES**
 - i. Government Grants – we received approval for FY23 on the Metro Council grant for \$100,000 resulting in an increase of \$50,000 in the forecast
 - ii. Individual Giving – we received our annual Mattson family gift and will be asking you to designate it shortly - \$95,000
 - iii. Special Events – ALNM Silent Auction exceeded targets by nearly \$40,000 and sponsorships and general donations from the evening were also up significantly as well.
 - c. **EXPENSES**
 - i. Personnel – we continue to spend beyond our budget due to our commitment to staff retention in terms market value wages and strong benefits.
 - ii. Professional Services – variance is due to outsourcing CFO duties and other open roles in the organization throughout the year as well as continued work with Culture Shift Team.
 - iii. Staff Development and Community Events - variance is primarily driven by executive coaching services provided to mid-level managers.
 - iv. 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.

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3. Receipt of annual investment from Mattson family; **board designate for FY24 operations**
 - a. Designate 95,000 for FY24 – Wes motioned to approve the designation, Brandyn Payne seconded – motioned passed unanimously.
4. **Seek approval on FY24 Proposed Budget**
 - b. Jose Ferreira presented the FY24 proposed budget. Budget was accepted.

Strategic Growth –Perry Moulds

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

1. Perry shared on the growth of the DG PENCIL Box and the partnership with the Kids in Need Foundation. KINF continues to provide more products and would like to work closely with PENCIL to help determine our future space needs.
2. Perry shared updates on the Foundation and Grant Making process.
 - 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. The Data and Outcomes Opportunities group will spend FY24 focusing 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 – Kaitlyn Jones & Raul Miranda

Building a diverse and engaged community of public education advocates

1. Raul and Kaitlyn celebrated the work of the board members that are transitioning to the Alumni board, recognizing their contributions to the organization during their time on the board.
2. Kaitlyn brought attention to the board candidates and reviewed how the board demographics are shifting to be in line with PENCIL's goal of better representing MNPS demographics.
3. **Vote to approve new members and extend terms of renewing members**
 - a. Brandyn Payne moved to approve the new board members and extend the terms of renewing members. Hasina Mohyuddin seconded. Motion passed unanimously.
4. **Vote to approve slate of officers**
 - a. Raul Miranda moved to approve the FY24 slate of officers. Wes Payne seconded. Motion passed unanimously.
5. **Vote on authorized check signers for FY24 – CEO, CAO, President, and Treasurer**
 - a. Wes motioned to authorize check signers. Josh DePriest seconded. Motion passed unanimously.
6. Kaitlyn shared that recent results from the Possip text surveys continue to be very positive, but participation has declined. The decision has been made not to continue with Possip, but

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to continue to conduct board satisfaction surveys. Board members were then given the link to the survey to complete during the meeting

7. Members are encouraged to attend the upcoming Board Social and New Board Member orientation
 - a. Board Orientation Option 1 – June 21st – 8:30am – 10:00am – PENCIL
 - b. Board Orientation Option 2 – June 27th – 4:00pm – 5:30pm – PENCIL
 - c. Board Social – June 21st at 4:30pm – 6:00pm - R.C. Mathews 615 3rd Ave. S, Ste. 500

CEO Transition – Hasina Mohyuddin & John Doerge

Investing in staff leadership and assuring a solid organization infrastructure

1. Hasina went over the results of the CEO Transition listening session. And shared the CEO job description which will be posted on June 1st. We would like board members to help publicize the posting.
2. A copy of the CEO job description, hiring timeline, and process were shared with the board.

Diversity, Equity, and Inclusion Journey – Olivia Hill

Defining and implementing an equity vision for all aspects of PENCIL

1. Olivia Hill went through the results of the DEI assessment. Results are in from our most recent DEI assessment and show we are moving in a positive direction. We will use those findings to guide the work for FY24. CST is helping to guide a comprehensive action plan.
2. One of our next steps is finalizing a comprehensive onboarding plan using the Equity Lens tool.

CEO Thoughts - Angie Adams

Angie talked about the recent Thanks a million event that PENCIL took part in. She reviewed the Strategic Plan. There will be 2 Strategic Growth committee areas, Facilities and Data. We will be working with the Metro Council to secure the funds for 2024. As this was Wes' last meeting as chair, Angie presented him with a SWA leather duffle bag and thanked him for his leadership. Angie also encouraged everyone to come to her Roast and Toast event on January 20th, 2024, to celebrate her time as CEO.

ENGAGEMENT OPPORTUNITIES

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

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Balance Sheet - Board
As of 7/31/2023
(In Whole Numbers)

	Unrestricted	Board Designated	Temporarily Restricted	Permanently Restricted	Total
Assets					
Current Assets					
Cash & Cash Equivalents	420,623	(24,761)	(278,186)	28,264	145,940
Accounts & Pledges Receivable	35,508	0	538,570	2,404	576,483
Inventories	808,736	0	0	0	808,736
Investments	33,050	824,631	26,538	390,002	1,274,221
Prepaid Expenses	38,114	0	0	0	38,114
Total Current Assets	1,336,032	799,869	286,923	420,670	2,843,494
Long-term Assets					
Property & Equipment	197,401	0	0	0	197,401
Endowment at CFMT	0	54,875	0	0	54,875
Total Long-term Assets	197,401	54,875	0	0	252,277
Total Assets	1,533,433	854,745	286,923	420,670	3,095,771
Liabilities					
Short-term Liabilities					
Accounts Payable	39,006	0	497,647	0	536,653
Deferred Revenue	0	0	0	0	0
Payroll Liabilities	35,137	0	15,394	0	50,531
Total Short-term Liabilities	74,143	0	513,041	0	587,184
Long-term Liabilities					
Notes Payable	0	0	0	0	0
Total Long-term Liabilities	0	0	0	0	0
Total Liabilities	74,143	0	513,041	0	587,184
Net Assets					
Beginning Net Assets					
Net Assets	1,159,024	829,314	518,862	420,405	2,927,604
Board Designated Net Assets	(100,000)	100,000	0	0	0
Total Beginning Net Assets	1,059,024	929,314	518,862	420,405	2,927,604
Current YTD Net Income					
Current YTD Net Income	400,267	(74,569)	(744,980)	265	(419,017)
Total Net Assets	1,459,290	854,745	(226,118)	420,670	2,508,587
Total Liabilities and Net Assets	1,533,433	854,745	286,923	420,670	3,095,771

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Statement of Revenues and Expenditures - Unposted Transactions Included In Report

10 - Unrestricted

From 7/1/2023 Through 7/31/2023

(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
Revenues							
Government Grants	7,733	0	7,733	7,733	0	7,733	300,000
United Way	5,083	5,083	0	5,083	5,083	0	61,000
Individual Giving	105,871	114,750	(8,879)	105,871	114,750	(8,879)	320,500
Board Giving	25,838	43,245	(17,407)	25,838	43,245	(17,407)	68,274
Foundation & Corporate Gifts	324,623	300,500	24,123	324,623	300,500	24,123	822,500
Special Events	38,079	33,100	4,979	38,079	33,100	4,979	445,200
Program Project Funding	140,705	123,000	17,705	140,705	123,000	17,705	173,000
Interest & Investment Income	561	0	561	561	0	561	38,772
Board Design. Released for O...	0	0	0	0	0	0	20,000
Earned Revenue	0	0	0	0	0	0	10,500
Miscellaneous Revenues	923	0	923	923	0	923	0
Total Revenues	649,416	619,678	29,737	649,416	619,678	29,737	2,259,746
Expenses							
Personnel	104,423	100,091	(4,332)	104,423	100,091	(4,332)	1,693,204
Equipment	30,227	26,712	(3,515)	30,227	26,712	(3,515)	73,782
Travel	855	315	(540)	855	315	(540)	4,600
Professional Services	11,447	15,306	3,860	11,447	15,306	3,860	125,380
Program Expenses	84,172	81,348	(2,825)	84,172	81,348	(2,825)	138,125
Supplies	68	300	232	68	300	232	3,600
Facility Expenses	2,506	3,655	1,149	2,506	3,655	1,149	51,825
Communications	1,352	2,595	1,243	1,352	2,595	1,243	23,315
Commercial Insurance	8,343	9,524	1,181	8,343	9,524	1,181	18,226
Staff Dev. & Community Events	2,783	1,197	(1,586)	2,783	1,197	(1,586)	19,194
Donor Cultivation	26	1,250	1,224	26	1,250	1,224	5,475
Event Expenses	311	1,350	1,039	311	1,350	1,039	87,260
Fees & Bank Charges	2,636	1,000	(1,636)	2,636	1,000	(1,636)	15,760
Total Expenses	249,149	244,643	(4,506)	249,149	244,643	(4,506)	2,259,746
Revenues Over/(Under) Expenses	400,267	375,035	25,231	400,267	375,035	25,231	0



May 2023 PENCIL Board Satisfaction Survey Results

28 Participants out of 57 Members - 49%

On average it took 1 minute 24 seconds to complete

1. During our meetings and in our work together, we allocate an appropriate amount of time to the issues and strategic priorities that matter most.

Strongly Agree Agree Neutral Disagree

4.71 Average Score out of 5

Additional Comments:

I love how we take time to do group work during Board Meetings

2. PENCIL provides opportunities for my voice to be heard.

Strongly Agree Agree Neutral Disagree

4.89 Average

Additional Comments:

**They are always open for communication.
I believe this is a strength! Kudos to the team!
Always felt like my voice is heard**

3. I understand and agree with the strategic direction of the organization.

Strongly Agree Agree Neutral Disagree

4.86 Average

Additional Comments:

**Well communicated
It's student focused.**

4. I believe that the board has appropriate understanding and oversight of PENCIL's key business operations.

Strongly Agree Agree Neutral Disagree

4.68 Average

Additional Comments:

The committee work and board meetings keeps board members in the know.



5. PENCIL is one of my family's top 3 philanthropic priorities.

Strongly Agree Agree Neutral Disagree

4.64 Average

Additional Comments:

PENCIL is my top philanthropic priority.

6. My time and skills are well utilized by PENCIL's staff.

Strongly Agree Agree Neutral Disagree

4.57 Average

Additional Comments:

Staff is THE BEST!

Love being included in development opportunities

7. How satisfied are you with your engagement level as a PENCIL Board member.

Very High High Low Very Low

4.57 Average

Additional Comments:

I was much more engaged early on but dropped off after a job change and Covid. It became harder for me to participate due to work location and demand.

I wish I could carve out time to be more involved with volunteer opportunities with PENCIL as a board member

8. I find serving on the board to be a satisfying and rewarding experience.

Strongly Agree Agree Neutral Disagree

4.79 Average

Additional Comments:

Great year!

Pencil staff does a wonderful job at being communicative and responsive, allowing me to feel prepared and set up for success as a board member. there is intentional relationship making that fosters inclusiveness.

Name (Optional): _____



Board Demographics

	FY22	FY23	FY24	FY25 Goals	MNPS Students
Male	50%	46%	41%	50%	
Female	50%	54%	59%	50%	

Black Members	23%	30%	33%	38%	39%
Hispanic/Latino Members	4%	5%	8%	16%	32%
Other Members	4%	4%	6%	6%	5%
White Members	69%	61%	52%	38%	24%

5% increase = 3 new members; retain current members

8% increase = 5 new members; retain current members

English as a Second Language	3%	9%	8%		23%
Members with a Disability				2%	10%

MNPS Graduate	11%	9%	14%		
MNPS Parent of Current Students	18%	18%	17%		
MNPS Parent of Previous Student	27%	5%	6%		

Black Leaders	31%	19%	16%		39%
Hispanic/Latino Leaders	8%	6%	11%		32%
Other Leaders	8%	6%	11%		5%
White Leaders	54%	69%	63%		24%