



pencil

The word "pencil" is written in a colorful, cursive script on a set of three horizontal lines: a solid top line, a dashed middle line, and a solid bottom line. The letters are colored as follows: 'p' is red, 'e' is green, 'n' is blue, 'c' is yellow, 'i' is purple, and 'l' is light blue. The word is positioned between the middle dashed line and the bottom solid line.

STRATEGIC PLAN

2019 - 2023

EXECUTIVE SUMMARY

Over the next five years, PENCIL will help connect at least 50,000 students to success by bringing together business professionals, educators, and students to open eyes, open minds, and open doors. PENCIL makes it easy for business professionals, educators and students to work together—through in-school partnerships, mentoring, internships, and immersive experiences like Principal For A Day®.

As PENCIL enters its next chapter, it is poised for growth. Thanks to renewed clarity of its program model and offerings, a reestablished pipeline of potential partners, and a heightened capacity as a result of staff structure and expertise, PENCIL has all the elements in place for a period of sustained and steady growth to increase our impact by over 300%. This work begins with building on our successful programs, leveraging Principal For A Day as the entry point for engagement, increasing our brand awareness among corporate leaders, and translating that awareness into impact through a sophisticated navigation and cultivation of PENCIL's total addressable market to convert hundreds more companies into PENCIL partners.

Below represents some high level goals for the plan:

3500 → 14350

Students reached annually, directly and indirectly

Representing a growth of over 400%, by 2023, PENCIL is projected to reach a total of 50,000 students

108 → 450

PFAD Executives

Principal For A Day recruitment is set to grow by an average of 33% each year

26% → 39%

Revenue from Corporate

Revenue from corporate is projected to increase by 129%





BACKGROUND

In 1995, PENCIL was founded with the goal of raising awareness about public education by inviting civic and business leaders into New York City public schools. From those early days to our work today implementing hands-on, immersive programs that open eyes, open minds, and open doors, PENCIL realizes its mission “to connect students to success.”

PENCIL makes it easy for business professionals, educators, and students to work together—in schools and the workplace. Our programs, including in-school partnerships, mentoring, internships, and immersive experiences like Principal For A Day, create targeted opportunities to make a real difference in the classroom and beyond. As an organization, we strive to provide students with access to the relationships, skills, and opportunities that support their success. New York City is filled with young people who have the talent and ambition to go far, and we envision a city filled with students whose opportunities match their ambitions.

While PENCIL has supported nearly 10,000 students over the past five years, there is still much work to be done and a clear opportunity for PENCIL to have an even deeper impact. Of the 1.1 million students in New York City public schools only 49% are graduating prepared for college or a career. Furthermore, and most importantly, there is a dearth of diverse professionals directly engaged with our city’s students who can model and mentor a path to success. PENCIL is unique from other college and career readiness programs in that we focus not only on skills development, but rather a trifecta of supports: access and opportunity, relationships, and skills attainment. The power of PENCIL’s model coupled with the demand for these supports necessitates PENCIL’s growth as we move into the next five years.





LOOKING FORWARD

As PENCIL enters its next chapter, it is poised for growth thanks to renewed clarity of its program model and offerings, a reestablished pipeline of new potential partners, and heightened staff capacity and expertise. PENCIL has all the elements in place to enter a period of sustained growth and throughout this plan, the growth models, framework and operational plan, PENCIL's relationship with corporate partners is a starting point for success. Core activities and deliverables across PENCIL's departments will target corporate engagement to increase student impact. This work begins with building on our successful programs, leveraging Principal For A Day as the entry point for engagement, increasing our brand awareness among corporate leaders, and translating that awareness into impact.



GOALS

It is our intention over the next five years to reach over 5% of New York City's 1.1 million public school students and connect at least 50,000 students to success, with the potential to engage even more as PENCIL's reach grows. This long-term goal will increase our yearly impact by over 300% between 2018 and 2023. Increasing our impact more than threefold will require an increase in PENCIL's operating expenses by 50% with a revenue increase of 59% from 2018 to 2023. To achieve these goals PENCIL has developed concrete strategies to move each of PENCIL's key constituencies (students, corporate partners and senior executives, schools and principals, volunteers, and institutional donors) from initial awareness through engagement, to commitment and ultimately impact.



OUR FRAMEWORK: REFINE OUR APPROACH

For PENCIL to be successful, we must hone our approach and develop a culture of data-driven continuous improvement by engaging and supporting partners to regularly identify emerging needs and opportunities, test solutions, and measure impact on student outcomes. With this as one of our core priorities, we can expect the following outcomes over the next five years:

- Clarity and efficiencies in our service delivery model will make it easier for partners, students, and PENCIL to execute our programs.
- Evaluation results will prove PENCIL's concept that access to relationships, skills, and opportunities made available through partnerships with the business sector helps connect students to success.
- PENCIL programs and resources will achieve exponential growth.
- Program refinements will lead to increased outputs, outcomes, and impact from PENCIL's work.



STRENGTHEN OUR RELATIONSHIPS

Over the next five years it will be critical to capitalize on the competencies PENCIL has developed in supporting relationships to create systems and structures that both strengthen existing relationships, and develop solid foundations for new ones. With this as one of PENCIL's core priorities we can expect the following outcomes:

- Improved relationships with stakeholders will lead to more people moving from awareness to impact in PENCIL's involvement continuum.
- Added capacity will increase the relationships and opportunities that help connect students to success.
- Incorporating the ideas and feedback from PENCIL's volunteers, students, and partners will increase the value of a relationship with PENCIL.



BUILD OUR COMMUNITY

For PENCIL to support this level of knowledge-sharing and field-building, we must cultivate and convene a vibrant network of business professionals, educators, and students willing to offer their talents and experience to address pressing needs, share promising practices, and celebrate success, to ensure our community's stories are widely recognized. As PENCIL focuses on building the community, the following outcomes will emerge:

- Knowledge generated and shared from the PENCIL community will enhance PENCIL's credibility.
- Success stories will expand the size and relevance of PENCIL's community.
- The growth of the community will allow PENCIL to scale promising practices to more schools within our network as well as with outside partners.



OUR OPERATIONAL PLAN

PROGRAMS

Over the next five years PENCIL can capitalize on the clarity and momentum it has built to achieve new levels of scale and impact. There is a clear path for PENCIL to connect at least 50,000 students to success over the next five years with potential upside as PENCIL engages the partners and invests the resources necessary for quality programming. While 50,000 is the minimum number of students PENCIL plans to engage, the team will continue to aspire to, and seek opportunities to, support greater levels of scale and impact.

FUND DEVELOPMENT

Ultimately, PENCIL has every potential to be the first-choice charity to support public education for our total addressable market of 3,000 corporations with footprints in New York City. Since bringing back Principal For A Day, the PENCIL team has converted 10% of newly engaged companies into sponsoring program partners and engaged another 10% as intern hosts or donors more generally. The growth models for this plan use these initial, conservative conversion rates from our recent experience, but the team will continue to work to achieve higher conversation rates for corporate sponsors. Increased revenue from other sources, including foundations, can be expected as the plan progresses, brand awareness increases, and our program evaluation efforts validate PENCIL's value proposition.

FINANCIAL MANAGEMENT

In order to achieve a level of sustainability, PENCIL will work to increase its reserves to a necessary level of 6-months operating expenses within the early years of the strategic plan. This security, combined with sustaining renewable, multi-year revenue will add security to the organization prior to major investments in staffing and infrastructure that can support the growth models in the out years of the plan.



MARKETING & VISIBILITY

To support the plan's growth goals, PENCIL's marketing strategy must prioritize major projects each year, aligned to available staff capacity, board expertise and external support. As such, the core focus will be to leverage the brand to attract corporate partners with priorities of creating a strategy, collateral and viral online presence in the beginning years with focus expanding to encompass thought leadership and celebrity engagement as capacity grows.

BOARD DEVELOPMENT

PENCIL has a Board of 20 Directors with a deep commitment to, and belief in, the organization and its mission. Each member has his or her own talents and interests to support the organization and it is imperative that we capitalize on these assets as well as grow the talent on the Board. At the current time, the PENCIL Board still has room to realize its full potential. Diversity can be stronger, inclusion of the education community can be greater, and there is room to add new members with diverse skills and assets.

ORGANIZATIONAL CULTURE

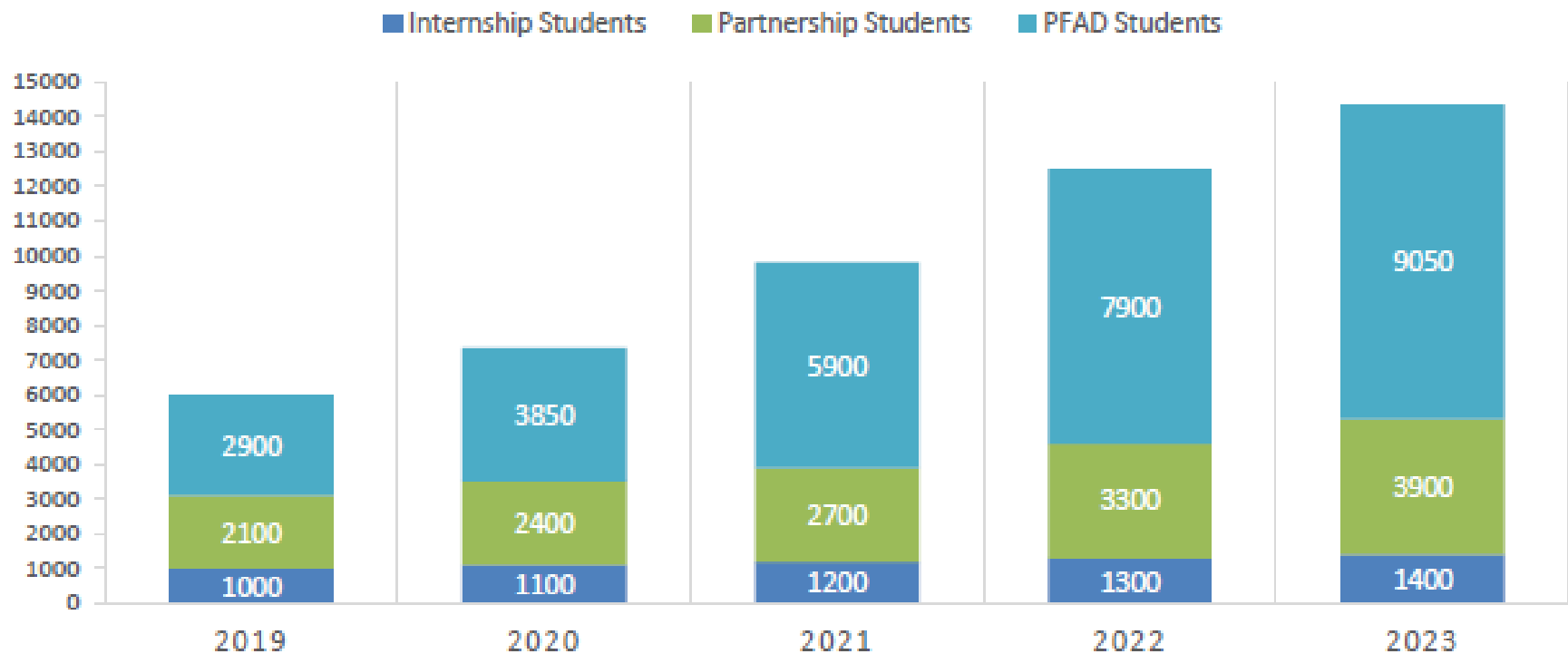
While PENCIL works to grow its impact in New York City, it is imperative we continue to care for and nurture the organization and its people. Building and maintaining a culture of high standards must be balanced with benefits and recognition for the high-performing teams.

OPERATIONS & INFRASTRUCTURE

As PENCIL grows, it may need to expand its existing operations and infrastructure. These are long-term possibilities that can only be implemented with reliable revenue. Investments in PENCIL's infrastructure will be carefully evaluated by the Board at the appropriate time.

PENCIL GROWTH BY YEAR

STUDENTS ENGAGED BY YEAR & PROGRAM



Over the next five years, PENCIL will have reached a total of 50,000 students.