

# PREL Strategic Plan 2006–2010

March 2006

Five years ago, the PREL Board embarked on an ambitious undertaking—a 5-year strategic plan guiding the work of the organization. The plan represented what has become a continuing collaboration between the Board, PREL staff, and key expert consultants. The plan was based on our understanding of the needs of the Pacific region at the time, the existing PREL vision and mission statements, and research-based solutions to the needs.

Five years later, much has changed, yet the plan has yielded some enduring features. There are new national-, regional-, and state-level educational directives. PREL the organization has new leadership, new vision and mission statements, and new opportunities to serve the needs of the region and beyond. Many of the activities being carried out under the existing plan, meanwhile, remain important to meeting the evolving needs of the region. For PREL's services to be as effective and efficient as possible, it is now time for a new plan to cover the next 5 years, from 2006 through 2010, retaining some aspects and adding others.

The PREL Board, through its Strategic Plan Committee, has played a key role in fashioning this new Strategic Plan. Members of that committee, chaired by Father James Croghan, include Board Chair Dr. Rita Inos, Dr. Randy Hitz, Dr. Lui Tuitele, Mr. Mario Katosang, Ms. Zita Pangelinan, Ms. Rosa Tacheliol, and Mr. Larry Vogel. At a meeting in Honolulu on January 25 and 26, 2006, committee members thoroughly reviewed, discussed, and made recommendations for each of the goals and objectives. Their work, with minor modifications, is reflected in this document.

What is a strategic plan? Fundamentally, it is a guide that enables an organization to respond in a focused, effective, and innovative way to the challenges of its environment and constituents. The strategic plan states *goals*, *objectives*, and *action steps* developed through a process that identifies strengths, weaknesses, and critical needs of the organization, all within the context of the institutional mission.

This Strategic Plan begins with the recently approved vision and mission statements and other key organizational components. Next are presented the new goals and objectives on a single page. Following this is the full plan, goals, objectives, activities, narratives, and success indicators. A good strategic plan has components that are specific enough to guide operational planning and reporting, but broad enough to provide flexibility and adaptability for the organization. The set of components presented here should not be considered immutable, but rather as a starting point for organizational development.

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