



PAN PACIFIC AMERICAN LEADERS AND MENTORS (PPALM) STRATEGIC PLAN 2014 - 2018



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Message from the Chairman

“Being a mentor is one of the best investments you can make in helping others achieve a brighter future.”

Over the past six years, the Pan Pacific American Leaders and Mentors (PPALM) has emerged as a well recognized and proactive organization advocating for military and civilian leaders seeking to meet their leadership development and mentoring needs. As we gain momentum serving and developing our members, we see the challenge of sustaining and growing PPALM into the future as a major endeavor.



The PPALM Strategic Plan 2014-2018 represents a plan of action to convey the importance of mentorship and articulates why we must advance the mission and goals of our organization. Building on PPALM’s achievements under the initial 2011-2013 plan, the Board of Directors has developed a new, long-range strategy to sustain the numerous accomplishments and recognition this organization has earned in the past six years. The credit for achieving this huge success goes to the tremendous support of the membership, which stretches from Guam to Afghanistan. The commitment of our members has emerged as the single most important contributing factor in PPALM’s progress.

Our vision is to be a leading national, nonprofit, all-volunteer organization recognized for its excellence and capability to provide mentoring and leadership services to our members, led by a complement of highly talented and competent individuals from the military and civilian professional arenas.

This vision is within PPALM’s reach given its active engagements with national organizations that strive for diversity in the workforce, participation in numerous community activities across the country aimed at promoting the high quality and talents of military and civilian leaders serving our country, and active outreach to others willing to join us on our mission.

On April 12, 2013, General Raymond T. Odierno, Chief of Staff, U.S. Army, formally recognized PPALM and appointed Lieutenant General Howard B. Bromberg, Deputy Chief of Staff, G-1, as the Army Liaison to PPALM. This is a significant step toward achieving our vision for national recognition.

We continue to grow by adding the Leavenworth, Kansas, and Puget Sound Area, Washington chapters to our roster that includes Honolulu, Hawaii; Huntsville, Alabama; West Point, New York; and Annapolis, Maryland. The word is getting out on PPALM.

Later this year we will launch a new interactive website that will enhance our ability to communicate and interact with our members, partners, and sponsors.

The PPALM Strategic Plan 2014-2018 is designed to be a continuum focused on our mission, vision, and goals. More importantly, our strategy is focused on an integrated and interactive set of goals and objectives whereby PPALM can deliver on established priorities with efficiency and effectiveness. The delivery of quality services to our members is a top priority.

I am confident that the next five years will be productive and successful for PPALM. The true effectiveness of our progress will be measured by the countless achievements of our members in their respective professions and leadership advancements.

As your chair, it is my privilege and honor to support you, our members, as we work to continue the mission and progress of PPALM. I look forward to serving you now and in the future.



Antonio M. Taguba
Major General, US Army Retired
Chairman

Mission and Core Competencies

MISSION

To create a professional network of Asian American and Pacific Islander leaders, military and civilian, committed to serving the Nation by providing leadership, education, mentoring, and fellowship opportunities. Building on the sacrifices of past generations, we continue to promote diversity, advancement, and retention of all leaders.

CORE COMPETENCIES

Mentorship	Principal focus: formal, informal, and e-mentoring in direct mentors-to-mentees contacts.
Leadership	Experienced leaders serve as Mentors to Mentees to enhance their leadership skills and career progression.
Professional and Educational Development	Promote leader and career development, assist in military to civilian transitions, partner with other affinity organizations on leadership, training and educational events.
Community Involvement	Promote PPALM objectives and raise awareness of mentoring at community events, academic institutions, and diversity forums.
Outreach and Networking	Develop relationships with potential partners and sponsors. Increase communication on the website and social media, by word of mouth, and through contact with PPALM chapters and affinity organizations.

Introduction: On the Horizon for 2014-2018

The PPALM Strategic Plan 2014-2018 represents a roadmap and establishes the direction of PPALM through the next five years. The plan was framed around the Board of Directors assessment and evaluation of programs, processes, and technology, and included numerous recommendations from the membership identifying opportunities for improvement.

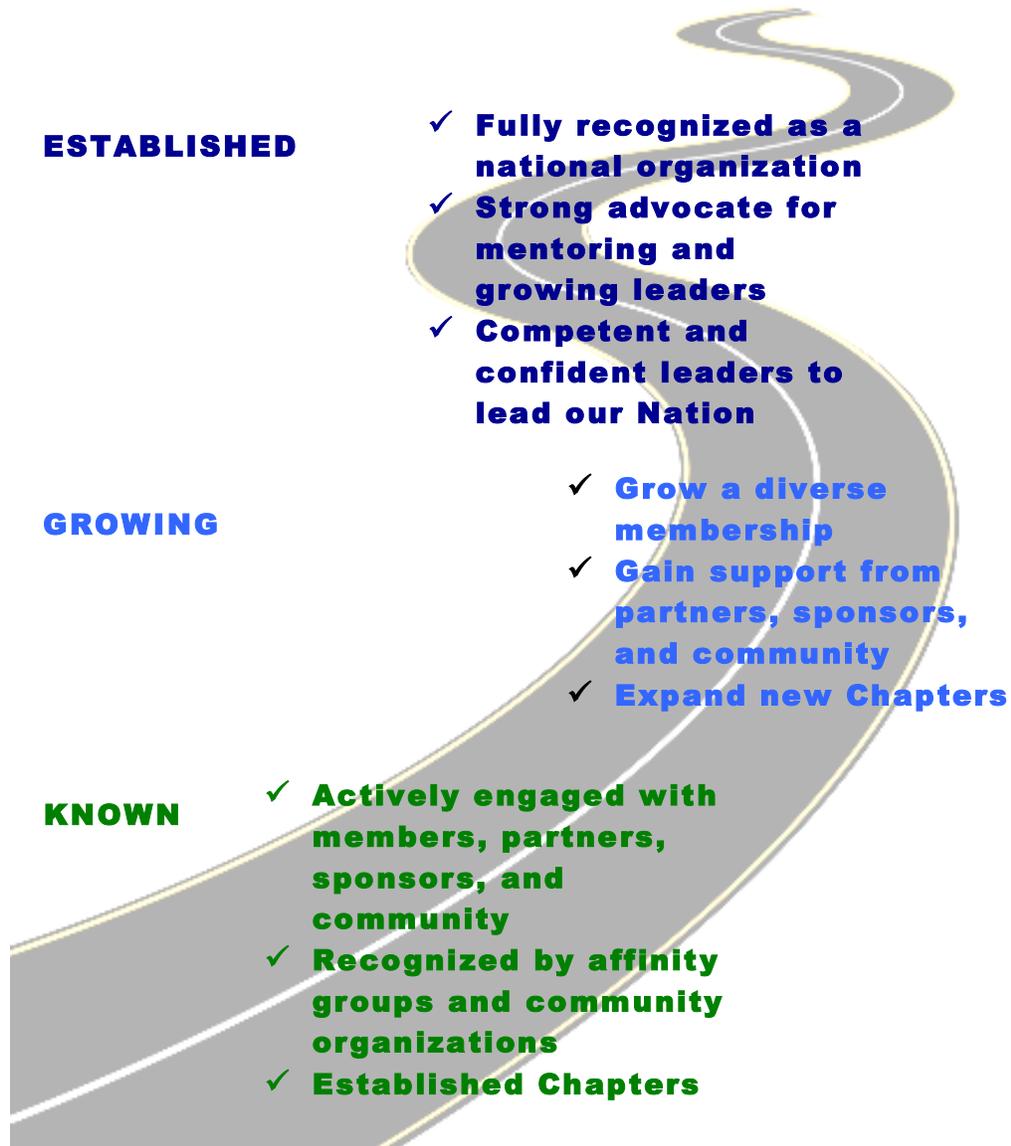
Our vision is to be a leading national, nonprofit, all-volunteer organization recognized for its competency and capability to provide mentoring and leadership services to our members, led by a complement of highly talented and competent individuals from the military and civilian professional arenas. This plan enumerates key goals, objectives, and measures of performance to ensure PPALM can continue to serve its members effectively with their mentoring and leadership development goals as well as look forward to a future of continued service and national contribution.

The five major goals articulated in this plan include:

- Improve our ability to communicate and interact with members as well as gain support from partners and sponsors by articulating the value of mentoring as a critical element in the development of growing leaders.
- Develop and implement a leadership education and training program focused on mentoring, coaching, and succession planning.
- Expand our membership program by establishing new chapters in select areas and expanding existing chapters in Honolulu, Hawaii; Huntsville, Alabama; Leavenworth, Kansas; Puget Sound Area, Washington; West Point, New York; and Annapolis, Maryland.
- Maintain competent governance by having a team of experienced, skilled, high-performing leaders on the Board of Directors tasked with leading and sustaining PPALM in the future.
- Establishing a continuous improvement process (CIP) to assess and evaluate the governance, operations, and resource effectiveness of PPALM.

Throughout this planning document we have outlined a series of supporting functional objectives, tasks, and measures of accountability aimed at the accomplishment of these goals in the next five years. Periodic updates will be provided to the members, partners, and sponsors.

PPALM Strategic Roadmap 2014-2018



Overarching Goals and Objectives

Executive Steering Committee	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Goal 1: Improve our ability to communicate and interact with members as well as gain support from partners and sponsors by articulating the value of mentoring as a critical element in the development of growing leaders.			
	1Q2014	1. Integrate all functional programs into a fully operational, new-generation PPALM website for updates to the members, partners, and sponsors. Functional programs to be fully integrated and tested NLT Oct 2014. Pilot (Beta) test completed NLT Oct 2013. PPALM integrated website fully operational NLT March 2015.	New Website
	2Q2014	2. Integrate all Chapter matters and activities to include but not limited to periodic coordination between PPALM national and local Chapters, publication of quarterly newsletters, resource requirements, and event information. Ensure all Chapters are included in website information and activities, publications, and events. Chapters provided governance oversight in accordance with PPALM national by laws.	BoD sessions, Webex, Teleconference, Media, Publications
	3Q2014-1Q2018	3. Expand partnership and sponsorship program to help sustain PPALM's posture as a nonprofit, national organization. Develop a slate of potential partners and sponsors. Develop and implement an outreach program to reach out to potential partners and sponsors over the next five years. Invite partners and sponsors to all scheduled events to include but not limited to conferences, community events, PPALM annual events, and partner events.	VP Strategic Outreach, active engagement by BoD and Chapters
	1Q2014	4. Develop PPALM information toolkit for utilization by Chapters focused on recruitment of new members, partners, and sponsors. Executive Steering Committee leaders assist Chapters in outreach. Information in the toolkit shall be updated semi-annually.	VP Communications and Publications, BoD Executive Committee
	2Q2014	5. Develop training program for new board members in their respective leadership positions. ESC members represent PPALM at events and activities to inform and raise awareness on the value of mentoring and promote the value of PPALM. Every board member will be required to represent PPALM at various activities, able to inform and engage the audience on the mission, vision, and core competencies of the organization. Each board member must demonstrate his or her ability to speak in a public setting.	VP Mentoring, BoD Executive Committee, Special Project Team

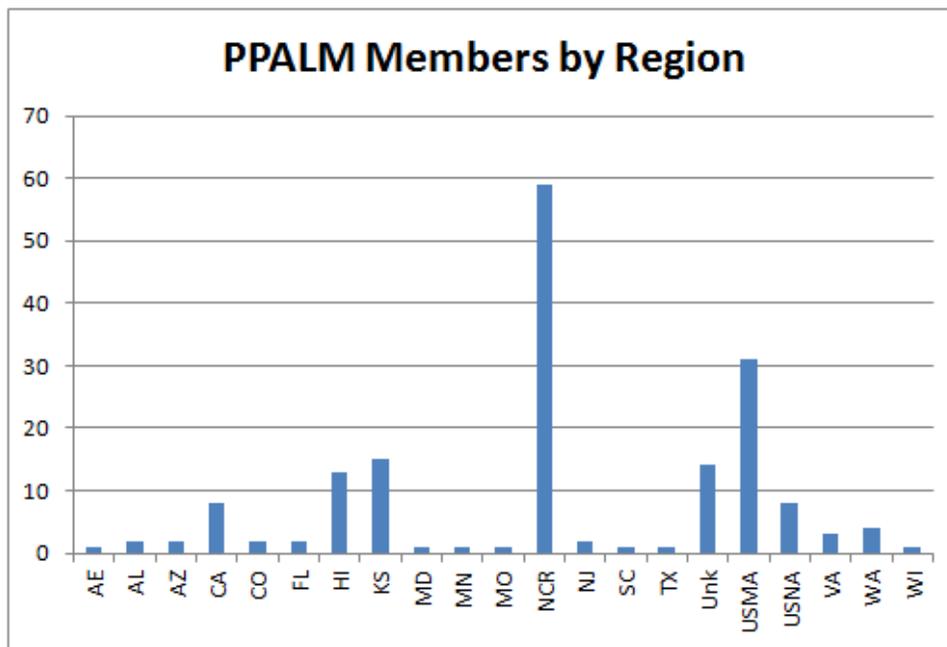
Executive Steering Committee	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
	2Q2014	6. Establish a formal PPALM annual awards program to recognize individuals and groups for excellence in mentoring and leadership development. Proposed: Chairman's Award for Lifetime Achievement in Public Service (Individual); PPALM Award for Public Service and Patriotism (Individual); PPALM Award for Sustaining Corporate Sponsorship (Group Award); PPALM Award for Mentorship Excellence (Group or Individual).	VP Strategic Outreach, BoD Executive Committee
Goal 2: Develop and implement a leadership education and training program focused on mentoring, coaching, and succession planning.			
	3Q2014	1. Organize a joint committee with partners and subject matter experts to develop a leadership education and training program. Assess feasibility of developing the program. Develop a half-day course on leadership, mentorship, coaching and succession planning.	VP Mentoring, BoD Executive Committee, Special Project Team
	2Q2015	2. Implement a pilot program of leadership education and training program NLT June 2015.	Same as above
Goal 3: Expand membership program by establishing new Chapters in select areas.			
	2Q2014	Establish criteria for identifying potential areas for PPALM growth. Develop a slate of selected areas with high potential for chapter formation. Establish one chapter per year throughout the planning period of 2014 to 2018.	VP Membership
Goal 4: Maintain competent governance by having a team of experienced and high-performing leaders on the Board of Directors.			
	1Q2014	1. Evaluate criteria and requirements for elected and appointed board members. Recruit and elect individuals who demonstrate outstanding character qualities and leadership potential, along with requisite experience and skills. Candidates must be willing to serve as an active member of the Board of Directors or leader of a chapter. Must be able to commit time as a volunteer for the designated term of his or her respective position.	BoD Nominations Committee
	1Q2016	2. Review criteria and requirements for membership on the honorary board of advisors. Review and update rules for the election and appointments of nominated candidates. Succession criteria established throughout the tenure of elected and appointed board members.	BoD Executive Committee
Goal 5: Establish a Continuous Improvement Process (CIP) to assess and evaluate the governance, operations, and resource effectiveness of PPALM.			
	1Q2015	1. Review the PPALM By-Laws, Board and Chapter operations and functional programs. Review Board of Directors structure. Review	BoD Executive Committee and General Counsel

Executive Steering Committee	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
		chapter structure. Develop succession plan methodology. Develop Board of Directors Manual.	
	2Q2015	2. Establish a semi-annual review to assess and evaluate the effectiveness of PPALM programs and services. Functional POCs provide detailed reports on status and provide recommendations for innovation. Conduct membership surveys on annual basis. Integrate suggested improvements in support of PPALMs mission.	Board of Directors

Supporting Goals and Objectives

Membership Development

The PPALM Membership Development Program develops and sustains the membership base by maintaining a strong relationship with existing members and assisting new members in understanding the services that PPALM provides. Since its inception, PPALM has benefited from a modest but consistent growth rate of 10-20% per year across the United States. We were fortunate in the past year to have added a substantial number of USMA cadets and US Naval Academy midshipmen, as well as new junior and field grade officers. Additionally, over the past year we have seen large growth in the Fort Leavenworth, Kansas, as well as Seattle/Tacoma regions, while continuing to sustain and/or grow our traditional member bases in the National Capital Region and Hawaii.



AE	Europe	KS	Kansas	UnK	Unknown
AL	Alabama	MD	Maryland	USMA	US Military Academy
AZ	Arizona	MN	Minnesota	USNA	US Naval Academy
CA	California	MO	Missouri	VA	Virginia
CO	Colorado	NCR	National Capital Region	WA	Washington
FL	Florida	NJ	New Jersey	WI	Wisconsin
HI	Hawaii	SC	South Carolina		

Since a major component of the PPALM vision is the mentoring and development of young members of the military (officers, warrant officers and enlisted) and civilian professionals, our single most important asset is our membership. The success of our organization relies on our sustaining and growing this membership into a resource that supports all our additional programing.

A strong membership base provides the organization with both a depth and breadth of experience and background, which ultimately provides for an enriching experience to all members, regardless of their professional expertise or rank. Furthermore, a strong, active and healthy membership provides the organization the necessary operating funds to support successful mentoring, development, and outreach programs.

In order to meet the needs of our growing membership the board is championing the development of an integrated website, which will provide seamless service and community connectivity to all its members. We want to anticipate the management and administration requirements necessary for our organization to operate effectively. This includes allowing members to update their profiles, renew their dues, check their membership status, and interact with fellow members. Automating administrative functions would allow the board more time to engage in the activities that matter most, such as strategically communicating with members, sponsors and external audiences and developing new opportunities for professional development within our membership base. Furthermore, better data management will provide program leaders with the best information with which to analyze and improve their respective programs.

The Membership Development Program will focus on establishing chapter-level Membership Directors who will share the board’s responsibilities in helping new members and sustaining existing members within their regions. This decentralization of operational function is a trade-mark of other successful grassroots organizations and is expected to accelerate improved localization of services and development of internal leadership skills. We believe that this shared responsibility will provide faster, tailored responsiveness as well as promote better communication between regional chapters and leaders at the national level.



PPALM is about its membership, and as summarized, the membership development program hopes to accomplish the following objectives:

1. Establish and maintain an integrated website that allows members to access their information, receive services and utilize PPALM-related information.
2. Improve communications with PPALM members.
3. Improve retention of active members within PPALM.
4. Establish Membership Directors in local Chapters.

We believe that these actions will inherently grow, sustain, and improve an already high-quality membership base and will contribute towards PPALM’s vision of a first-class nonprofit organization dedicated to mentoring and leadership.

Membership Program Goals and Objectives

Membership VP	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Evolve existing web-interaction system and create a centralized database with automated tracking as well as intranet services.	4Q2013	<ol style="list-style-type: none"> 1. Establish requirements based upon current member services and find methods to automate as many processes as possible, including renewal notification. <ol style="list-style-type: none"> 1a. Regression testing of spreadsheet database to website database (100%). 1b. Test and use cases from membership development for application registration, renewal and profile update. 2. Explore the benefits of an intranet where members can self-update their information to allow better communication. <ol style="list-style-type: none"> 2a. Track number of logins and frequency. 	<ol style="list-style-type: none"> 1. Website development team. 2. PPALM board or Members for test use cases. 3. Major conference meeting to discuss and present launch of new system.
Improve communications with members, ensuring timely notifications, responses to requests for services, information, and referrals.	2Q2014	<ol style="list-style-type: none"> 1. Renewal notifications are sent in a timely manner (1 month prior to expiration). 2. Concerns are addressed via email or other correspondence (within 48 hours of receipt). 3. New members are contacted and given a welcome letter (within 7 days of complete application). 4. Incomplete applications are resolved (notification of issue within 7 days of application receipt). 5. Member outreach is done as needed. 	<ol style="list-style-type: none"> 1. Member databases. 2. Finance information. 3. Email service.
Improve retention of active PPALM members.	1Q2014	<ol style="list-style-type: none"> 1. Coordinate with mentorship, communication, and strategic outreach to package the benefits of PPALM membership. 2. Assist in the publication of success stories and other positive aspects of PPALM membership (1 story per newsletter). 3. Explore alternative methods of more frequent 	<ol style="list-style-type: none"> 1. Mentorship and ROTC program information exchange. 2. Coordination of event announcements

Membership Development

Membership VP	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
		communication of PPALM activities in coordination with strategic outreach and communication (communication over various platforms, i.e. Twitter, email, and Facebook). 4. Improve membership tracking (at least once per member semi-annually).	and efficient information sharing.
Develop local de-centralized management of local member groups	4Q2014	<ol style="list-style-type: none"> 1. Engage with Chapters to provide a template for membership management. 2. Engage with Chapters to appoint a POC for membership management (1 per interest group). 3. Verify through electronic communication that memberships are being managed effectively (once a quarter). 4. Synchronize national membership database with local membership information (monthly). 	<ol style="list-style-type: none"> 1. Conference call account. 2. Chapter support. 3. Chapter management capabilities within the new PPALM website.

Mentorship

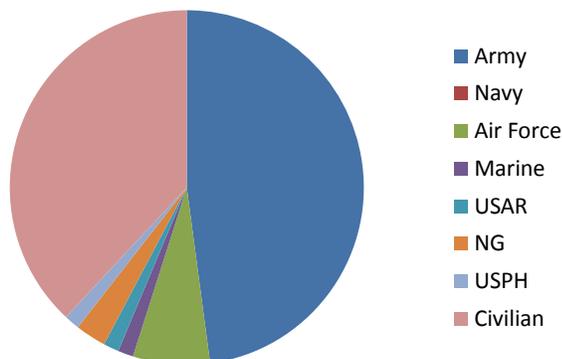
The PPALM Mentorship Program connects mentees with experienced professionals who have achieved personal, professional, and career success. Mentors provide advice, encouragement, feedback, and guidance towards achieving a mentee's full potential. A unique feature of the PPALM Mentorship Program is that its mentors provide realistic, comprehensive, and near real-time assessments of career situations, opportunities, and decision points. For students, cadets, or individuals facing career changes, mentors assist mentees in investigating and understanding possible career choices and evolving opportunities. PPALM actively recruits qualified mentors from within its membership to participate in the mentorship program. The PPALM Mentorship Program complements the Armed Services' Mentorship Programs in developing and maintaining highly competent leaders to serve the Nation. The Mentorship Program also encompasses private sector leadership and seeks to expand its community outreach to include greater participation by AAPI civilians in federal service, those in transition from active duty, and those serving in the corporate environment. The program is designed to offer support, guidance, and professional development based on mentors' individual experiences.

To be most effective, the mentorship relationship requires respect, confidentiality, and compatibility on the part of the mentor and mentee. Each mentoring relationship is unique in terms of duration and style. Therefore, rather than propose one technique for mentoring, PPALM supports a broad range of mentoring relationships. Local chapters are encouraged to facilitate the mentoring styles they find most effective and appropriate for their members.

As noted in the chapter on Membership, a strong membership base results in an organization comprised of individuals from a variety of backgrounds and experiences. The Mentorship Program is fortunate to have mentors from the private and public sectors from a wide range of professions as shown in the charts below. The diverse backgrounds of our mentors coupled with their career experiences are tremendous resources for the mentees in our program. The primary activities of the Mentorship Program for 2014 to 2018 center on improving communication with the mentors and mentees in the program; improving the PPALM website to enable more interaction between mentors and mentees; and developing outreach programs to work with other leadership and mentoring organizations.

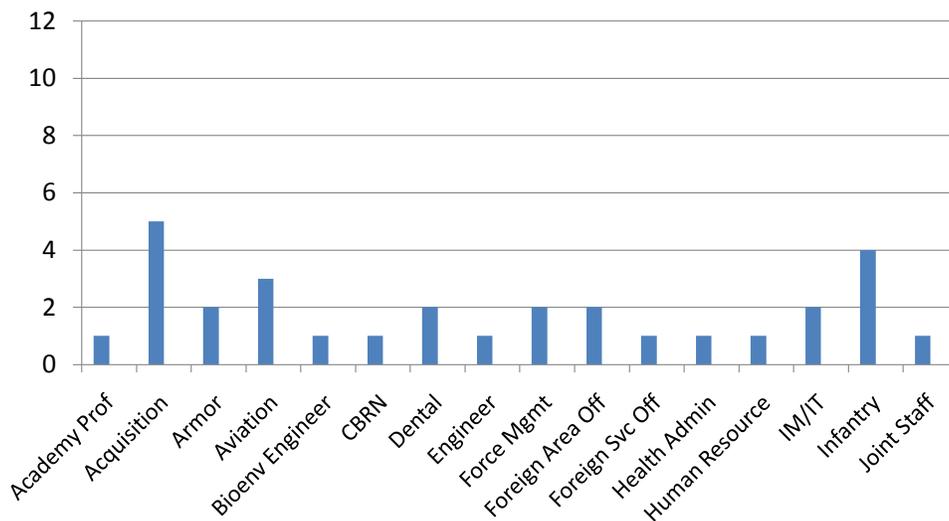
PPALM Mentors by Service

Armed Forces/Public Health/Civilian

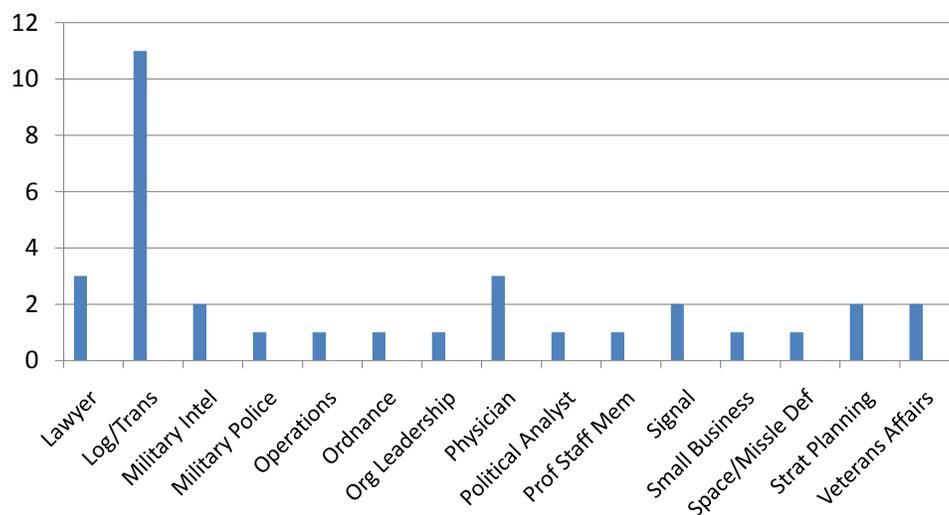


Notes: 1) Mentors retired from military service with follow on civilian positions are counted as both military and civilian.
2) Civilian grouping consists of DoD and non-DoD civilians.

PPALM Mentors by Profession



PPALM Mentors by Profession (cont'd)



Note: Information on profession was provided on the applications of most, but not all mentors.

Mentorship Goals and Objectives

Mentorship Program VP	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Timely Contact with Mentors and Mentees	1Q2014	1. Establish contact with prospective mentor/mentee within two days of receipt of application.	PPALM website and Email
	1Q2014	2a. Review mentor database, select prospective mentor(s), and then forward mentee application to prospective mentor(s) within five days.	PPALM website and Email
	1Q2014	2b. Contact mentor, then place mentor application in the mentor database within two days.	PPALM website and Email
	1Q2014	3. Once a mentee is paired with a mentor, place their names in the mentorship database within two days.	PPALM website and Email

Mentorship

Mentorship Program VP	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Maintain Mentorship Database	1Q2014	Ensure accuracy of contact information as well as other biographical information on mentors and mentees twice per year.	Coordination with VP, Membership
Improve Communication with Mentors and Mentees	1Q2014	1. Reply to all questions and comments from mentors and mentees within two days of receipt.	
	1Q2014	2. Make contact with every mentor and mentee in the program once a quarter.	
	1Q2014	3. Post mentorship articles on the PPALM website once a quarter.	
	1Q2014	4. Write a mentorship article for the PPALM Newsletter once a quarter.	
	1Q2014	5. Ensure the PPALM Mentorship Concept Plan is up-to-date by reviewing twice a year.	
Improve Communication with PPALM Members	3Q2014	1. Publicize the Mentorship Program to PPALM members through email messages and other media once a quarter.	Coordination with VP, Communications and Publications
	3Q2014	1a. Inform members how to join the mentorship program, state the need for mentors in particular fields, and encourage members to sign up as mentors and mentees.	Coordination with VP, Communications and Publications
	3Q2014	1b. Obtain mentorship success stories from those in the program and communicate them to the membership.	Coordination with mentors and mentees
	1Q2015	2. Recruit mentorship Points of Contact from chapters.	Support from Chapters
		3. Provide guidance to chapter POCs as required.	Support from Chapters
Outreach	3Q2014	1. In compliance with ESC Goal 2, Objective 1, participate in a joint committee with partners and SMEs to develop a leadership education and training program. Assist in implementing a fully developed half-day course on leadership, mentoring, coaching, and succession planning.	Coordination with ESC and all other VPs
	3Q2014	In compliance with ESC Goal 2, Objective 2, participate in pilot test with a partner leadership-training program to successfully implement the PPALM mentoring and leadership training program.	Coordination with ESC and all other VPs
	1Q2015	1. Publicize the Mentorship Program to outside organizations.	Coordination with VP, Outreach
	1Q2015	2. Participate in outside organization functions (AAGEN, JAVA, service Academies, high schools, etc.) two times a year.	Coordination with VP, ROTC and Service Academy Programs and VP, Outreach
	1Q2015	3. Coordinate with other mentorship organizations in the U.S. for possible partnerships.	Coordinate with national mentorship organizations
Improve the PPALM Website	1Q2014	1. Participate in the development of the new PPALM website.	

Mentorship

Mentorship Program VP	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
	1Q2014	1a. Coordinate with the VP, Membership and the VP, Finance to streamline the application process.	Coordinate with VP, Membership and VP, Finance
	1Q2014	1b. Coordinate with the website designer to streamline the mentor/mentee match process.	Coordinate with the website designer
	3Q2014	1c. Coordinate with the website designer to allow PPALM mentors and mentees to access information on the website through a competency demographic displaying the skills and experiences of mentors and mentees.	Coordinate with the website designer



ROTC and Service Academy Programs

In articulating the aspects of ‘Service to Nation,’ PPALM unequivocally supports strong representation of Asian Americans and Pacific Islanders in the military services. AAPI leaders have served faithfully and with distinction in the U.S. Armed Services for over 100 years and continue to do so today. The intent of this program is to engage students at the high school and college levels and help them develop their interest in serving this Nation.



Currently, approximately 30% of the active membership represents students with more than 50% of the student membership comprised of West Point cadets alone. In order for PPALM to grow and meet our current mission and major objectives, it is critical that we actively seek student and cadet membership from other regions. It is our goal to establish chapters in selected areas to expand

membership and one of the most effective ways to meet that goal is to improve communication with our current members.

There are three main objectives for the ROTC and Service Academy Program over the next five years.

1. Establish contact and maintain open communication with field POCs in order to develop a committee to assist in meeting PPALM’s goals and objectives.
2. Increase our engagement with selected area’s ROTC & Service Academies by providing lectures and speaking opportunities.
3. Have at least one roundtable discussion opportunity per year with cadets and a guest speaker to provide a forum for mentorship session.



The three main objectives are focused primarily on educating students and cadets about PPALM and our vision rather than the immediate addition of new members. It is our goal to have measurable objectives that are relevant and time-bound, followed with achievable timeline.

ROTC and Service Academy Program Goals and Objectives

ROTC and Academy Programs	Calendar Year (2014-2018)	Activity and Metric	Resources
Initiate contacts with field POCs by setting up our first conference call with field POCs	4Q2013	Gather field POCs' information. Re-confirm contacts and their membership status. Establish a date/time for the first call with official agenda	Conference call number; Completed 2014-2018 Strategic plan
Conference call with field POCs.	1Q2014 3Q2014 1Q2015 3Q2015 1Q2016 3Q2016 1Q2017 3Q2017 1Q2018 3Q2018	Maintain contact with Chapters/POCs. Organize a committee to assist with PPALMs goals by having set of tasks and objectives, deadlines and follow up.	Conference call number.
Maintain open communication with field POCs in between conference calls	2Q2014 4Q2014 2Q2015 4Q2015 2Q2016 4Q2016 2Q2017 4Q2017 2Q2018 4Q2018	Send email notifications with up-to-date information on PPALM in addition to the newsletters.	
Provide lectures, engage in more speaking opportunities addressed to cadets.	4Q2013 2Q2014 4Q2014 2Q2015 4Q2015 2Q2016 4Q2016 2Q2017 4Q2017 2Q2018 4Q2018	Begin establishing a solid relationship with a few colleges and universities and then expand. Provide lectures on leadership and mentoring and PPALM info. Reach out to high schools and colleges and explain the advantages of PPALM.	PPALM brochures, business cards.
Create PPALM ROTC & Service Academy FB page	1Q2014	Invite ROTC & Service Academy students to the FB page for information on mentorship. Create a forum for open discussion & questions.	
	3Q2014	While students are on summer break, tailor website information with planning for the next school year and/or first assignment as a commissioned officer.	
	4Q2014	Get more students to join the page even if not a member of PPALM in order to gain their interest in mentorship and networking.	

ROTC and Service Academy Programs

ROTC and Academy Programs	Calendar Year (2014-2018)	Activity and Metric	Resources
Provide roundtable discussion opportunities with a guest speaker for cadets; similar for high school cadets.	4Q2014 4Q2015 4Q2016 4Q2017 4Q2018	An information/discussion session, formatted like OPD. Overall goal is education regarding PPALM in preparation for potential future participation.	Budget plan for admin/logistics requirements.



Communications and Publications

Taking advantage of 21st century technology, PPALM has re-engineered its communication process externally and internally to allow the highest efficiency and effectiveness among its current and future members, supporters and sponsors. The results of the 2013 PPALM membership survey demonstrate the successful diversification of our member communications. This includes e-mails (93%), PPALM website usage (26%), and expansion into social media including LinkedIn (17%), Facebook (16%) and Twitter (3.5%). Internally, we will integrate our functional communications process within the Board of Directors to streamline capability and workload for improved interoperability across platforms. All communications will remain focused on ensuring PPALM is recognized by members, partners, and sponsors as having a strong and credible reputation for leadership development and mentorship services in the federal and civilian sectors, interests in culture, military service, a depth of experience and exceptional values.

Communications and Publications Goals and Objectives

Communications and Publications	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Expand efforts to support and provide a network for the professional development and advancement of our members both in the public and private sectors.	1Q2014-4Q2016	Publish 3 newsletters a year.	BoD members provide quarterly input, Chapter support and event articles.
Provide a venue for mentoring, networking, and promoting the achievements of AAPI as well as other PPALM members through newsletters, and utilizing the experience and talents of this community.	1Q2016-4Q2018	Enlarge publication frequency to 4 newsletters a year.	BoD members provide quarterly input, Chapter support and event articles.
Establish a program of educational and leadership training opportunities that contribute to professional and personal development through mentorship website.	1Q2014-4Q2018	Send out monthly activities and events information as well as reminders to increase community engagement and membership. Develop/upgrade PPALM website so that it is financially aligned with PPALM's objectives and able to expand as the needs of the PPALM workflow requirements grow by end of existing contract (FY13 Oct).	BoD members provide quarterly updates to new website. VP Comm and Publications will monitor and QC monthly.
Assist the US Armed Forces in articulating the importance of diversity in the Total Force.	1Q2014-4Q2018	Work with VP Mentoring to develop a more streamlined and intuitive mentor-mentee program by 3Q2013.	

Communications and Publications	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Broaden PPALMs partnerships to allow leadership representation in the civilian public service and private business arenas.	1Q2014-4Q2018	<p>Maintain pace with military and civilian human capital development through increased strategic engagement activities with chapters of 1 per quarter.</p> <p>Increase Chapters by allowing BOD to conduct a speaking engagement once a year in the Chapters' regional school or event.</p>	BoD members input events to new website; VP Comm and Pubs include major PPALM activities. All BOD members provide schedule of speaking engagements individually into new website.
<p>Utilize new and expanding technologies to enhance better awareness of our interests in culture, military service, experience and values.</p> <p>Develop program to enhance communications capabilities to conduct Webinars, Webex, Teleconferences, etc.</p>	<p>1Q2014-4Q2018</p> <p>1Q2015</p>	<p>Review new website analytics quarterly to identify gaps to improve system requirements with MEC.</p> <p>Implement a fully capable communications program to enable members, partners, and sponsors to conduct a multitude of media exchanges.</p>	<p>VP Comm and Pubs coordinate with PPALM functions to new website to improve annually.</p> <p>VP Communications, Mentoring, ROTC and Service Academy, Membership, Strategic Outreach and General Counsel.</p>



Strategic Outreach

To sustain PPALM's current programs and expand for the future, support from corporate sponsors, community partners, and individual donors will be needed. Contributions from these supporters will provide the necessary resources to maintain PPALM's current capabilities and build future potential to hold conferences and forums to assist members with their career needs.

Strategic Outreach Objective Guidance:

- Establish a Community Outreach Committee responsible for developing, prioritizing and implementing PPALM's outreach to, and partnerships with, Asian Pacific American communities, as well as building and expanding PPALM's leadership base in military services organizations, Pan-Pacific Asian, and broader communities.
 - Initial partnering targets include the Asian American Government Executive Network (AAGEN), Federal Asian Pacific American Council (FAPAC), Naval Officers Mentoring Association (NOMA), ROCKS (African-American Mentoring Group), and others.
 - Build successful partnerships with other civic organizations, increasing interactions with civic leaders, groups and institutions, and involving our board members in meaningful relationships within the community.
- Establish a Corporate and Foundation Outreach Committee responsible for developing, prioritizing, and implementing PPALM's outreach to the corporate world, including major corporations and smaller businesses, as well as educational foundations. The Corporate and Foundation Outreach Committee will initially target corporations with strong diversity programs and a history of supporting minority communities. The committee will also develop the rationale for corporate and foundation sponsorships and establish a grant team to process applications for foundation support.
 - Broaden base of small, community-centered business sponsors and donations. Utilize up-to-date methods to encourage individual contributions.
 - Encourage partnerships with at least three Corporations, Sponsors and/or Donors to build additional resources by CY 2014.
 - Develop a fundraising strategy in order to obtain sponsors and donors to key PPALM social and professional engagements in promoting Asian American Pacific Islander leaders.
- Ensure two key events are sustained, planned, and executed: the Annual Updates to the Honorary Chairman and Honorary BoD held in June of each year, and the Annual

Membership and Social held in conjunction with the Association of the U.S. Army (AUSA) held in October of each year.



Community Outreach:

Starting in CY13 and moving into CY14 & CY15, PPALM leadership will focus on building informal relationships with our affinity groups. Many of our members are also members in other similar organizations, with missions and goals that are complementary to ours. The immediate goal is not strategic alliance but rather the seeking out of common interests. As an alternative to seeking corporate sponsorships or large fundraising events, these informal relationships across groups could lead to joint activities and events with the goal of developing cross-functional leadership and team building within the larger community.

Affinity Group Outreach:

Start planning sessions with key leaders from each affinity group to seek out similar areas of interest in leadership, training, mentoring and education.

Corporate Outreach:

As part of our on-going effort to expand cooperate support, leadership will work to develop a clearly articulated rationale for the support of mentoring programs. This rationale will then be incorporated into communications materials for use with both corporate and small-business outreach. We will tap membership resources for assistance with creating the appropriate documentation such as corporate agreements and memoranda of understanding.

Strategic Goals for Members:

Assist with the development of online training programs and seminars that will aid our members in career development. Actively participate in our members network, help build our knowledge base that can be accessed by our growing membership, and create mentor/mentee relationships that serve as resources throughout your own and your fellow members' professional life.



Mentoring in the 21st century has expanded from the classic one-on-one sessions and can now easily include on-line discussions joined by several participants, each sharing his or her experience and adding to ongoing debate. Our strategic vision includes the expansion of our web presence to include a virtual mentoring arena, in a secure environment, where conversations are also preserved as a reference for future members. Success stories can be selected from these discussions and highlighted in follow-up video format or written testimony.



Strategic Outreach Goals and Objectives

Strategic Outreach Goals	Calendar Year Launch (2014-2018)	Activity and Metric	Resources
Initializing partnerships.	1Q2014-4Q2018	Identify organizations with CORE value and mission a. Build upon working relationships with current affinity groups. b. Establish new relationships with fellow affinity groups.	Budget plan to support strategic outreach plan.
Build successful partnerships.	2Q2014	1. Establish marketing materials focused on affinity groups. 2. Establish marketing material focused on sponsors. 3. Increase interaction with civic leaders and organizations. 4. Establish web/social media focusing on 1-3 above. 5. Establish intranet access for sponsors and affinity groups. 6. Conduct business process review to evaluate past performance and establish future needs.	Communicate with VP Communications and Publications.
Establish a Corporate and Foundation Outreach Committee.	2Q2014-4Q2018	Identify corporate and small business sponsors. a. Work with existing sponsors to maintain good working relationship. b. Bring on new sponsors.	
Create SOP and/or library of MOUs, SAM, Cooperative Agreements, and Co-sponsorship documents.	1Q2014-4Q2018		Coordinate with BoD Executive Steering Committee
Develop a fundraising strategy.	2Q2014	Combined Federal Campaign (CFC).	
Ensure the success of Annual Update and Annual Membership events.	3Q2014-3Q2018	Event planning and execution.	Funds

Annex A: Mentorship

Scope:

The PPALM Mentorship Program applies to all PPALM members.

Concept:

The PPALM Mentorship Program consists of the National Headquarters, the Mentorship Committee, Chapters, Mentors, and Mentees.

1. National Headquarters:

The PPALM Mentorship Program is sponsored at the national level by the PPALM Board of Directors. The Vice-President for Mentorship chairs the PPALM Mentorship Committee. Members of the committee are comprised of Points of Contact from Chapters and other volunteers.

2. PPALM Mentorship Committee: The committee is responsible for:

- Developing the PPALM Mentorship Plan.
- Receiving requests from current members who desire to be mentors or mentees.
- Coordinating with the Vice-President for Membership to identify new PPALM members.
- Contacting new members and suggesting participation in the mentorship program as a mentor or mentee.
- Sending a questionnaire to prospective mentees to facilitate the mentor selection process.
- Maintaining an active list of mentees and mentors.
- Facilitating mentee to mentor relationships.
- Receiving and safeguarding exit interviews (if completed) from mentors and mentees.
- Posting PPALM mentorship events on the PPALM website.
- Posting published articles and articles submitted by the Chapters to the PPALM website.

3. Chapters:

To facilitate mentorship programs at the local level, it is highly recommended that each PPALM Chapter tailor their mentorship programs according to their members' needs. They must appoint Point of Contact members to serve on the PPALM Mentorship Committee. Current Chapters are:

- Huntsville, AL: MG (Ret) Virgil "Duz" Packett
- Honolulu, HI: BG(R) James Hirai and COL Kimo Dunn
- Leavenworth, KS: MAJ Rochelle Ruiz, COL Tony Aguto, COL(R) Joyce DiMarco
- Puget Sound, WA: COL(R) Bryan Goda, BG(R) Oscar Hilman, MG(R) Rick Olson
- United States Military Academy, NY: MAJ John Abella
- United States Naval Academy, MD: LT Andre Agraviador

4. Responsibilities: Chapters will identify a primary point of contact responsible for:

- Managing local mentorship programs.
- Serving as a member of the National PPALM Mentorship Committee.
- Submitting information on local mentorship events for inclusion in the PPALM newsletter and posting to the PPALM website.

5. Mentors:

PPALM members can become mentors by submitting a mentor application through the PPALM website or in a message via email to the Vice President for Mentorship. Mentors are responsible for:

- Participating in the initial interview with the prospective mentee (this can be accomplished via email or telephone).
- Accepting the decision by the mentee whether to pursue the mentor-mentee relationship.
- Assisting the mentee in developing a career development plan.
- Maintaining communication with the mentee (e.g., face-to-face contact, telephone, e-mail, the PPALM website, or one of the social networking forums.) NOTE: Postings on social network sites will not include information considered confidential, privileged, or private in nature. Administrators will moderate discussions on the PPALM Facebook site and remove any content deemed inappropriate.
- Suggesting appropriate training and developmental opportunities to the mentee.
- Completing an exit interview and submitting the completed document to the PPALM Vice-President for Mentorship. At any time in the mentorship process, mentors have the option to terminate the mentor/mentee relationship.

6. Mentees:

PPALM members can become mentees by submitting a mentee application through the PPALM website or in a message via e-mail to the Vice President for Mentorship. Mentees are responsible for:

- Participating in the initial interview with the prospective mentor.
- Notifying the prospective mentor of his/her decision to pursue the mentor-mentee relationship.
- Working with the mentor to complete a career development plan.
- Actively participating in the mentor-mentee relationship.
- Considering the advice and guidance of the mentor and take action for self-improvement.
- Being responsible for his/her own growth, actions, values, and work ethic.
- Completing an exit interview and submitting the completed document to the PPALM Vice-President for Mentorship.

At any time in the mentorship process, mentees have the option to terminate the mentor-mentee relationship and request a change of mentor.

Annex B: Calendar of Events and Major Activities

Major Activities

Activity	Monthly Schedule
Annual General Membership Meeting & Social	October
Association of United States Army Convention	October
Board of Director Nominations – Open	January
Board of Director Elections	March-April
New Board of Director Announcements	May
Asian Pacific American Heritage Month	May
FAPAC National Training Conference, Long Beach, CA	May-June
Department of Defense Diversity Conference	June
AAGEN Leadership Training Conference	June
PPALM Update to the Honorary Board	June
US Military Academy Diversity Conference	April

Board of Director Meetings

The PPALM Board of Directors meets on the 3rd Saturday of each month except for December. Members may request to attend the Board meetings.

Annex C: Chapter Development

Purpose

As part of PPALM's growth strategy, the establishment of chapters is a critical element in the continuum of PPALM's mission and objectives. It will help maintain PPALM's visibility at the local level, assist in membership growth and community outreach. PPALM is authorized under its operating documents to create or approve the creation chapters.

Objective Guidance

This annex describes the concept of PPALM chapter development under the auspices of the national organization. The intent is to provide those interested in forming a chapter with several organizational and operational options. As more fully described below, PPALM offers three options: Category A, Category B, and Category C chapters. There are specific requirements that apply to each, and the PPALM Board of Directors (the “Board”) has the sole and exclusive authority to develop, amend, and revise those requirements, as appropriate. Chapter approval is completely discretionary on the part of the Board and, once granted, can be revoked by the Board if, in its sole and exclusive judgment, chapter revocation is in the interest of PPALM.

Request to Form a Chapter

Individuals and groups interested in forming a chapter must comply with certain initial requirements established by PPALM national headquarters. A written request must be submitted to PPALM that will include a letter of intent (“Letter of Intent”) addressing in detail the following minimum requirements: 1) description of group purpose and vision consistent with the national organization’s mission, objectives, and core capabilities; 2) a list of at least 10 active members; 3) a list of officers (to include a chapter chairperson, a chapter vice-chairperson, and a chapter secretary; 4) board of directors, if appropriate; 5) articles of incorporation, if appropriate; 6) ability to conduct organized meetings; and 7) an initial action plan outlining the milestones to function as a chapter. In the Letter of Intent, the proponents of the chapter must clearly indicate whether they are seeking to form a Category A, Category B, or Category C chapter.

Category A

Category A chapters do not have a legal existence separate and apart from the national organization. One might think of this chapter as a “committee” under the aegis of the national organization (i.e., PPALM). Category A chapters report to the national organization and operate under the authority of the Board. Chapters usually start as Category A chapters. Category A chapters must operate subject to all applicable state and federal law, including but not limited to, rules, regulations and policies that govern activities on federal properties and military facilities.

Category B

Category B chapters are separate, fully incorporated legal entities under applicable state law. A “Category B” chapter:

- Is legally incorporated as a non-stock, nonprofit corporation;
- Obtains 501(c)(3) tax-exempt status via a group exemption request filed by the national organization (in other words, the chapter operates under the national organization’s 501(c)(3) tax exemption);
- Has its own board of directors, officers, by-laws, etc.;
- Is subject to the national organization’s general oversight and control as a “subordinate” organization pursuant to the Internal Revenue Service’s group exemption regulations;
- Files its own state-required documents (e.g., annual reports);
- May choose to file separate tax returns or be included under the national organization’s federal filing;
- Must operate subject to all applicable state and federal law, including but not limited to, rules, regulations and policies that govern activities on federal properties and military facilities.

Category C

Category C chapters are separate, fully incorporated legal entities under applicable state law. A “Category C” chapter:

- Is legally incorporated as a non-stock, nonprofit corporation;
- Obtains its own 501(c)(3) tax-exempt status;
- Has its own board of directors, officers, by-laws, etc.;
- Is independently run but must comply with the national organization’s chapter requirements, including but not limited to, requirements intended to maintain national consistency across all chapters and requirements to protect and preserve PPALM’s identity, (e.g., Category C chapters must provide regular updates to PPALM, must meet periodically with PPALM Board, etc.);
- Prepares and files its own state and federal filings, including tax returns and annual;
- Must operate subject to all applicable state and federal law, including but not limited to, rules, regulations and policies that govern activities on federal properties and military facilities.

Withdrawal or Revocation of Chapters

A chapter may, at any time but with prior written notice, voluntarily withdraw from PPALM as a chapter. A chapter seeking withdrawal must file a letter with the PPALM Board detailing the

reason for the withdrawal. The PPALM Board may grant a chapter's withdrawal request, subject to that chapter's compliance with all applicable PPALM requirements and state and federal law.

The PPALM Board may, at its sole and exclusive discretion but with prior written notice, revoke a chapter's authorization as a PPALM Chapter. PPALM's written letter of revocation will identify the reason for the revocation (e.g., misfeasance, malfeasance, failure to comply with rules and regulations, etc.). The Board's decision is non-appealable and final.

Questions regarding chapter formation and requirements

Questions regarding chapter formation and requirements may be addressed to PPALM's Chairman, MG(Ret) Tony Taguba, with a copy to PPALM's General Counsel, A. Enrico C. Soriano.

Annex D: Plan Development Team

Board of Directors

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Major General, US Army Retired
Chairman

James S. Schisser
Colonel, US Army Retired
Vice Chairman

Michael J. Yaguchi
Lieutenant Colonel, US Air Force Retired
Executive Director

Ms. Erika Moritsugu, Esq
Executive Secretary

Edmund Haraguchi
Colonel, US Army Retired
Vice President, Mentoring

Mr. James C. Chou
Vice President, Membership

Colonel Shirley Raguindin
US Air Force
Vice President, Communications and
Publication

Mr. Stanley Fujii
Vice President, Strategic Outreach

Major(Dr) Hyo J. Cho, DM
Army National Guard
Vice President, ROTC and Service
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