**PENCIL 2025 Strategic Plan: FY25 Focus**

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 2024-25 Goals:**

1. Embed PENCIL Partnerships, programs, tools, and resources into MNPS professional development events; engage in person with MNPS principals and MNPS departments regularly.
2. Increase utilization of PENCIL Connect: 70 schools post volunteer opportunities and 70% of these are claimed by at least 1 volunteer.
3. Impact 7,500 students through STEAM Lending Library and guest speaking from 15 industry professionals.
4. Meet or exceed $2,750,000 in resources to MNPS via DG PENCIL Box.
5. Continue to boost competency of community partners to be inclusive and supportive of students by providing educational opportunities in partnership with MNPS.
6. Secure 2 *Pack for Success* events.

**Strategic Growth**

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

**Top 2024-25 Goals:**

1. Identify core pillars of PENCIL’s 2030 strategic plan.
2. Set expectations for and better align data dashboard KPIs with the PENCIL 2030 strategic plan.
3. Successfully conclude the extended literacy tutoring grant with TDOE.
4. Focus on education and professional development in areas of DEI to grow and retain a diverse staff.

FINANCIAL & OPERATIONAL STABILITY

**Facilities**

*PENCIL will transition into a new space that meets our partnership and PENCIL Box expansion needs to serve MNPS for the long-term.*

**Top 2024-25 Goals:**

1. Identify permanent site for PENCIL facilities after October 2027 by 12/31/2024.
2. Create a budget and timetable for building construction and/or retrofitting.
3. Secure outside partner to conduct capital campaign feasibility study.

**Development, Marketing and PR**

*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 2024-25 Goals:**

1. Meet or exceed all operating revenue targets.
2. Add $25,000 (and/or a new Named Fund) and three planned gift commitments to our endowment.
3. Raise overall awareness for everything PENCIL does through a new branding campaign that targets current and future volunteers, corporate decision makers, investment dollars, and ERG leaders at major companies.

**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 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 volunteer events posted on PENCIL Connect.
3. Continue to monitor the diversity of our boards and staff to assure all underrepresented communities have a voice at our table.
4. Annual satisfaction survey results indicate that at least 85% of board members are Highly Satisfied with their experience and/or would refer a peer to this board.

**(Page 2)  
Looking Ahead to 2025**

PENCIL has made measurable progress over the past five years in expanding our overall impact on MNPS, demonstrating our commitment to equity, deepening community partnerships, evolving the DG PENCIL Box, and ensuring a stable future through an endowment. Now that our CEO transition is complete, we will embark on a full-scale strategic planning process – PENCIL 2030 – in the fall of 2024.

[Chart below – same as FY24 with these updates:]

Under Partnerships - strike Assist Kids in Need Foundation bullet

Under Financial & Operational Stability

* strike CEO Transition bullet
* add new bullet: Broaden awareness and support of PENCIL within diverse philanthropic communities
* strike DEI header, but retain this bullet under Financial/Operational Stability: Continue executing core business practices with a DEI lens