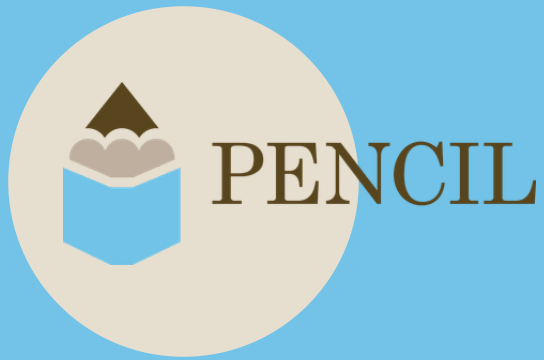




PUBLIC EDUCATION
NEEDS COMMUNITY
INVOLVEMENT +
LEADERSHIP



BOARD MEMBER HANDBOOK HANDBOOK HANDBOOK HANDBOOK

FY27 | JULY 1, 2026 - JUNE 30, 2027



PENCIL

MISSION VISION VALUES



MISSION

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

VISION

PENCIL exists to create a world where MNPS students, teachers, and staff have equitable access to resources and opportunities, empowering students to succeed now and in the future. We will create such a world by building a community that respects the unique perspectives and experiences of all stakeholders through proactive listening, continuous learning, and tireless advocacy for every student.

VALUES

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
- Act with transparency and integrity
- Demonstrate kindness and gratitude



FY27 BOARD LIST



BRITTANY ADAMS-DAVIS DOLLAR GENERAL CORPORATION

KFIR ALEXANDRONI KARIS MIDSTREAM PARTNERS

LAMAR ALLEN LAMARVELOUS BALLOONS

ANUPAM BHAKTA BMI

LIBERTY BERMAN LP CORPORATION

BRENT BINNS, TREASURER ELLIOTT DAVIS

LILLIAN BLACKSHEAR BASS, BERRY & SIMS PLC

HERBERT BROWN TURNER CONSTRUCTION

PATRICK CARNELL CAT FINANCIAL

LESLIE COWELL LIPSCOMB UNIVERSITY

KENNETH CRAPSE FIRST HORIZON BANK

SHOHREH DARAEI ASCENSION NATIONAL

CORY DELL SERVISFIRST BANK

JOSH DEPRIEST ROGERS GROUP, INC.

JOSH DERRYBERRY TRUIST

JOYA DINWIDDIE OLD NATIONAL BANK

KIRSTEN DODSON LIPSCOMB UNIVERSITY

JOHN DOERGE DELOITTE

CHRISTINA FEAGINS HCA HEALTHCARE

JOSE FERREIRA COMMUNITY LEADER

TODD FIGLER ALLIANCEBERNSTEIN

NICOLE FLYNN RYMAN HOSPITALITY PROPERTIES

DERRICK FREE WILCO WEALTH PARTNERS

SHARON GENTRY HCA HEALTHCARE

MAXWELL GOODALL FIFTH THIRD BANK

KIA GOODWIN BROWN-FORMAN CORPORATION RESOURCES

JEFF GREGG METRO NASHVILLE COUNCIL, DISTRICT 15

JACQUELINE HAYES, SECRETARY CRAYONS & MARKETERS

BRANDON HILL NASHVILLE SOCCER CLUB

TYLER JOHNSON QUORUM HEALTH

KAITLYN JONES, CHAIR R.C. MATHEWS CONTRACTOR

MINH LE ELLEM PR

EMMANUEL LEGRAIR R.H. BOYD

DEVIN LINTZENICH BASS, BERRY & SIMS PLC

LETHIA MANN REGIONS BANK

JOHARI MATTHEWS ONE COMMUNITY AND TENNESSEE TITANS FOUNDATION

BLAKE MCDANIEL CONWAY ENTERTAINMENT GROUP/DAPS LANDING MEDIA

JAMES MCINTYRE BELMONT UNIVERSITY

NORMAN MERRIFIELD 808EDUCATION, LLC

KELLY MITCHELL ERNST & YOUNG LLP

HASINA MOHYUDDIN METRO SOCIAL SERVICES

P. DANIELLE NELLIS TENNESSEE STATE UNIVERSITY

STEPHANIE NESBITT COMMUNITY LEADER

ZACH OPHEIM COMPASS REAL ESTATE

JEFFERY PARKER HAZEN AND SAWYER

WILL PARROTT PINNACLE ASSET MANAGEMENT

KATLIN PENDLETON KP FINANCIAL CONSULTING

MON-KISHA PORTER CAT FINANCIAL

SAM REED JIGSAW TN

YANET RODRIGUEZ JJJ SERVICE

KAREN SCHILLINGER CREATIVE ARTISTS AGENCY (CAA)

NICOLE SIMS, VICE CHAIR BURR & FORMAN LLP

JENNIFER WADE DAVIDSON COUNTY JUVENILE COURT

JUAN WILLIAMS TN DEPARTMENT OF HUMAN

EX OFFICIO

SUE SPICKARD PENCIL CO-FOUNDER

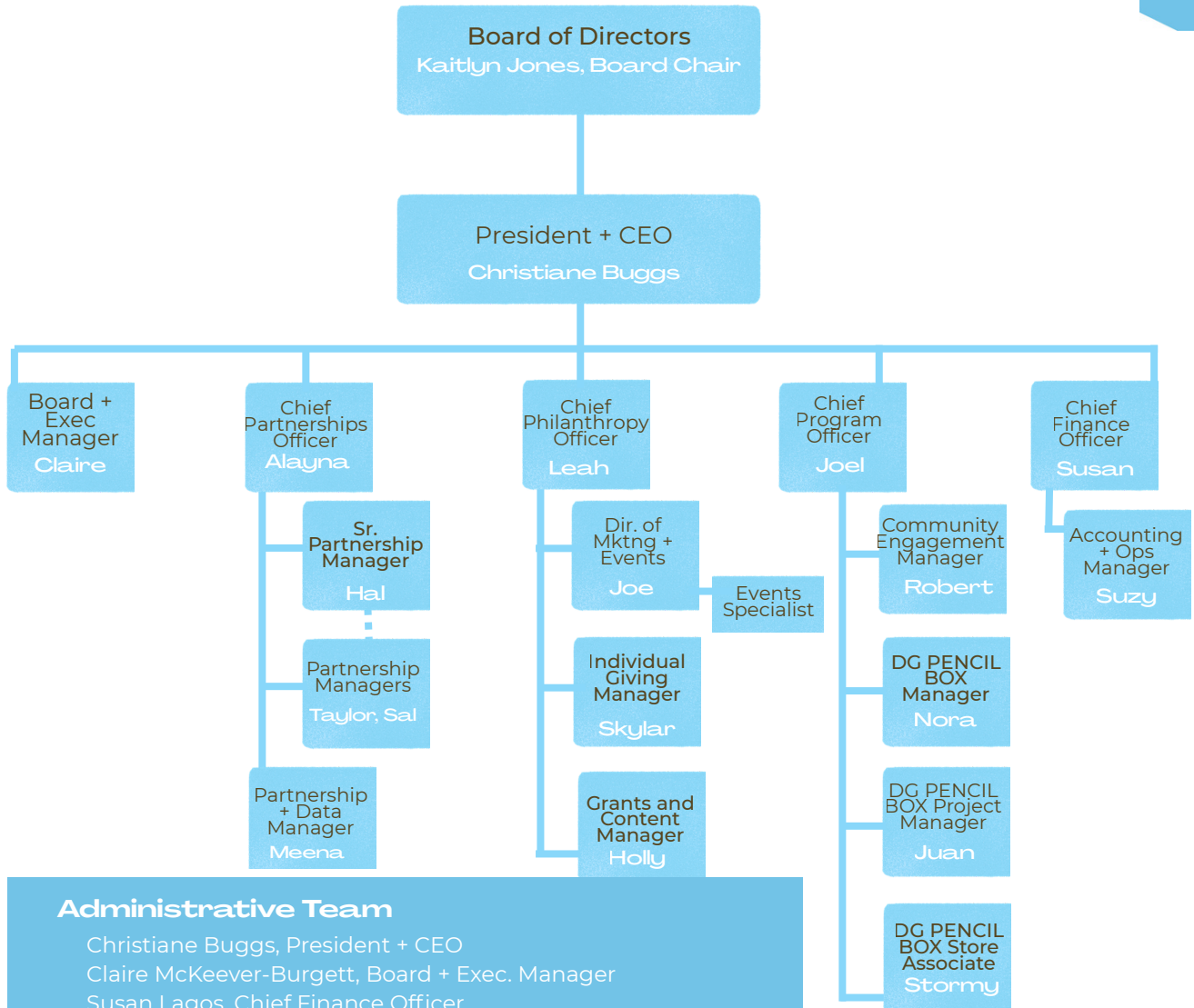
ADRIENNE BATTLE MNPS, DIRECTOR OF SCHOOLS

MASON BELLAMY, MNPS, CHIEF OF SPECIAL PROJECTS

INDIRA DAMMU, MNPS, DIRECTOR OF CIVIC AND COMMUNITY ENGAGEMENT

FREDA PLAYER, MNPS, BOARD CHAIR

FY27 ORGANIZATIONAL CHART



Administrative Team

Christiane Buggs, President + CEO
Claire McKeever-Burgett, Board + Exec. Manager
Susan Lagos, Chief Finance Officer
Suzy Welch, Accounting + Ops Manager

Development Team

Leah Susi, Chief Philanthropy Officer
Joe Neill, Director of Marketing + Events
TBD, Event Specialist
Skylar Coakley, Individual Giving Manager
Holly Hoffman, Grants + Content Manager

DG PENCIL Box Team

Joel Wright, Chief Program Officer
Robert Moxley, Community Engagement Manager
Nora McDonald, DG PENCIL Box Manager
Juan Williams, DG PENCIL Box Project Manager
Stormy Goode, DG PENCIL Box Store Associate

Partnership Team

Alayna Cate, Chief Partnership Officer
Hal Qazi, Sr. Partnership Manager
Taylor Woodard, Partnership Manager
Sal Hernandez, Partnership Manager
Meena Swaminathan, Partnership + Data Manager

FY27 BUDGET



PENCIL - FY27 Budget Process

	FY26 Original Budget	FY26 Forecast	Proposed FY27 Budget	Notes
Revenues				
Government Grants	300,000.00	300,000.00	300,000.00	MNPS \$200K & Metro Nashville \$100K
United Way	70,000.00	61,000.00	61,000.00	
Individual Giving	309,750.00	309,750.00	320,000.00	Family donation \$100K
Board Giving	70,000.00	60,000.00	50,000.00	Conservative estimate
Foundation & Corporate Gifts	924,500.00	973,551.00	927,500.00	
Project Revenue (T4T, etc.)	126,000.00	126,000.00	106,000.00	
Special Events	507,550.00	437,550.00	479,550.00	FY27 ALNM reduced by \$40K
Interest & Investment Income	56,386.00	56,386.00	65,555.00	
Earned Revenue	44,750.00	44,750.00	66,500.00	Additional Pack 4 Success events
Miscellaneous Revenues	0.00	2,700.00		
Board Designated Carryover from FY25	223,813.67	223,813.67	125,000.00	Carry over from FY26 for FY27
Total Revenues	2,632,749.67	2,595,500.67	2,501,105.00	
Expenses				
Personnel	1,742,510.00	1,697,510.00	1,732,187.00	
Equipment	82,500.00	82,500.00	58,909.00	FY26 included \$25K for laptop purchases
Travel	5,500.00	5,500.00	7,856.00	
Professional Services	323,000.00	254,000.00	206,404.00	FY26 included Sage implementation, Nashville Analytics (now reduced)
Program Expenses	165,000.00	150,000.00	163,440.00	
Supplies	4,000.00	4,000.00	4,000.00	
Facility Expenses	49,060.00	49,060.00	49,995.00	
Communications	30,000.00	30,000.00	33,130.00	
Commercial Insurance	24,500.00	24,500.00	26,000.00	Based on broker feedback
Staff Dev. & Community Events	35,000.00	35,000.00	49,120.00	
Donor Cultivation	3,500.00	3,500.00	6,225.00	
Event Expenses	96,910.00	96,910.00	101,285.00	
Fees & Bank Charges	27,500.00	27,500.00	25,400.00	Assumes no use for line of credit for the Operating budget
Miscellaneous Expenses	0.00	0.00	0.00	
Total Expenses	2,588,980.00	2,459,980.00	2,463,951.00	
Revenues Over/(Under) Expenses	43,769.67	135,520.67	37,154.00	

BOARD EXPECTATIONS



WELCOME

PENCIL is eager to welcome a diverse, inclusive, and equity-focused group of community leaders to join the work of our board in supporting PENCIL's mission to link community resources to Metro Nashville Public Schools to help young people achieve academic success and prepare for life. Our work is guided by the needs of MNPS students and teachers and is achieved through intentional partnerships and tangible engagements.

ROLE

The PENCIL Board's role is to:

- Open doors
- Raise money
- Build partnerships
- Steward reputation
- Advance strategic initiatives

WHAT WE ASK

PENCIL asks every board member to:

- Make a personal annual gift at a meaningful level to you (More information on next page.)
- Bring at least 1 new prospect (donor/member) per year
- Serve on one committee
- Attend and actively support signature events and board + committee meetings
- Open 2-3 doors annually

QUALITIES + CHARACTERISTICS

Qualities and Characteristics PENCIL Board Members bring:

- Commitment to PENCIL's Mission, Vision, and Values
- Value to the outcomes of the organization by active engagement and participation
- Commitment to equity and justice across all program areas as well as in PENCIL business operations
- Commitment to an active role in community leadership
- Reputation for sound decision making, good judgment, ethical behavior patterns, and established equity and justice practice
- Value to a diversity of viewpoints and an understanding that engaging with members from different life experiences and cultural backgrounds results in better outcomes
- Attentiveness to building a culture of mutual respect in order to welcome the full engagement of other members and the unique perspectives they bring to the team
- Proven ability to maintain confidentiality
- Commitment to sharing power and responsibility equally among all board members
- Proven ability to work in cooperation with others
- Awareness of the many systemic inequities in our society and attentiveness to helping avoid perpetuating those inequities in the management and service delivery of the organization
- Commitment to approaching board work with humility and curiosity
- Commitment to lifetime learning and interest in leading for change

BOARD TERMS

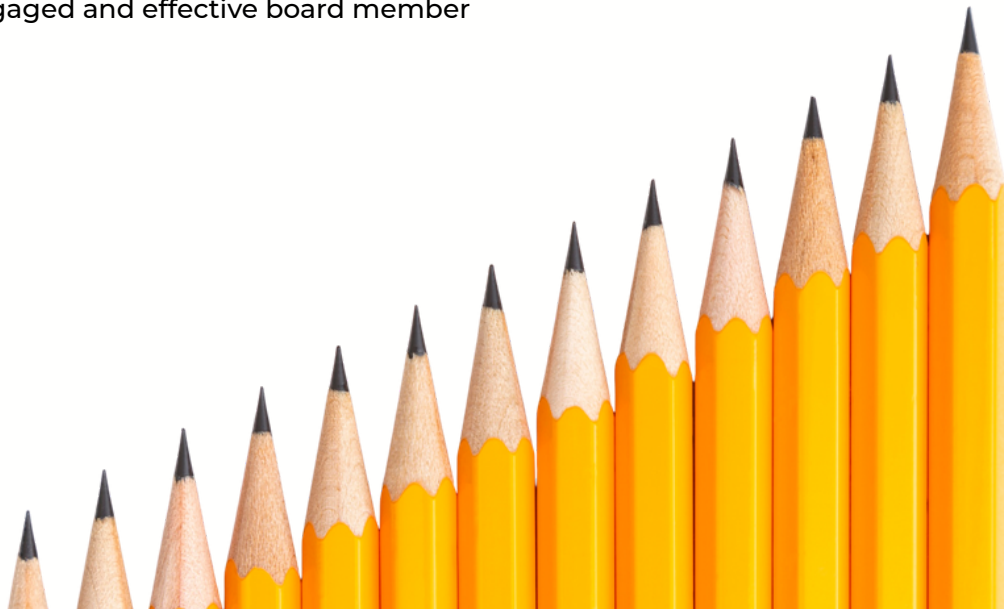
PENCIL board terms are three years and begin July 1 each year. Through mutual consent, board members are eligible to serve two consecutive terms before they roll off the board for a period of at least one year. Exiting board members can remain actively engaged with PENCIL via participation on our Alumni Board as well as on most board committees.

BOARD ENGAGEMENT

We acknowledge that capacity and skills differ for each board member and that most board members will excel at 65-75% of the elements of engagement outlined below. Please ponder and note which elements you will focus on as a PENCIL board member.

CRITICAL ENGAGEMENT

- **Be knowledgeable** about PENCIL so you may serve as an active and positive spokesperson, enhancing PENCIL's image and reputation in the community
- **Share PENCIL promotional materials**, news, and invitations with your social networks to expand the public's awareness of PENCIL (Reposting our social media posts is incredibly powerful!)
- **Attend and actively participate in quarterly board meetings** (typically Wednesday afternoons from 4-5:30pm; We set the calendar for the year each May)
- **Actively participate in at least one board committee** or project (likely 4-6 committee meetings annually)
- **Make a financial investment in PENCIL** with a pledge of \$1,200 in unrestricted funds (or more) made no later than July 31 each fiscal year, with full payment made by June 30 of the following year. Please note that while board revenue is vital to PENCIL, your comfort with the investment you make is more important. We understand that the amount may need to be different for you, so please communicate with our CEO or Board Chair what level of investment is comfortable for and meaningful to you.
 - Our rationale behind asking for board giving is that many community investors believe it is vital to have 100% of an organization's board members personally investing in the financial well-being of the organization. In fact, some funders require 100% board investment. Clearly, board giving is a strong indication of the board's commitment to PENCIL.
- **Actively shepherd any requests made to your company** for investment in PENCIL's work, both financial investments and volunteerism
- **Proactively communicate with PENCIL's Board Chair or CEO** if circumstances arise which prohibit you from being an engaged and effective board member



IMPORTANT ENGAGEMENT

- **Respond** to PENCIL communications in a timely manner
- **Engage** in at least 2 programmatic activities over the course of each academic year in order to understand PENCIL's work more fully
 - We highly suggest participation in **Principal for A Day** or a school-based activity listed on **PENCIL Connect** to experience what happens inside an MNPS school.
- **Participate** in *A Little Night of Music* annual fundraising event in some manner (e.g. purchasing a ticket to attend the event—Patron tickets are \$350 and Event tickets are \$250—acquiring and/or donating an item for our silent auction, or purchasing a silent auction item).
- **Participate** in PENCIL's Back to School Breakfast event in August each year by, ideally, hosting a table and securing six guests to attend with you
- **Bring** at least 2 potential donors/volunteers to PENCIL engagement events during each fiscal year
- **Make** thank you calls and/or send thank you notes to PENCIL donors as requested by staff



Robert's Rules of Order Cheat Sheet

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Introduce main motion	<i>"I move to..."</i>	No	Yes	Yes	Yes	Majority
Amend a motion	<i>"I move to amend the motion by // (add or strike words or both)"</i>	No	Yes	Yes	Yes	Majority
Move item to committee	<i>"I move that we refer the matter to committee."</i>	No	Yes	Yes	No	Majority
Postpone item	<i>"I move to postpone the matter until..."</i>	No	Yes	Yes	No	Majority
End debate	<i>"I move the previous question."</i>	No	Yes	Yes	No	Majority
Object to procedure	<i>"Point of order."</i>	Yes	No	No	No	Chair decision
Recess the meeting	<i>"I move that we recess until..."</i>	No	Yes	No	No	Majority
Adjourn the meeting	<i>"I move to adjourn the meeting."</i>	No	Yes	No	No	Majority
Request information	<i>"Point of information."</i>	Yes	No	No	No	No vote
Overrule the chair's ruling	<i>"I move to overrule the chair's ruling."</i>	Yes	Yes	Yes	No	Majority

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Extend the allotted time	<i>"I move to extend the time by ____ minutes."</i>	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	<i>"Point of order."</i>	Yes	No	No	No	No vote
Table a Motion	<i>"I move to table..."</i>	No	Yes	No	No	Majority
Verify voice vote with count	<i>"I call for a division."</i>	No	No	No	No	No vote
Object to considering some undiplomatic matter	<i>"I object to consideration of this matter..."</i>	Yes	No	No	No	2/3
Take up a previously tabled item	<i>"I move to take from the table..."</i>	No	Yes	No	No	Majority
Reconsider something already disposed of	<i>"I move to reconsider our action to..."</i>	Yes	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	<i>"I move to suspend the rules and consider..."</i>	No	Yes	No	No	2/3
Close the meeting for executive session	<i>"I move to go into executive session."</i>	No	Yes	No	No	Majority
Personal preference - noise, room temperature, distractions	<i>"Point of privilege"</i>	Yes	No	No	No	No vote

*A member may make a motion to reconsider something that was already disposed; however, the reconsidered motion may not be subsequently reconsidered. A motion to reconsider must be made during the same meeting and can extend to a meeting that lasts for more than one day.

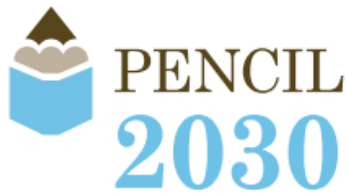
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PENCIL is uniquely positioned as *an independent and trusted bridge* between Metro Nashville Public Schools and the broader community – connecting individuals, businesses, and civic partners to schools through equitable, transformational partnerships that respond to both long-standing inequities and emerging needs.

PENCIL enables MNPS schools, students, and teachers to access resources, relationships, and opportunities that promote student success while protecting its ability to *remain adaptive, inclusive, and mission focused* in a changing educational landscape.

We envision that by 2030, PENCIL will be the anchor public education nonprofit in Nashville, achieving financial well-being and sustainable growth; operational alignment and organizational health; and transformational partnerships and collaborations.



PENCIL will be guided by the following strategic priorities in Year 1 (FY26):



DG PENCIL Box and Long-Term Facility

We will secure and sustain a long-term facility that meets our operational needs while investing in program delivery systems that increase the number and frequency of classroom resources for Metro educators.

FY26 Goals

1. Finalize a long-term, low-cost leasing agreement with the City of Nashville for an MNPS-owned building
2. Develop and manage a budget for renovations, including construction of an expanded warehouse, and timeline targeting a summer 2027 move-in
3. Support new Pack4Success manager to grow DG PENCIL Box earned revenue stream
4. Design a sponsorship model for pop-up shops to ensure their sustainability



Strategic Alignment

We will assure PENCIL's long-term impact and stability through proactive relationship building with local, state, and federal decision-makers, and other Nashville nonprofit organizations; we will strengthen data systems and use a comprehensive dashboard to track and communicate progress to all stakeholders.

FY26 Goal's Accountant

1. Articulate realistic benchmarks for each year of the PENCIL 2030 plan
2. Review and update a dashboard that monitors organizational health, sourcing data from programs, finance, fundraising, and marketing
3. Develop a broad understanding of and response plan should MNPS be significantly impacted by federal budget or policy shifts
4. Convene peer nonprofit board leaders at least once/annually to build stronger relationships between our organizations
5. Engage Metro District 1 stakeholders ahead of our relocation to new facility



Marketing and Public Relations

We will specify and amplify PENCIL's unique value to our business partners and public schools by focusing on brand awareness that drives increased engagement, investment, and recognition across the community.

FY26 Goals

1. Reimagine PENCIL's elevator pitch describing our impact and offerings and use it to empower board peers to amplify PENCIL's brand
2. Design marketing campaign that elevates low-barrier community activation possibilities
3. Elevate PENCIL staff members as thought leaders for community resourcing of schools
4. Use special events as storytelling opportunities to meaningfully convey our impact on young people and educators



Cultural Cohesion

We will invest in the growth, satisfaction, and leadership of our staff and board by aligning internal culture with values and expanding opportunities for development, recognition, and influence.

FY26 Goals

1. Recruit and retain a diverse cohort of professionals to support volunteerism and fundraising through the Emerging Leaders Board
2. Collaborate with board- and service-training interns to bring their annual projects/studies into alignment with PENCIL's volunteer expansion goals
3. Recruit and equip board members to host lunch-and-learns to expose their professional/personal networks to PENCIL's work
4. Design and pilot opportunities for board members to mentor staff in their professional development



Finance

We will maintain robust practices in financial oversight and compliance that underpin our ability to grow purposefully and sustainably in our staffing, fundraising, and fiscal sponsorship models.

FY26 Goals

1. Establish monthly, quarterly, and annual cadences to monitor our financial health and budget and support PENCIL's annual audit process
2. Guide staff on identifying and implementing a new accounting software better aligned with PENCIL's future needs
3. Advise on adoption of a new payroll software that integrates with new accounting software
4. Clarify the value, criteria, and process for fiscal sponsorships that support MNPS strategic initiatives



To learn more about PENCIL and find opportunities to support us, visit PENCILforSchools.org



PENCIL BOARD COMMITTEES

EXECUTIVE (YEAR-LONG)

The Executive Committee provides strategic leadership and governance oversight on behalf of the full Board of Directors. Comprised of the Board Chair, Vice Chair, Secretary, Treasurer, and committee co-chairs, the Executive Committee helps set board priorities, coordinates the work of committees, monitors organizational performance, and addresses matters requiring attention between regular board meetings. The committee serves as a key partner to organizational leadership, ensuring alignment with the organization's mission, strategic goals, fiduciary responsibilities, and governance best practices.



Kaitlyn Jones, Chair

Nicole Sims, Vice Chair

Jacqueline Hayes, Secretary

Brent Binns, Treasurer

Kfir Alexandroni, Facility Chair

Minh Le, Marketing/PR Co-Chair

Christina Feagins, Marketing/PR
Co-Chair

Leslie Cowell, Board Engagement Chair

Kenny Crapse, Finance Chair

Lillian Blackshear, Capital Campaign Co-Chair

Norman Merrifield, Capital Campaign Co-Chair

MARKETING + PUBLIC RELATIONS (YEAR-LONG)

The Marketing & Public Relations Committee advances the organization's visibility, credibility, and community presence. Committee members serve as peer-to-peer ambassadors for the mission, helping expand awareness, strengthen strategic relationships, and elevate the organization's reputation across Nashville and beyond.



Minh Le, Co-Chair

Christina Feagins, Co-Chair

Emmanuel LeGrair

Yanet Rodriguez

BACK TO SCHOOL BREAKFAST (MAY-AUGUST)

The Back to School Breakfast Committee provides leadership and support for PENCIL's annual fundraising event. Committee members help drive sponsorships, strengthen board engagement, and ensure the event successfully advances awareness, relationships, and revenue in support of PENCIL's mission.



Lamar Allen

Patrick Carnell

Johari Matthews

Stepanie Nesbitt

James McIntyre

Community Member

Community Member

PRINCIPAL FOR A DAY (AUGUST-OCTOBER)

The Principal for a Day Committee supports one of PENCIL's signature engagement events by helping expand participation, strengthen community connections, and increase awareness of the opportunities and challenges facing public schools. Committee members serve as ambassadors for the event, helping connect new leaders to the experience and ensuring strong board involvement.



Sharon Gentry

Devin Lintzenich

P. Danielle Nellis



PENCIL BOARD COMMITTEES

A LITTLE NIGHT OF MUSIC DECEMBER-APRIL

The *A Little Night of Music* Event Committee provides leadership and support for PENCIL's annual signature fundraising event. Committee members help drive sponsorships, auction revenue, ticket sales, and board engagement while creating an exceptional event experience that celebrates PENCIL's impact and inspires philanthropic support.



Nicole Flynn Community Member
Karen Schillinger Community Member
Community Member

FINANCE (YEAR-LONG)

The Finance Committee provides financial confidence, sustainability, and strategic direction for the organization. The committee works closely with staff and board leadership to ensure sound financial stewardship, long-term fiscal health, and appropriate oversight of financial risks and opportunities.



Kenny Crapse, Chair Cory Dell
Katlin Pendleton Kelly Mitchell
Will Parrott Tyler Johnson
Brent Binns Lethia Mann
Josh DePriest Jose Ferriera

BOARD ENGAGEMENT (YEAR-LONG)

The Board and Community Engagement Committee strengthens both the connectivity of the Board and the organization's connection to the community. Serving as a bridge between governance and mission, the committee helps recruit, engage, and retain strong board members while ensuring the Board remains connected to community needs, partnerships, and measurable impact.



Leslie Cowell, Chair Hasina Mohyuddin
Kirsten Dodson Juan Williams
Shohreh Daraei Jennifer Wade
Brandon Hill John Doerge
Zach Opheim Kia Goodwin

CAPITAL CAMPAIGN (YEAR-LONG)

The Capital Campaign Committee serves as the leadership body for the campaign and is comprised of the organization's most committed, influential, and well-connected advocates. As a revenue-generating committee, its members lead by example, inspire confidence among donors and stakeholders, and help secure the resources necessary to achieve the campaign's vision and goals.



Lillian Blackshear, Co-Chair Sam Reed
Norman Merrifield, Co-Chair Joya Dinwiddie
Derrick Free Max Goodall
Brittany Adams-Davis Blake McDaniel
Todd Figler Josh Derryberry



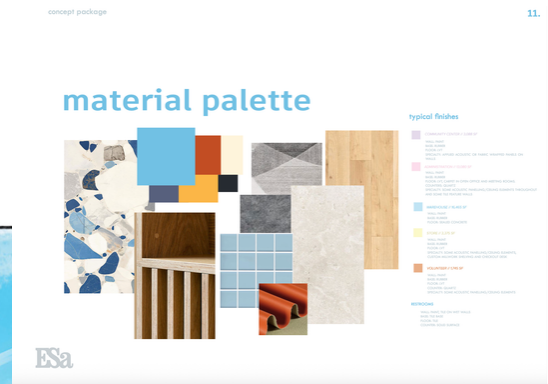
PENCIL BOARD COMMITTEES

FACILITY (AD HOC)

The Facilities Committee serves as an advisory body to support the stewardship, renovation, and long-term development of the Lillard Elementary School campus. Convened on an as-needed basis, the committee provides expertise, strategic guidance, and community perspective to help ensure facility investments align with PENCIL's mission, operational needs, and future vision.



Kfir Alexandroni, Chair
Anupam Bhakta
Jeff Gregg
Herbert Brown
Liberty Berman
Mon-Kisha Porter
Jeff Parker



Please note that these images are not intended to represent the final plans for PENCIL at Robert E. Lillard School. Rather, they are meant to help cast a vision for what is possible and inspire us as we work together to transform the space for PENCIL and the educators, students, and schools we serve.



Thank you for being part of this exciting journey and for investing in the future of our community!

BOARD DIRECTORY

**BRITTANY ADAMS-DAVIS**

badams@dollargeneral.com
972.740.9754 cell

Brittany is Senior Director, Labor & Employment at Dollar General. A Wake Forest Law graduate, she has practiced employment law since 2010 and is an active community volunteer, including service with Young Leaders Council, Junior League, and PENCIL.

**KFIR ALEXANDRONI**

kfir_alex@yahoo.com
615.293.3393 cell

Kfir is a Principal at Karis Midstream Partners with a background in audit and accounting. A CPA and CIA, he earned bachelor's and master's degrees from MTSU. Originally from Israel, he enjoys boating and exploring Nashville's restaurant scene.

**LAMAR ALLEN**

lamar@lamarvelousballoons.com
313.658.2144 cell

Lamar M. Allen, owner of LaMarvelous Balloons, founded his Nashville-based balloon décor company while attending Fisk University. A Certified Balloon Artist, he serves clients across Middle Tennessee and opened the company's first warehouse in 2023.

**LIBERTY BERMAN**

libby.berman@lpcorp.com
404.808.7636 cell

Libby Berman is Vice President and Chief Tax Officer at LP, leading the company's global tax strategy and compliance. She joined LP in 2018 after leadership roles at PwC and Elekta and holds accounting and taxation degrees from the University of Georgia.

**ANUPAM BHAKTA**

abhakta@bmi.com
256.810.1248 cell

Anupam is a Licensing Representative at BMI and a longtime advocate for public education. After serving with AmeriCorps and managing the PENCIL Box in 2010, he began a career in the music industry while remaining deeply committed to PENCIL's mission.

**BRENT BINNS**

brent.binns@elliottdavis.com
501.681.9226 cell

Brent is a Senior Manager at Elliott Davis with nearly a decade of experience in public accounting and industry. He specializes in assurance services for community banks and previously held roles at Deloitte and a publicly traded financial institution.

BOARD DIRECTORY

**LILLIAN BLACKSHEAR**

lblackshear@bassberry.com
615.742.7902 work

Lillian Blackshear is a partner at Bass, Berry & Sims, focusing on public finance. She has represented clients in more than \$10 billion in debt issuances across Tennessee and is a recognized leader and award-winning attorney in the legal profession.

**HERBERT BROWN**

herbertbrown10@gmail.com
615.924.3646 cell

Herbert is Community & Citizenship Director at Turner Construction, leading economic inclusion, workforce development, and community engagement initiatives. An active civic leader, he serves on multiple boards and was recognized as a Nashville Business Journal 40 Under 40 honoree.

**PATRICK CARNELL**

pcarnell35@gmail.com
513.22.2491 cell

Patrick Carnell is a Business Development Manager at Caterpillar Financial Services, supporting U.S. leasing strategy and customer experience. A Nashville native and University of Tennessee graduate, he has held leadership roles at Caterpillar Financial for 17 years.

**LESLIE COWELL**

lcowell@lipscomb.edu
334.201.2492 cell

Leslie is Dean of the College of Education at Lipscomb University. An experienced educator and administrator, she has served in leadership roles across K-12 and higher education and previously led the College of Education at Faulkner University.

**KENNETH CRAPSE**

kenneth.crapse@firsthorizon.com
812.371.2213 cell

Kenny Crapse is a Commercial Banking Relationship Manager at First Horizon Bank. A University of Louisville graduate, he has worked in banking and financial services for more than a decade and is an active volunteer with Junior Achievement and Project Return.

**SHOREH DARAEI**

shohreh.daraei@ascension.org
615.293.8217 cell

Shohreh Daraei is Workforce Development Manager at Ascension National, leading initiatives that connect education and industry. A proud MNPS alumna, she is passionate about expanding career opportunities and strengthening workforce pathways for students.

BOARD DIRECTORY



CORY DELL

cdell@servisfirstbank.com
615.337.7226 cell

Cory is Senior Vice President and Director of Treasury Management Tennessee at ServisFirst Bank. With a background in commercial banking, he is passionate about community impact, collaborative leadership, and supporting mission-driven organizations.



JOSH DEPRIEST

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Josh DePriest is Vice President of Finance & Treasurer at Rogers Group, Inc. A CPA and longtime financial leader, he joined the company in 2003 and serves on the board of the Construction Financial Management Association.



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Josh is Senior Vice President and Market President for Middle Tennessee Commercial Banking at Truist. A seasoned banking leader, he oversees commercial banking teams across the region and is active in community and nonprofit leadership.



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Joya Dinwiddie is a Vice President and Small Business Banker with more than 20 years of experience supporting entrepreneurs. A dedicated community leader, she serves on several nonprofit boards and is passionate about expanding opportunity and economic empowerment.



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Kirsten Heikkinen Dodson is Associate Professor and Chair of Mechanical Engineering at Lipscomb University. A Lipscomb and Vanderbilt graduate, she is an educator, researcher, and community leader dedicated to engineering, service, and student success.



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John is Community Relations Lead at Deloitte, overseeing corporate citizenship, volunteer engagement, and community impact initiatives. A longtime supporter of MNPS and PENCIL, he has dedicated more than 25 years to serving Nashville's schools and nonprofits.

BOARD DIRECTORY



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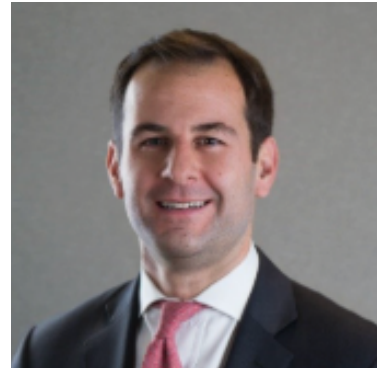
Christina Feagins works in Transformation Operations within Digital Transformation & Innovation at HCA Healthcare. An MNPS graduate with nearly 15 years of experience, she has led global technology and operational excellence initiatives across multiple industries.



JOSE FERREIRA

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Jose is the former Finance Director for JLL's State of Tennessee account. With more than 20 years of U.S. and international finance experience, he has held leadership roles at Mayo Clinic, Microsoft, Asurion, Cummins, and Bridgestone.



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Todd Figler is Senior Vice President and Managing Director of Private Alternatives at AllianceBernstein, focusing on credit-oriented investment strategies. He brings extensive experience in investment management, finance, and capital markets and holds degrees from Georgetown and NYU.



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Nicole leads Marketing Strategy for the hospitality portfolio at Ryman Hospitality Properties. A Belmont University graduate, she brings extensive experience in destination marketing, tourism, and hospitality and is a strong advocate for entrepreneurship and education.



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Derrick Free is Chief Operating Officer at Wilco Financial Partners and the former Executive Vice President and General Counsel of Gray Line Tennessee. A Lipscomb and University of Tennessee Law graduate, he is an active civic and community leader.



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Dr. Sharon Dixon Gentry is Associate Vice President for Education Development and Partnerships at HCA Healthcare. A 24-year HCA leader, she advances educational programming and strategic partnerships that strengthen pathways for diverse healthcare professionals and leaders.

BOARD DIRECTORY



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Maxwell is a Relationship Manager with Fifth Third Bank's Commercial Middle Market team in Nashville. A University of Cincinnati graduate, he is active in local business and civic organizations and previously served on PENCIL's Emerging Leaders Board.



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Kia Goodwin is Global Senior Manager, Indirect Procurement at Brown-Forman. A supply chain leader with experience across aviation, manufacturing, retail, and consumer goods, she specializes in strategic sourcing, contract negotiations, and operational excellence.



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Jeff is Executive Director of Lantern Farm Counseling Center. A seasoned executive with more than 30 years of leadership experience in the entertainment, nonprofit, and business sectors, he is passionate about community engagement, wellness, and service.



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Jacqueline Hayes, MBA, PCM®, is Principal and Chief Marketing Strategist at Crayons & Marketers. A marketing leader and advocate for inclusive engagement, she serves on several national and local boards and brings extensive nonprofit governance experience.



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Brandon Hill is Head of Community Engagement for Nashville SC. With more than 20 years of experience in youth development and community leadership, he has served organizations including Martha O'Bryan Center, Oasis Center, and the Mayor's Youth Council.



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Tyler Johnson is Vice President of Financial Reporting at Quorum Health Corporation. A CPA with a Master of Professional Accounting degree, he is passionate about strengthening public education through financial stewardship, community engagement, and support for students and families.

BOARD DIRECTORY



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Kaitlyn Jones is Director of Development and Engagement at R.C. Mathews Contractor and Chair of the PENCIL Board. A Nashville 40 Under 40 honoree, she is an active civic leader and passionate advocate for public education and community engagement.



MINH LE

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Minh Le is founder and principal of Ellem PR, providing strategic communications, public relations, and marketing counsel. A recognized Nashville leader, he serves on several nonprofit boards and has been honored as a Nashville Business Journal 40 Under 40 recipient.



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Emmanuel is Creative Director at R.H. Boyd and founder of The Commonwealth. A former educator and nonprofit leader, he is deeply engaged in Nashville's arts and civic communities and serves on several nonprofit and cultural boards.



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Lethia Swett Mann is Vice President and Senior Community Development Manager at Regions Bank. A Nashville native and Vanderbilt graduate, she has more than 20 years of banking and community development experience and is a dedicated advocate for housing, small business growth, and education.



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Devin Lintzenich is Chief Attorney Talent Officer at Bass, Berry & Sims, where she leads professional development, training, and retention initiatives for the firm's attorneys. She is also a dedicated advocate for strong public schools and thriving communities.



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Johari Matthews is Vice President of ONE Community and Executive Director of the Titans Foundation for the Tennessee Titans. She leads the organization's community impact efforts, partnerships, and programs that strengthen neighborhoods across Nashville and Tennessee.

BOARD DIRECTORY



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Blake is an entertainment industry veteran and Owner/Agent with Conway Entertainment Group and Daps Landing Media. He founded Clean Clothes for Kids, a partnership with PENCIL that helps provide laundry access for students in MNPS schools.



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Dr. James P. McIntyre, Jr. is Dean of the College of Education and Assistant Provost for Academic Excellence at Belmont University. An experienced educational leader, he has supported and coached school and district leaders across Tennessee and the nation.



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Norman is Principal Thought Leader at 808Education, LLC, where he designs professional development experiences focused on educational equity and strengths-based learning. A former teacher and consultant, he is a dedicated advocate for students, educators, and families.



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Kelly Mitchell is a Senior Manager in the Audit practice at Ernst & Young LLP. A former PENCIL Emerging Leaders Board member, she has helped lead key fundraising and volunteer initiatives and is passionate about connecting businesses with local schools.



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Hasina is a Research Associate with Metro Social Services and former Assistant Dean at Vanderbilt University's Peabody College. She holds degrees from Yale and Vanderbilt, and her research focuses on youth development, identity, and community engagement.



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P. Danielle Nellis is Executive Director of the Office of Institutional Compliance at Tennessee State University. An attorney, educator, and community leader, she is dedicated to advancing education, justice, and service throughout Nashville.

BOARD DIRECTORY

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Stephanie Nesbitt is a learning and development leader with expertise in leadership growth, talent development, and inclusion. A first-generation college graduate, she serves on local nonprofit boards and is a passionate advocate for children, families, and education.

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Zach is a real estate agent with BDG Partners at Compass Green Hills and Finance Manager at Please & Thank You. With backgrounds in finance, accounting, music, and real estate, he is dedicated to serving Nashville families and strengthening his community.

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Jeffery M. Parker is a civil and environmental engineer with more than 40 years of experience in water and environmental systems. A longtime business partner and volunteer with Whites Creek High School, he is deeply committed to supporting students and public education in Nashville.

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Will Parrott is Vice President and Financial Advisor at Pinnacle Asset Management, providing financial planning and investment management services. With nearly 15 years of industry experience, he is a CFA charterholder and University of Tennessee graduate.

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Katlin is a Fractional Chief Financial Officer and owner of KP Financial Consulting. A CPA with experience in healthcare, public accounting, and nonprofit finance, she helps organizations strengthen strategy, performance, and long-term financial health.

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Mon-Kisha Porter, MBA, is Director of Sales and Global Operations at Caterpillar Financial Services Corporation. An experienced business leader, she specializes in operational excellence, strategic growth, and leading global teams to drive organizational success.

BOARD DIRECTORY

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Sam Reed is a Partner at Jigsaw TN, a strategic consulting firm he co-founded in 2018. With experience in law, government, and public affairs, he helps organizations navigate complex challenges and is also an owner of Nashville-based 8th & Roast.

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Yanet Rodriguez is owner of JJJ Service and a dedicated community volunteer. Originally from Mexico and a Nashville resident for 19 years, she enjoys sharing her culture through crafts, traditions, and community engagement while raising her two sons.

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Karen Schillinger is a Music Agent at Creative Artists Agency (CAA), representing leading artists in country music. A Cornell University graduate, she is active in industry leadership and philanthropy, including CMA Fest and PENCIL's A Little Night of Music.

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Nicole Sims is a Partner at Burr & Forman LLP, where she advises clients on mergers and acquisitions, corporate governance, and business transactions. She is an active civic leader and serves with several professional and nonprofit organizations in Nashville.

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Jennifer Wade is Court Administrator for Davidson County Juvenile Court. An attorney with extensive experience in juvenile justice and education advocacy, she is a dedicated community leader who supports student success through service and nonprofit leadership.

**JUAN WILLIAMS**

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Juan Williams is Commissioner of the Tennessee Department of Human Resources, overseeing HR services for more than 42,000 state employees. A seasoned leader with extensive experience in human resources and operations, he is active in civic and professional organizations.

IMPORTANT DATES



You may notice that board meetings will be held in different months than in previous years. To better align meeting timing with key PENCIL events and opportunities for engagement, we're trying a new rhythm this fiscal year, complemented by virtual updates and volunteer connection opportunities throughout the year. Please join us!

FULL GOVERNING BOARD MEETINGS

Wednesday, September 23, 2026: 4 to 5:30pm, Location TBD

Wednesday, December 9, 2026: 4 to 5:30, Location TBD
(full board meeting with holiday mixer)

Wednesday, March 31, 2027: 4 to 5:30, Location TBD

Wednesday, June 16, 2027: Board Orientation, Kickoff, and Retreat combined with final board meeting of the year, Location TBD

We will send calendar invitations for these dates and times. Should any adjustments be necessary, we will provide ample notice and communicate any changes as early as possible.



FULL GOVERNING BOARD VIRTUAL CONNECTIONS

Wednesday, August 26 at Noon on TEAMS

Wednesday, November 18 at Noon on TEAMS

Wednesday, April 14 at Noon on TEAMS

No more than 45 minutes in length, the Board Virtual Connections are designed to provide financial, event, and organizational updates between in-person meetings. We will send calendar invitations, including the Teams link, for each session. Should any date or time need to change, we will provide ample notice and communicate updates as early as possible. We will also add additional virtual connections, when needed or requested, throughout the year.



FULL GOVERNING BOARD VOLUNTEER OPPORTUNITIES

July 2026: Date, Time, and Activity TBD

October 2026: Date, Time, and Activity TBD

February 2027: Date, Time, and Activity TBD

May 2027: Date, Time, and Activity TBD

We'll be in touch about quarterly board volunteer gatherings—opportunities to connect with fellow board members, hear organizational updates, and support MNPS students, teachers, and staff through hands-on service and engagement.



PENCIL



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FY27 BOARD HANDBOOK

thank you

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