



**PATH**  
INTERNATIONAL

## 2016 STRATEGIC PLAN



### PATH INTL. VISION

The Professional Association of Therapeutic Horsemanship International (PATH Intl.) is a global authority, resource and advocate for equine-assisted activities and therapies and the equines in this work that inspire and enrich the human spirit.

### PATH INTL. MISSION

The Professional Association of Therapeutic Horsemanship International (PATH Intl.) promotes safety and optimal outcomes in equine-assisted activities and therapies for individuals with special needs.



Dear PATH Intl. members, friends and stakeholders,

On behalf of the PATH Intl. Board of Trustees and Staff, we are pleased to present the refreshed PATH Intl. Strategic Plan. The 2013-2016 PATH Intl. Strategic Plan was both intentionally ambitious and achievable. Many of the tasks set forth by that plan have been completed. Other goals and objectives were complex and far-reaching enough that there is still much to be accomplished. Therefore it was not necessary at this point in time to create an entirely new strategic plan; rather it warranted being refreshed in order to stay in line with the needs and desires of the members, board and staff.

The objectives of this process were: 1) To continue to evolve our strategic planning processes, 2) to focus on value to those we serve and the outcomes we wish to accomplish as an organization, 3) to continue to enhance measurement of progress and the ability to adjust strategy based on changes in the environment or experience in implementation, 4) to produce an updated strategic plan for the next two-three years and install a board process for maintaining its viability.

We are grateful to our Strategic Planning Committee comprised of PATH Intl. Board of Trustees members, Julie Broadway, President; Ross Braun, Vice-President; Susan Becklenberg, Treasurer; Patti Coyle; and Jody Enget. Their guidance and expertise were vital to the process. We are also grateful to Glen Tecker of Tecker International LLC for his skill and ability in facilitating a face-to-face planning session as well as conducting the research and analysis that led to this plan refresh.

We appreciate the input gathered from our members and stakeholders who provided invaluable feedback and information that informed the final plan.

We look forward to serving the membership, your centers, the participants and families you serve, and the equines who partner with you in your work by continuing down this path.

Sincerely,

Jim Harlan, Chair, PATH Strategic Planning Committee & Kathy Alm, PATH Intl. Chief Executive Officer



# 2016 STRATEGIC PLAN

## Goals & Objectives

**Strategic Direction:** *Our potential will be realized when PATH Intl. is recognized as the premier credentialing organization for equine-assisted activities and therapies (EAAT).*

### GOAL 1: CREDENTIALING

We are recognized by the EAAT industry, health and wellness and education communities and the public for our excellent and rigorous credentialing and standards that enhance the professional credibility of individuals and centers.

- Objective 1** Become an accredited credentialing program that validates the quality of our standards, certifications and accreditation.
- Objective 2** Evolve to meet the credentialing needs of the industry.
- Objective 3** Increase the awareness and value of PATH Intl. credentialed programs that result in highly trained PATH Intl. Certified Professionals and Accredited Centers.
- Objective 4** Increase marketing and communications to targeted audiences related to the credentialing process.



## GOAL 2: CONTINUING EDUCATION & KNOWLEDGE MANAGEMENT

In order to promote professionalism and support sustainability of EAAT, PATH Intl. connects members and provides access to resources, information and networks.

- Objective 1** Identify and promote internal and external educational opportunities that support PATH Intl. standards and result in highly trained EAAT professionals and excellent service delivery.
- Objective 2** Create partnerships with higher education and other organizations to cultivate future generations of highly trained EAAT professionals.

## GOAL 3: QUALITY ASSURANCE

Our quality assurance program enhances instructors' and centers' ability to deliver safe, superior services and programs.

- Objective 1** Develop and implement programs that promote compliance with the *PATH Intl. Standards for Certification and Accreditation*, membership and quality assurance to enhance industry safety and optimal outcomes.
- Objective 2** Increase awareness and communicate the value of a quality assurance program so that all consumers and constituents recognize the professionalism and excellence of PATH Intl. standards, certifications and accreditations.

## GOAL 4: CAPACITY BUILDING

Our financial model enables us to meet our strategic goals.

- Objective 1** Develop strategies to address financial issues resulting from organizational changes associated with the implementation of accredited credentialing.
- Objective 2** Develop strategies to address human resource issues due to organizational evolution as a result of accredited credentialing.

## GOAL 5: BRAND AWARENESS AND PARTNERSHIPS

PATH Intl. advances awareness of our brand with communication efforts, partnerships, alliances and relationships.

- Objective 1** Promote the PATH Intl. brand as the premier organization for EAAT.
- Objective 2** Identify and align with key organizations in order to educate them on the importance of PATH Intl. standards and credentialing.

## GOAL 6: CENTER SUSTAINABILITY

Every PATH Intl. Member Center has access to the tools, education and resources available to be a sustainable business.

- Objective 1** Determine and share proven, effective and sustainable business practices for centers in the EAAT field.
- Objective 2** Monitor and track overall results to continuously refine best business practices.



## CONCLUSION

The Professional Association of Therapeutic Horsemanship International Board of Trustees and Staff are committed to the vision of this strategic plan and thank everyone involved in this important project that charts the future for the organization.

### SUBMITTED BY THE PATH INTL. BOARD OF TRUSTEES:

President: Julie Broadway

Vice President: Ross Braun

Treasurer: Susan Becklenberg

Secretary: Miyako Kinoshita

Past President: Jim Harlan

Arlene Alen, Jeff Beck, Patti Coyle, Holly Schmitt Fox, DVM,  
Joahn Hall, MD, Richard Loomis, Allyn Mann

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### COORDINATED BY THE PATH INTL. STRATEGIC PLANNING COMMITTEE:

Chair: Jim Harlan

Susan Becklenberg, Ross Braun, Julie Broadway, Patti Coyle, Jody Enget and Kathy Alm

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### PATH INTL. STAFF:

Kathy Alm

Kandis Branum, Sara DePape, Carrie Garnett, Cheryl Graves, Kim Hall, Brittney Holdman, Ashley Inghram, Jeff Kelling, Brett Maceyak, Kaye Marks, Rachel Moore, Adam Nyre, Kimberly Price, Karen Province, Cher Smith, Stefani Viktora-Anderson, Amanda Walters