

STRATEGIC PLAN 2023 - 2028



Path To Shine[®], Inc.

INSPIRING CHILDREN TO **DREAM BIG**

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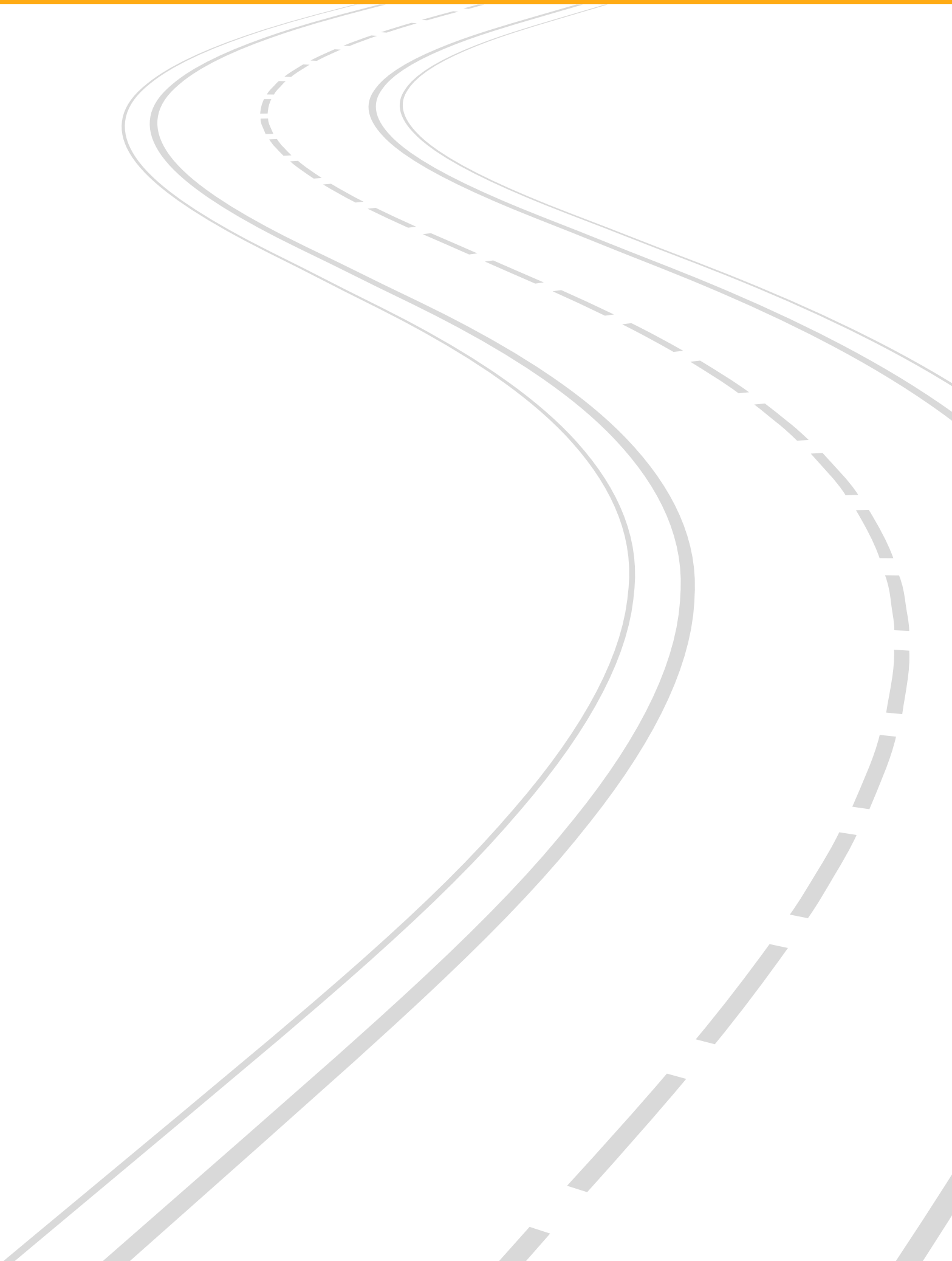
Path To Shine[®]

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AT A GLANCE



MENTORING MATTERS

Path To Shine®, Inc (PTS) is a nonprofit mentoring program for K-5 elementary school children. Encouraging children to DREAM BIG is our mission, and helping these children fall in love with learning is our goal. We know that when children love to learn, so many paths to success become available to them. It's the key to unlocking their PATH TO SHINE both in and out of the classroom. Many of the children we serve face unique challenges and obstacles, yet we recognize every child can benefit from free access to life-changing mentorship. By maintaining a uniquely flexible program structure with low mentor-to-child ratios, and by closely collaborating with local community leaders, organizations, and school systems, Path To Shine aims to lead the way in expanding access to transformative mentorship that helps children reach their greatest potential.

12+ YEARS
OF MENTORING
AND
INSPIRING CHILDREN

13+ Communities reached
120+ Children participating weekly
120+ Volunteers

MISSION

Inspiring children to dream big through meaningful mentorship.

VISION

A world where all children have free access to the universal benefits of mentorship.

VALUES

By providing exciting learning and life experiences, we believe that every child at Path To Shine will be inspired and empowered to reach their greatest potential through the partnerships they form with their Mentors.

COMMITMENT

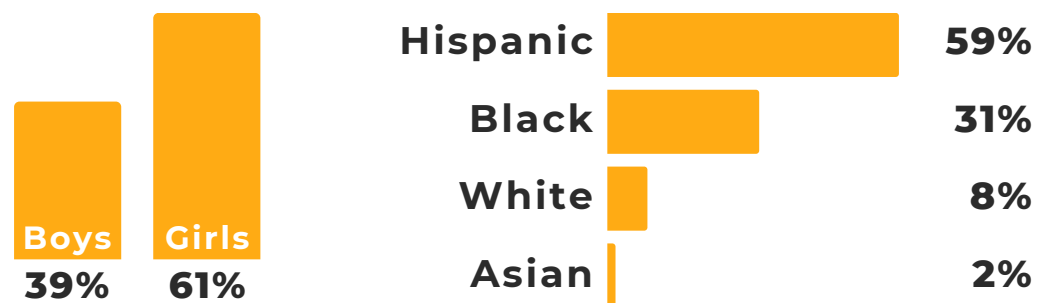
We are committed to expanding our work in ways that advance diversity, equity, and inclusion in our policies and practices on behalf of our Mentors and the children they serve.

THE LANDSCAPE

Understanding the need for free access to mentorship

Who We Serve

The benefits of mentorship are universal and applicable to children from all walks of life. However, effective mentorship is contingent upon recognizing and mitigating the obstacles and inequalities that disproportionately impact black, brown, and indigenous children and those living in poverty.¹ Nearly all Path To Shine locations primarily consist of non-white and underprivileged students, emphasizing the importance of our organization's need to understand and implement the best practices in order to provide children with the mentorship they deserve.



Economic Instability

The country is still reeling from the unprecedented economic crisis brought on by the COVID-19 pandemic, and low-income families with children continue to bear the brunt of the economic fallout. For instance, rates of food insecurity doubled for households with children from 2018 to 2020.²

Implications

- School systems are struggling to keep up with heightened demands for resources within their student bodies

¹ Handbook of Youth Mentoring, DuBois & Karcher 05/15/13

² Brookings Institute, Ten Facts about COVID-19 and the US Economy, 09/17/20

- As education budgets tighten, there is increased demand for cost-effective investments
- The effectiveness of investments must be backed by data-driven, measurable, proven results

The Pandemic

More than 50 million school children lost access to school buildings during Spring/Fall in 2020. All students suffered, and the negative effects were magnified for black, brown, and indigenous children and for children living in poverty.¹ On average, students entering the 2022 academic year were 5 months behind in mathematics and 4 to 12 months behind in reading.²

Implications

- Even if student performance returns to pre-pandemic trends, **recovery is likely to take 10-20+ years**³
- Heightened risk of detachment and dropout
 - Especially true for at-risk demographics
- School systems are seeking immediate remedies to help close the learning gaps that have resulted from the ongoing pandemic
 - Prioritizing efforts that ease current strains on capacity
 - Establishing support systems that foster student reengagement

Learning Gap	By Race	By Income	By Location			
Math 5 months behind 	Black	6	<\$25K	7	City	5
	Hispanic	6	\$25K - \$75K	5	Suburb	5
	White	4	>\$75K	4	Rural	4
Reading 4 months behind 	Black	6	<\$25K	6	City	4
	Hispanic	5	\$25K - \$75K	4	Suburb	4
	White	3	>\$75K	3	Rural	3

Source: Curriculum Associates i-Ready assessment data (Entering the 2022 Academic Year)

¹ COVID-19 and Learning Loss - Disparities grow and students need help, McKinsey 12/08/20

² COVID-19 and Education - The lingering effects of unfinished learning, McKinsey 07/27/21

³ COVID-19 learning delay and recovery: Where do US states stand?, McKinsey 01/11/23

TIME TO SHINE

We have a plan to expand access to the free meaningful mentorship that unlocks a child's full potential.

Growth With Integrity

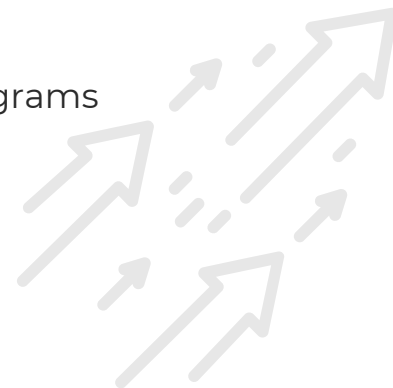
Path To Shine must grow! The need for mentorship is consistently expressed by every community leader, educator, and school system we meet. We know that mentorship provides the inspiration and empowerment that children need to unlock their greatest potential.

We want PTS to be a leader in providing access to free mentorship that can have a lasting impact on a child's life, inspiring them to reach for the stars.

Growing Path To Shine is not as simple as planting new PTS locations across the state. A strategic approach is required to ensure we grow our organization while maintaining the integrity of our curriculum, the quality of our mentorship, and the overall efficacy of the PTS program. Growth is how we share the power of free meaningful mentorship with **MORE DESERVING CHILDREN!**

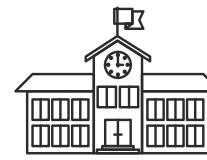
Catalysts for Growth at PTS

- Newly-obtained 501(c)(3) nonprofit status
- Our 5-year curriculum
- A cost-effective model for planting new programs
- Our partnership with Cobb County Schools



Taking Action

COMMUNITY STRATEGY



School System Partnerships

Establish full-scale partnerships that will allow us to immediately plant new PTS locations, identify the areas of greatest need, and create efficient pipelines for connecting children with life-changing mentors



Mentor Recruitment

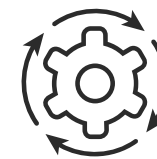
Prioritize recruiting more mentors to keep our mentor-to-child ratios as low as possible, allowing us to maintain the integrity of our curriculum and the quality of our mentorship



Increased Awareness

Expand our audience, amplify our message, and highlight all the elements of Path To Shine that make us the ideal mentor program partnership

INTERNAL STRATEGY



Operational Updates

Create a more functional website, launch our Mentor Portal, and dramatically streamline processes for our Mentors so they can focus on what's most important - **inspiring children**



Data-Driven Results

Implement new practices to track the progress of children we mentor, which will better inform our strategy for growth and ensure we are maintaining the integrity and efficacy of the Path To Shine program



SCHOOL SYSTEM PARTNERSHIPS

Establish full-scale partnerships that will allow us to immediately plant new PTS locations, identify the areas of greatest need, and create efficient pipelines for connecting children with life-changing mentors



An increasing number of school systems are beginning to implement integrated student support initiatives (also termed wrap-around services), which serve to assess student needs and connect students with community resources that can tend to their needs. As educators, families, and communities continue to meet unprecedented challenges, school systems urgently seek cost-effective partnerships with service providers.¹ Mentorship is a key area of support that school systems wish to provide their students. Path To Shine's flexible, economical, effective mentorship model is garnering attention from some of the largest school systems in Georgia, and we are primed to meet the need for transformative mentorship at this pivotal moment for the education system.

KEY INITIATIVES

- Foster our new partnership with Cobb County Schools to implement the Path To Shine program in **62 elementary schools**
- Continue discussions with Dekalb County Schools, where we hope to mirror our approach with Cobb County
- Perfect a top-down collaborative model with other school systems, allowing us to target and prioritize areas of greatest need, especially Title I schools
- Establish relationships between existing PTS programs, the individual schools they serve, and that school's school system
- Ensure that all advances and improvements made through these new full-scale partnerships translate to our existing programs

¹ Making the Grade: A Progress Report and Next Steps for Integrates Student Supports, Moore 12/07/17



COMMUNITY STRATEGY

MENTOR RECRUITMENT

Prioritize recruiting more mentors to keep our mentor-to-child ratios as low as possible, allowing us to maintain the integrity of our curriculum and the quality of our mentorship



Mentors are the lifeblood of Path To Shine! As volunteers, the time and love our Mentors dedicate to inspiring and empowering the children of PTS is remarkable. As we work to plant new PTS locations, it is vital that we ramp up our recruitment efforts to ensure every new child has the support they deserve. This also ensures that our existing locations continue to thrive. We are implementing the Elements of Effective Practice through our partnership with MENTOR (mentoring.org).¹ This guided approach will help us streamline the onboarding and training process for new Mentors, establish realistic expectations for results (prevent burnout), all while addressing the very real barriers to building sustainable cohorts of Mentors.

KEY INITIATIVES

- Implement the Elements of Effective Practice for Mentoring (MENTOR, mentoring.org)
- Streamline our onboarding and training processes for new Mentors
- Focus on recruiting more Mentor volunteers from younger age groups
 - Partnering with Kennesaw State University to recruit student volunteers
- Seek ways to utilize ALL levels of volunteer commitment to the overall benefit of our programs (e.g. onboarding coordinators, social media coordinators, and other roles that support our program operations aside from the designated "Mentor" role)
 - develop options for group and peer-to-peer mentoring that will create more inclusive volunteer opportunities

¹ Elements of Effective Practice for Mentoring, Fourth Edition, MENTOR, mentoring.org, Garringer 2015



COMMUNITY STRATEGY

INCREASED AWARENESS

Expand our audience, amplify our message, and highlight all the elements of Path To Shine that make us the ideal mentor program partnership

Raising awareness for our mission and making Path To Shine a well-known name in the mentoring community across Georgia will be major drivers for our growth. A key focus of our strategic plan is to hone in on the elements of our program that set us apart from the dozens of other available mentoring programs, especially highlighting our 5-year curriculum and cost-effective model.

KEY INITIATIVES

- Introduce Path To Shine to new audiences who can connect us with community decision-makers
 - Meet with Chambers, civic groups, and business networking groups
 - Connect with companies that are implementing mentoring and volunteering initiatives
 - **Example:** our new **partnership with Georgia Power**,¹ where we held mentor training for **40+ potential mentors** (some of whom are already volunteering at PTS programs near them)
 - Take advantage of centralized databases like the Mentor Provider Council of Georgia, increasing our visibility to those seeking mentor programs
- Develop a targeted social media plan that helps us amplify our story, while also serving a functional purpose for other initiatives in this plan (such as mentor recruitment)
- Develop new ways to engage with current partners who can help amplify our mission, especially the Episcopal Diocese of Atlanta which helped found and continues to sponsor most of our current PTS locations
- Prioritize public-facing fundraisers that appeal to wide audiences

¹ Georgia Power announces \$75 million investment in racial equity and social justice efforts, [georgiapower.com](https://www.georgiapower.com)



OPERATIONAL UPDATES

Create a more functional website, launch our Mentor Portal, and dramatically streamline processes for our Mentors so they can focus on what's most important - inspiring children



As we establish Path To Shine programs in more communities, it is vital that we update our systems and practices so that our growing number of sites can operate with ease. Our top priority here is to build a more functional website, complete with a robust Mentor Portal that equips our Affiliate Directors and Mentors with all of the resources they need to manage their programs. We are also improving the onboarding and training processes for new Mentors, driving our efforts to recruit more volunteers that will support new and existing PTS locations. Throughout this phase of improvements, we are going to implement the National Quality Mentoring System (NQMS) - a no-cost, structured, systematic process for assessing our practices and assuring their alignment with the Elements of Effective Practice for Mentoring.¹

KEY INITIATIVES

- Launch a new website that serves a functional purpose
 - Website will host our new Mentor Portal: a "hub" of onboarding forms, curriculum/mentoring resources, communication tools, and everything else our volunteers need to best serve the children in their programs - available online, 24/7, at their fingertips
 - Main landing page will provide clear information and steps for joining PTS as Mentors, and as Affiliate Directors who wish to plant a new PTS location - FACILITATE GROWTH
- Digitize every possible onboarding and administrative process to create a more sustainable model for engaging and utilizing our volunteers
- Create a robust digital infrastructure for managing and communicating with our numerous locations from PTS Headquarters
- Implement the NQMS to ensure all improvements and upgrades remain aligned with the Elements of Effective Practice for Mentoring

¹ National Quality Mentoring System - Establishing a systematic approach, MENTOR, mentoring.org, 2015



DATA-DRIVEN RESULTS

Implement new practices to track the progress of children we mentor, which will better inform our strategy for growth and ensure we are maintaining the integrity and efficacy of the Path To Shine program

Deriving data that validates the efficacy of the Path To Shine program is essential to ensuring that we are providing the best possible mentorship to the children of PTS. Not only will such data give our community partners (especially school systems) the information they need to assess their Return on Investment, it will also help our donors and funders understand the direct impact of their financial contributions.

Bottom Line: in order to be a leader in providing children free access to life-changing mentorship, we require a more thorough and explicit effort to compile the evidence that proves our model is best serving the children of Path To Shine.

KEY INITIATIVES

- Work towards the data/evidence benchmarks set forth in the Elements of Effective Practice for Mentoring
- Develop surveys with self-reporting metrics
 - Mentor training
 - Mentee performance assessments for Mentors
- Elevate examples of success, especially long-term successes as it pertains to high school graduation
- Utilize data collected by our school system partners, wherever possible
- Use the data we collect to directly drive our strategies for growth



UNLOCKING POTENTIAL IN AND OUT OF THE CLASSROOM

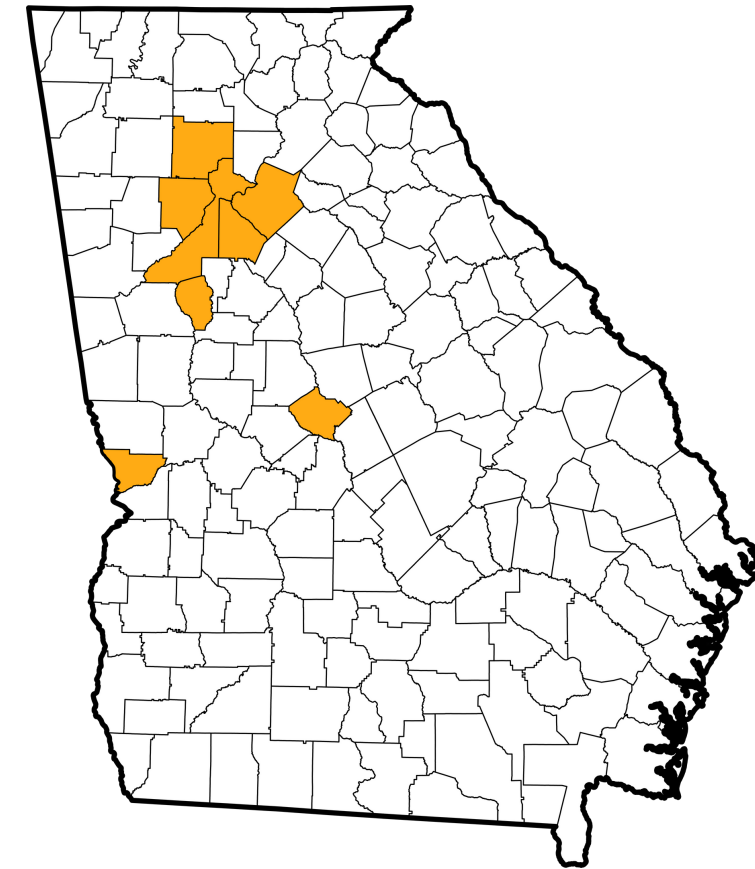
As more children journey to find their pathways to success, Path To Shine is there to walk with them, hand-in-hand, saying "I believe in you"! We go where our mentees lead us, providing inspiration and empowerment along the way to help each child reach for the stars.



Visit www.pathtoshine.org and learn how you can support our mission



FILL IN THE MAP TO CLOSE THE GAP



Path To Shine[®], Inc.

Committed to bringing free meaningful mentorship to every community in Georgia

12+ YEARS
OF MENTORING
AND
INSPIRING CHILDREN

13+ Communities reached
120+ Children participating weekly
120+ Volunteers