My first year as PENCIL’s President has been invigorating, full of growth, opportunity, and of course, learning. Thanks to a new partnership with the New York City Department of Youth and Community Development, we dramatically grew our Internship Program in 2016. As a provider of the Ladders for Leaders Program, we expanded our services to serve college students and placed 435 high-performing New York City students in paid internships in 2016 – a 114% increase from 2015.

In our Partnership Program, we have continued to strengthen our relationships with schools and businesses, providing customized curriculum and support to open doors of opportunity for students at 80 high-need schools in all five boroughs. Throughout the year, I witnessed third graders in the Bronx learn about bridge building and listened to high school juniors in Brooklyn argue moot court cases in front of corporate attorneys. These experiences make it clearer than ever that PENCIL Partnerships give students hands-on college and career readiness opportunities like no other.

Of course, none of this would be possible without our dedicated volunteers. Last year, PENCIL mobilized more than 1,200 volunteers to serve approximately 2,500 students across New York City. Our volunteers deliver innovative and engaging programming, serve as committed mentors and role models, and teach students the crucial skills necessary for the 21st century workforce.

I also want to thank the many donors and supporters who invested in PENCIL in 2016 to make our work possible. As we look towards the future, I am keenly aware that there is more work to be done – more students to prepare for the workforce, more schools in need of innovative programming, and more businesses ready to share their expertise. I urge you to continue supporting PENCIL, so we can continue to create transformative school/business partnerships and put more students on the path to college and career success.

As PENCIL enters its third decade connecting expertise from the business community with public schools to put students on the path to college and career success, I am excited to build on our strong and rich history. In 2017 and beyond, I look forward to strengthening our existing partnerships, dramatically expanding the number of interns we train and place, and activating the PENCIL network to share what we learn along the way.

At a time when support for public education is more important than ever, I hope you’ll join us in our efforts to increase civic engagement and open doors of opportunity for students. Thank you for being a valued PENCIL partner.

All the best,

Gregg Betheil
PENCIL President
2016 was an exciting year for PENCIL. We welcomed a new President, honored two partners who have set hundreds of young people on the path to success, and expanded and deepened our programming.

The Board was pleased to select Gregg Betheil as our new President in April. He has been a true force behind PENCIL’s success over the past year, and with his leadership I know PENCIL will continue to thrive and support the thousands of youth we serve.

I see PENCIL’s impact first hand at my own partner school, P.S. / I.S. 224 in the Bronx. The youth in our PENCIL School Partnership are already preparing for the future by choosing which high schools to apply to, and a team from my firm engages these youth in sessions designed to bolster their skills through programming focused on goal setting, personal branding, and the many career paths within a single business. I was thrilled when a group of young women from this school competed - and won - fellow partner CA Technologies’ citywide Guppy Tank competition in 2016, which challenged them to be entrepreneurs and create their own new, unique apps.

At our most recent Gala, we honored CetraRuddy Architecture and Ogilvy & Mather: two long-time partners whose work in New York City elementary and middle schools begins to prepare these young people to make career choices by introducing them to career pathways in their respective fields – and emphasizing the teamwork they will need to succeed.

This past year, PENCIL expanded its reach to serve even more youth through our internship program, more than doubling the number of students placed in internships last summer. We expanded our offerings to include more one-day opportunities for companies to support New York City students, and continued to evolve our work in the many school partnerships we support.

Now, more than ever, public schools need us as champions of education. Thank you for all you do to support our city’s youth - and I hope you will join me as we continue to guide students on the path to success.

Howard Chatzinoff
Chair of the Board of Directors
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PROGRANS

PENCIL has a legacy of engaging the business and education communities through innovative models, beginning with the first Principal for a Day® event in 1995, to its current skills-based volunteer program models of engagement. We fulfill our mission by identifying, engaging, and activating a network of corporate, civic, and school leaders to drive school and student success. This thriving community of leaders leverages their talents and expertise to strengthen public schools, and put students on the path to success.

PENCIL believes that the business community has both a responsibility and a unique contribution to make to ensure that, regardless of background, all students reach their full potential. PENCIL sharpens the impact of those seeking to support public education through four strategic pillars:

1. ENGAGE
   PENCIL’s volunteers, donors, educators, and students in the PENCIL community.

2. ACTIVATE & ENGAGE
   PENCIL’s volunteers’ talents and expertise to strengthen public schools and put students on the path to success.

3. MEASURE & COMMUNICATE
   PENCIL’s impact on students, schools, and businesses.

4. SHARE & REPLICATE
   Successful new models to scale PENCIL’s impact as we grow.

Currently, business leaders in PENCIL’s network can deepen their impact by engaging in two core programs: The PENCIL Partnership Program and The PENCIL Internship Program.

“I always knew that PENCIL would be helpful for my career, but I did not realize to what extent PENCIL would impact my knowledge and growth. PENCIL connected me with many successful individuals. I would strongly suggest for students to join this program.”

– 2016 Intern
THE PENCIL PARTNERSHIP PROGRAM

The PENCIL Partnership Program creates and supports partnerships between business and school leaders that leverage their collective energies to strengthen school leadership and improve students’ college and career readiness. PENCIL serves as a critical liaison in these partnerships, helping to recruit and match businesses with schools and providing hands-on support in the design, implementation, and evaluation of partnership activities.

MANAGED
82 PARTNERSHIPS

SERVING
80 NYC SCHOOLS

IMPACTING
1,325 + STUDENTS

ENGAGING
544 VOLUNTEERS

PROVIDING
10,000+ SERVICE HOURS

THE PENCIL INTERNSHIP PROGRAM

The PENCIL Internship Program is a competitive career readiness program for talented NYC high school juniors, seniors, and college students. In 2016, PENCIL trained and placed 435 students in paid internships in businesses throughout the city in order to provide these deserving students with critical workplace experiences and skills.

The importance of preparing students for a growing and ever-changing global economy has never been greater. That’s why in 2016, as a result of PENCIL’s growing commitment to this model as well as support from the New York City Department of Youth and Community Development’s Ladders for Leaders Program, PENCIL was able to increase the number of youth placed in high quality internships by 124%.

435 INTERNS PLACED
124%
SPECIAL EVENTS

It is only through the PENCIL community that the organization is able to have such a great impact. Celebrating this community is always a highlight of our year.

PENCIL’S ANNUAL GALA: CREATING PATHS TO SUCCESS

On September 27, 2016, over 500 friends of PENCIL came together at our annual Gala and raised nearly $1.5 million to support NYC public school students. Good Day New York anchor, Rosanna Scotto, hosted the evening, which honored longtime PENCIL partners CetraRuddy Architecture and Ogilvy & Mather. Thanks to the generosity of our Gala supporters, PENCIL will be able to serve thousands of students in the coming year, increasing the number of transformative partnerships between schools and businesses and placing even more students in meaningful internships across the city.
RIDE WITH PENCIL

Our Executive Leadership Council led the charge for an energized and inspiring Ride with PENCIL at SoulCycle on June 22, 2016. Fifty individuals cycled their hearts out and raised more than $20,000 to support our work creating transformative school/business partnerships. Special thanks to singer and television personality Adrienne Bailon, who joined us for the ride and helped to mobilize the crowd.

RUN WITH PENCIL

In 2016, PENCIL began a partnership with New York Road Runners for two iconic races, the United Airlines NYC Half Marathon in March and the TCS New York City Marathon in November. Through both of these races, 31 runners hit the streets for PENCIL and raised over $30,000 to support our work.

PENCIL INTERNS’ CULMINATING EVENT

In August, we concluded a year of PENCIL interns’ career development with a wonderful evening at FIT. The event allowed our 2016 PENCIL Interns and their business hosts to not only celebrate students’ accomplishments but also meet and network with others who participated in the program. At the event, Steve Meringoff presented five students with scholarship awards and offered inspirational remarks. The growth and success of PENCIL’s Internship Program is due in large part to the generosity of the Meringoff Family Foundation.
BOSS FOR A DAY

PENCIL’s annual BOSS FOR A DAY was held on July 7th as a kick off to the 2016 PENCIL Internship Program. The day provided 200 students with real-world access to NYC business leaders, preparing them for their summer internship and so much more. The first day of work is a seminal moment in everyone’s career. BOSS FOR A DAY gives students exposure to a successful workplace, allowing them to speak directly with business leaders about their first job experiences and how to make the most of an internship opportunity – all before their first day of work.

Students visited the offices of the following corporations across New York: Empire BlueCross BlueShield HealthPlus, Salesforce, A+E Networks, RXR Realty, NY1, Fox5 / My9, New York University, WeWork, NY Daily News, PIX11, and Ogilvy & Mather.

An excerpt from Boss for A Day coverage which ran in the NY Daily News:

The students soaked up the lessons. “Everyone who works here plays a vital role,” observed Aretha Koomson, a senior at Democracy Prep Charter High School in Harlem. “In a business, you need all the parts to function together.”

– Ben Chapman, NY Daily News
ANNUAL CELEBRATION OF PARTNERS

In May, we celebrated the completion of a productive school year with over 100 educators and business leaders. At this event we also announced the winners of our 2016 Partnership Awards.

VETERAN PARTNERSHIP AWARD RECIPIENT:

Since 2013, American Airlines has partnered with IS 141Q and served over 450 6th grade students. The six-week course, designed to orient students to the full spectrum of airline and aviation careers, has become an integral part of the science curriculum at the school. In addition to this program, American Airlines hosts an intern each summer at JFK Airport.

EMERGING PARTNERSHIP AWARD RECIPIENT:

In their School Partnership with Fredrick Douglass Academy II, Neuberger Berman bridges both of PENCIL’s partnership areas—School Leadership and College & Career Readiness. The Leadership work has included updating the school mission statement and marketing materials to make the school more appealing to new students. Their college and career readiness work has touched just about every one of the 400 students in the school thanks to the efforts of over 100 Neuberger volunteers.

INNOVATIVE PARTNERSHIP AWARD RECIPIENT:

In 2013, Bloomberg partnered with University Heights High School to become one of PENCIL’s first deep-dive partnerships. Over 30 Bloomberg volunteers are working with a consistent group of 50 students through their junior and senior years to prepare them for college and career success. One of the many innovative aspects of the Bloomberg partnership is its seamless integration of, and commitment to, the PENCIL Internship Program: encouraging students and hosting interns from the partnership over the summer.
LOOKING AHEAD

2016 was a year of focused growth for PENCIL in which we began the hard work of strategically laying out the foundation for our shared vision of the future. We saw continued development across our internship program, working to prepare and place thousands of New York City students in opportunities we know to be life changing, and were encouraged by an increase in motivated corporate partners across our models of engagement.

Next year we'll honor our legacy with a dedicated campaign around “Sharing Our Stories Together”, a reflective look back highlighting the personal narratives behind our impact and throughout the organization’s 20+ years. We’ve also seen a renewed need to relaunch Principal for a Day. First started by PENCIL in 1995, this remains a core opportunity for effectively growing our promising partnerships and encouraging new business involvement to unlock the potential of New York City youth in this emerging ecosystem.

PENCIL will continue to proactively evolve, modernize and adapt, and (with the help of technology) we’re exploring the potential of a new platform that ensures we’re able to grow to scale and serve a larger network than has been possible thus far to put more students on the path to success. Our work is as critical as ever and as we look ahead, we’ll remain focused on ways to accelerate PENCIL’s impact and to allow business partners, volunteers, schools and students to connect in order to begin the challenging, but rewarding, work that’s so needed across our city.
FINANCIALS

STATEMENT OF FINANCIAL POSITION FY 2016

ASSETS
Cash & Investments $ 1,404,858
Pledges and Grants Receivable 1,105,536
Fixed Assets 106,108
Other Assets 42,971
TOTAL ASSETS $ 2,659,473

LIABILITIES & NET ASSETS
Liabilities $ 163,111
Net Assets - Unrestricted $ 2,036,531
Net Assets - Temporarily Restricted 459,831
Total Net Assets $ 2,496,362
TOTAL LIABILITIES & NET ASSETS $ 2,659,473

STATEMENT OF ACTIVITIES FY 2016

PUBLIC SUPPORT & REVENUE
Corporations $ 1,872,658
Individuals 656,338
Foundations 112,500
Government 435,000
Other 98,026
TOTAL REVENUE $ 3,174,502

EXPENSES
Program Services $ 2,327,496
Management & General 420,116
Fundraising 703,203
TOTAL EXPENSES $ 3,450,815

CHANGE IN NET ASSETS ($ 276,313)
**SUPPORTERS**

We are grateful for our many generous supporters. Our transformative work with NYC students and schools depends on their contributions.

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### CORPORATE & FOUNDATION SUPPORTERS

#### VALEDICTORIAN $100K+
- Bloomberg L.P.
- CA Technologies
- Meringoff Family Foundation Inc.
- New York City Department of Youth and Community Development

#### STUDENT COUNCIL $50K+
- Charles Hayden Foundation
- Deloitte LLP
- Empire BlueCross BlueShield HealthPlus
- JetBlue Airways
- JPMorgan Chase & Co.
- LinkedIn
- PwC

#### HONOR SOCIETY $25K+
- A+E Networks
- Bank of America Merrill Lynch
- The Scott and Melissa Beattie Charitable Fund
- DTCC
- The James and Judith K. Dimon Foundation
- Elizabeth Arden, Inc.
- Fidelity National Title Insurance Company of New York
- GE Capital
- Hearst
- Highbridge Capital Management, LLC
- Hyatt Hotels
- Mutual of America
- Neuberger Berman
- The O'Shea Family Foundation
- Weil, Gotshal & Manges LLP
- Wells Fargo

#### PARTNERS $15K+
- AIR PARIS
- American Express
- AvalonBay Communities, Inc.
- BNY Mellon
- Capital One Bank
- CetraRuddy Architecture
- Douglas Elliman Development Marketing
- The Estée Lauder Companies Inc.
- Fried, Frank, Harris, Shriver & Jacobson LLP
- High Point Solutions, Inc
- KPMG
- Langman Family Fund
- Latham & Watkins LLP
- Maslansky & Partners
- National Basketball Association
- Ogilvy & Mather
- Paul Hastings LLP
- Proskauer Rose LLP
- Regeneron Pharmaceuticals
- Rhône
- Rothschild, Inc.

#### CHAMPIONS CONTINUED
- Cushman & Wakefield
- DeSimone Consulting Engineers
- First American Title Insurance Company of New York
- Goldman Sachs & Co.
- Greenberg Traurig, LLP
- Hewlett Packard Enterprise
- The Hyde and Watson Foundation
- International Integrated Solutions, LTD
- The Malkin Fund Inc.
- Mizuho Bank Ltd.
- New York Network Mgmt.
- Newmark Grubb Knight Frank
- Oliver Wyman, Inc
- Pier Sixty, LLC
- Richman Family Foundation
- May and Samuel Rudin Family Foundation, Inc.
- RXR Realty
- The Sage Foundation
- Showtime Networks, Inc.
- SJP Properties
- Snohetta
- Squarespace
- Taconic Investment Partners
- Travelers
- UBS Financial Services Inc.
- Viacom Inc.
- Wildfox Couture
- The Wilf Family Foundations

#### CHAMPIONS $5K-
- Arup
- Authentic Brands Group
- Bank Street College of Education
- BDO USA LLP
- BlackRock
- CBS Corporation
- Centerview Partners LLC
- Citi
- Clarins Group
- Colliers International
- Cosmetic Essence Innovations
- Credit Suisse

#### LEADERS $2,500+
- Alvin Ailey Dance Foundation, Inc.
- Arcade Beauty
- Architectural Systems, Inc.
- Clarion Partners
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Englewood Labs
Gilbane Building Company
Hinman Straub P.C.
Holland & Knight LLP
Kidville
Lane Office
Letitre Construction
LF Beauty/Jackel
Milrose Consulting
The Morrison & Foerster Foundation
New York City Department of Education
Pantheon Properties
Parsons Brinckerhoff
Redhat
Stroock & Stroock & Lavan LLP
Sussman Sales
Waterworks
William T. Grant Foundation
Zetlin & De Chiara LLP

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Algin Management
Anchin, Block & Anchin LLP
Sarah Bayne Belair Foundation
Bratskeir Company
Candlebrook Properties
Century Elevator Maintenance Corporation
Charina Foundation
Cordo & Co., LLC
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Paragon Sports
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Robert A.M. Stern Architects, LLP
Rocking Chair Foundation
Rosenberg & Estis, P.C.
Salesforce.com
Sucherman Group
Third Avenue Management Private Foundation
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Jason Mead
**INDIVIDUAL SUPPORTERS CONTINUED**

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