



**Tradition of Service. Strengthened in Community.**



**Pan-Pacific American Leaders and Mentors  
(PPALM)**

**STRATEGIC PLAN  
2011 - 2013**

# Table of Contents

MESSAGE FROM THE CHAIRMAN .....	2
INTRODUCTION.....	4
MISSION, CORE COMPETENCIES, GOALS AND OBJECTIVES .....	5
STRATEGIC INITIATIVES – PLAN OF ACTION .....	6
MEMBERSHIP DEVELOPMENT .....	6
MENTORSHIP .....	8
ROTC AND SERVICE ACADEMY PROGRAMS .....	10
STRATEGIC OUTREACH .....	12
COMMUNICATIONS AND PUBLICATIONS .....	14
PROGRAMS AND STRATEGIC PLANNING .....	16
OVERSIGHT AND AUTHORITY .....	17
ANNEX A: MENTORSHIP .....	18
ANNEX B. CALENDAR OF EVENTS AND MAJOR ACTIVITIES.....	21
ANNEX C. CHAPTER DEVELOPMENT .....	22
ANNEX D. METRICS .....	25

## **Message from the Chairman**

Since the day Pan Pacific Asian Leaders and Mentors (PPALM) was established, our overriding challenge has been to help raise public awareness of the valuable contributions and enormous talents of Asian American and Pacific Islander leaders who have served and who continue to serve in the U.S. Armed Forces and public service roles. PPALM is committed to meeting this ongoing challenge by continuously advocating on behalf of our members and by providing the necessary tools to support their professional and educational development through mentoring programs and networking opportunities.

Over the past three years, PPALM has grown into a successful advocacy group focused on assisting and supporting our members. We have actively engaged with similar organizations who strive for diversity in the workforce, promote the high quality and talents of AAPI leaders in public service, and to ensure they are recognized for advancement in senior leadership positions. In this next chapter for PPALM we will seek to further expand and promote the success of our members in both the public service and private sector arenas. As we expand into an ever more diverse group, we will build on our knowledge and experience to take the next step in advancing the talents and contributions of our AAPI and non-AAPI members at the community and national level. Accordingly, we have active interest groups in Hawaii, New York, and Alabama focused on growing our membership and articulating the interests of PPALM. This effort is a key component in our strategy to ensure PPALM's continued success in the future.

The strategic plan that follows lays out how PPALM will improve and work together over the next three years to achieve growth consistent with the mission and vision of PPALM's founders. We framed the plan by understanding the complex challenges we face, assessing the environment in which we operate, and evaluating our own capabilities. To meet the current and future needs of our members, PPALM will require changes to its Board structure, the initiation of new Chapters and Interest Groups, and must keep pace with the changing environment. This will be an arduous task, but we will rely on the energy and support of all our members. Each member is responsible for thoughtful feedback and active participation. As your Chairman, I look forward to working with you as we face the challenges ahead and begin this new chapter, capitalizing on our momentum to build a stronger and even more effective organization.



*Antonio M Taguba*

Antonio M. Taguba  
Major General, US Army Retired  
Chairman

## Introduction

The PPALM Strategic Plan is published for the Board of Directors (BoD) and its members regarding the future needs and direction of the organization. The success of this plan will entail the commitment of all members in meeting the emerging challenges of the 21<sup>st</sup> century as they progress in their respective professional careers. The aim of this plan is to improve and expand PPALM as a highly focused organization capable of serving its members effectively, supporting them with career, professional and educational needs.

Our vision is for PPALM to be a leading advocate of AAPI leaders serving in the public sector, in the military, or in the corporate world; an advocacy group that leverages the knowledge, skills, experience, and character of AAPI members toward advancement in senior leadership positions.

The Strategic Plan is the basis for the enduring contribution of PPALM to its members and the wider Nation we serve. The goals and objectives of the Plan build on the priorities of the founding members of PPALM. The founders had as a concern the low representation of Asian American and Pacific Islander (AAPI) active Army officers in key senior command and staff positions, as well as civilian leadership personnel in key senior executive positions on the Department of Army Staff and field agencies. The tasks delineated in this Plan are designed to reflect PPALM's mission and objectives to benefit its AAPI and non-AAPI members and to create a professional network of leaders, both Military and Civilian, committed to serving the Nation by providing leadership, professional and educational development, mentoring, networking, outreach opportunities, and community service.

*"I will be looking at promotion rates. I will be looking at what happens as you go up the cone, to make sure that there are no vestiges of institutional discrimination of any kind, and it's performance that counts. But I am also not going to blink if performance is not there but a claim is made because of diversity you have to do this. Performance is going to count."*

- General Colin Powell, US Army Retired

# Mission, Core Competencies, Goals and Objectives

## 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 the past generations, we continue to promote diversity, advancement and retention of all leaders.

## CORE COMPETENCIES

Mentorship  
Leadership  
Professional and Educational Development  
Community Involvement and Outreach  
Networking



## GOALS AND OBJECTIVES

- Forge a continuing, strong commitment toward Service to Nation, and in answering the Call to Duty within PPALM membership.
- Expand efforts to support and provide a network for the professional development and advancement of our members both in the public and private sectors.
- Provide a venue for mentoring, networking, and promoting the achievements of Asian American and Pacific Islanders, as well as other PPALM members, utilizing the experience and talents of this community.
- Establish a program of educational and leadership training opportunities that contribute to professional and personal development.
- Promote a synergistic, professional learning relationship between the experienced mentor, interested officers, and civilians.
- Assist the US Armed Forces in articulating the importance of diversity in the Total Force. Advocate with our partners to create an environment for professional equal opportunities such as promotion, school selection and assignments.
- Seek opportunities to broaden PPALMs partnerships and provide leadership in both the civilian public service and private business arena.
- Utilizing new and expanding technologies, exchange information/ideas for better awareness of our interests in culture, military service, experience, and values.

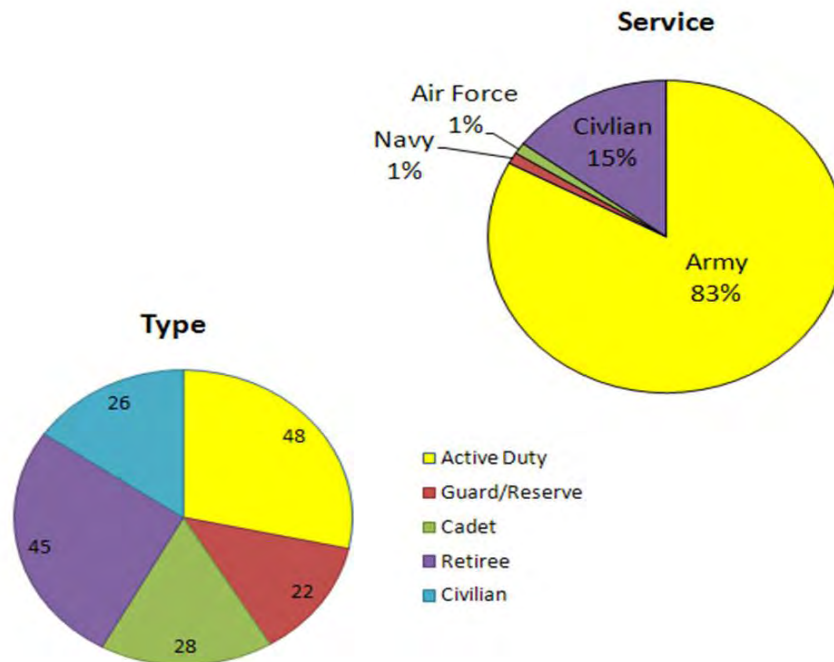
## Strategic Initiatives – Plan of Action

The following plan of action outlines the major tasks to expand PPALM's capabilities in the next three years. The tasks will be assessed and evaluated periodically to ensure progressive success in meeting the members' expectations. Each committee tasked with a strategic initiative will coordinate and synchronize their efforts across all other committees.

### Membership Development

Membership is the foundation of PPALM. The current membership includes a diverse group of military and civilian leaders in public service and the private sector. As of November 1, 2010, PPALM has 175 members. Figure 1-1 indicates membership by Status, Service and Type.

□



#### OBJECTIVE GUIDANCE

- Establish a comprehensive membership growth strategy in collaboration with other PPALM committees incorporating outreach, partnerships, and external communications highlighting the mentoring program and the achievements of PPALM members.

- Implement the membership growth strategy in concert with chapters and interest groups to empower members and maximize effectiveness.
- Develop and implement a membership needs survey to support program development.
- Actively seek out opportunities to establish and grow local and/or regional Chapters and Interest Groups as well as partner with existing organizations that share a common ground and purpose.
- Current members will be encouraged to explore the possibility of establishing an interest group or Chapter when transferred to a new region or transitioning between active duty and the corporate world.
- As PPALM expands and related funding objectives are met, Board of Directors will consider resource and administrative support for the n will explore resource possibilities and administrative support for the initiation of new Interest Groups.
- Annex C contains specific chapter development information.



*PPALM Hawaii Interest Group holding their quarterly meeting in Sept 2010 hosted by BG (R) Jim Hirai*

## Mentorship



*GEN (R) Shinseki, PPALM Honorary Chairman and MG Bartell, CG Army Cadet Command shaking hands at the annual briefing to the Honorary Chairman, Jun 09.*

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 change, mentors assist mentees in investigating and understanding possible

careers 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, 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, the PPALM supports a broad range of mentoring relationships. Although this document suggests a more formal approach to the mentorship process, local chapters are encouraged to facilitate mentoring styles they find most effective and appropriate for their members.

### OBJECTIVE GUIDANCE

The key objectives of the PPALM Mentorship Program include the following:

For the Mentee:

- Increase self-awareness and personal growth.
- Enhance career development and options.

- Promote job satisfaction.
- Develop new ideas and skills.
- Increase knowledge of the military and civilian personnel systems.
- Develop the full potential of each individual.

For the Mentor:

- Promote a sense of satisfaction that comes from helping another person to learn, grow, and develop.
- Enable the passing of technical and ethical knowledge gained from years of professional experience.
- Help the AAPI population and youth in instilling a sense of direction and confidence in their professional development and careers. Benefit both the mentor and mentee.
- Establish personal, one-to-one relationships based on common interests, a personal connection, and confidentiality.

## 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.

### OBJECTIVE GUIDANCE

- Develop a cadet-oriented mentorship plan to support students in achieving academic excellence, pursuing leadership development, and strengthening their commitment to public service, in either the military or civilian professions.
- Recruit and retain an active and interested Cadet Membership.
- Build contacts and rapport with AAPI Academy, ROTC and OCS graduates.
- Successfully mentor all cadets scheduled to receive their commission by CY2013.
- Advance partnerships with U.S. Army Cadet Command, U.S. Service Academies, State-supported military academies, and local Senior and Junior Reserve Officer Training Programs.
- Continue joint advocacy with and encourage cadet participation in diversity programs such as the US Army Strong Campaign.
- Seek outreach opportunities in local high schools to support AAPI and other interested students in pursuit of leadership in the military or private sector service arenas.



*COL (R) Kirk Miyake, a senior PPALM mentor in San Francisco Bay Area speaks to Army ROTC cadets and Cadre at the University of San Francisco.*

Proposed targets for mentorship programs and increased social networking programs through CY2013 are listed below.

- University of Hawaii ROTC, Honolulu, Hawaii
- University of San Francisco ROTC, San Francisco, California

- George Mason University ROTC, Fairfax, Virginia
- University of Maryland ROTC, College Park, Maryland
- Wofford College ROTC, Spartanburg, South Carolina
- Valley Forge Military College, Valley Forge, Pennsylvania
- South Lakes High School, Reston, VA
- Francis Lewis High School, Queens, NY

## 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.

### OBJECTIVE GUIDANCE

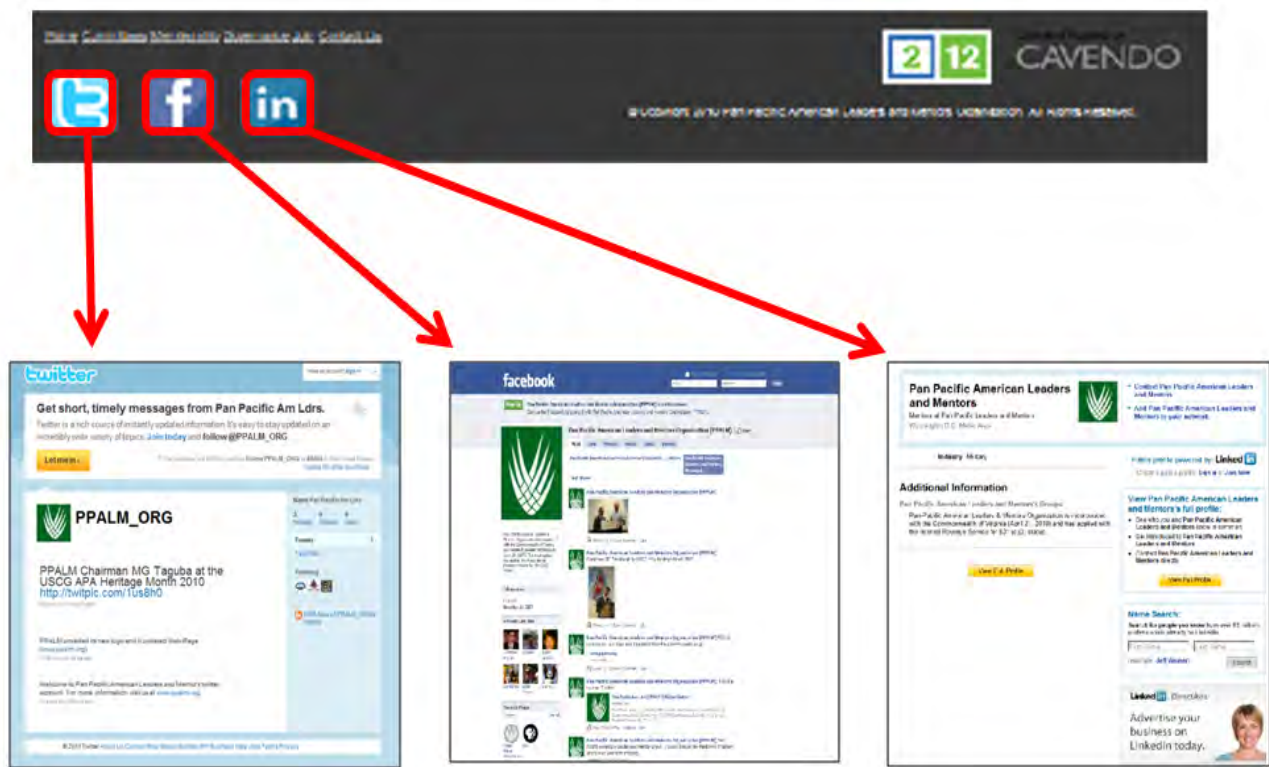
- Establish a Community Outreach Committee responsible for developing, prioritizing and implementing PPALM's outreach to, and partnerships with, Asian Pacific American communities, as well as building and expanding PPALM's leadership base in military services organizations, Pan-Pacific Asian- and broader 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 Corporate and Foundation Outreach Committee will 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 2011.
- 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: Annual Update to the Honorary Chairman and Honorary BoD held in June of each year, and Annual Membership and Social held in conjunction with the Association of the U.S. Army (AUSA) held in October of each year

## Communications and Publications

A core capability of PPALM is the ability to effectively communicate with its members, and to actively engage with organizations and communities who have similar missions and objectives. Community involvement and collaboration includes attendance in diversity forums, educational conferences, community events and activities, media events, and partnerships with similar organizations. PPALM will continue to contribute to the AAPI national community and keep abreast of the most modern methods of communication networking. Communications will remain focused on ensuring that PPALM is recognized as having a strong and credible reputation for leadership development and mentorship services in the federal and civilian sectors.

### Reaching Out – Engaging the “Millennials”



## **OBJECTIVE GUIDANCE**

- Develop a plan to leverage/moderate Social Networking enablers (Facebook, GovLoop, Twitter, Linked-In).
- Develop a speakers program for BoD members to engage with interested communities, to include a TOOLKIT for Interest Groups to utilize in introducing PPALM to prospective members.
- Maintain and expand PPALM's ability to communicate, inform, and network with the membership. Communications will include the production of high quality media products such as brochures and newsletters as well as the distribution of educational and research publications to members and non-members on AAPI leadership and professional development matters.
- Co-manage PPALM's participation in Diversity and Professional Development related annual events: AAGEN, FAPAC, USMA Diversity Conference, APA Heritage Month Celebrations, ROTC and USMA Commissioning ceremonies.

## Programs and Strategic Planning

The Board of Directors must maintain visibility on the ongoing challenges facing AAPI leaders in today's military and civilian workforce as well as anticipating the future needs of the membership. The scope of solutions must be focused on PPALM's members and how best to equip them to meet these challenges and develop their full potential. The administration of core services will need to evolve as the organization grows and builds an ever more professionally diverse membership. This will require improvements in Board operations and the development of tools and strategies to enhance PPALM's capabilities and support the expanding membership.



*LTG Michael Rochelle, Army G-1, giving an Army brief at the annual PPALM updated to the Honorary Chairman in June 2009.*

### OBJECTIVE GUIDANCE

- Develop programs to meet the educational and professional development needs of the membership. Assist the Membership Committee in soliciting needs and feedback.
- Develop a plan to improve the governance capability of PPALM to include the Board of Director's structure, composition, By-Laws, and incorporation in order to keep pace with the changing environment.
- Assist in the expansion of Interest Groups and in their future conversion to Chapters.
- Develop the position of the VP, Civilian Leader Development Program and the associated program.
- Develop the PPALM Awards and Recognition Program.
- Assist the Strategic Outreach Committee in the development of partnerships with similar private organizations: Asian American Government Executive Network (AAGEN), Federal Asian Pacific American Council (FAPAC), Naval Officers Mentoring Association (NOMA), ROCKS (African-American Mentoring Group), and others.
- Develop a plan of action for PPALM to be a Charter member of the Department of the Army under its Diversity Program.

## **Oversight and Authority**

The Executive Committee consisting of the Chairman, Vice Chairman, and Executive Director will provide oversight on all actions and provide additional guidance prior to final approval for implementation. Final approval for implementation will conform to the requirements stated in the By Laws.

Tasking authority and resource allocation will be relegated to the responsibility of the Executive Director or the Secretary in his/her absence. VP, Finance will assist and consult on the availability of funds to enable any actions required for implementation. All Committee VPs will submit an implementation plan and Calendar Year resource requirements to the Board of Directors no later than the 1<sup>st</sup> Quarter of each Calendar Year. Mid-year and end of year updates will be submitted no later than June and December of each CY.

Proponent VPs may form committees or forums to assist them with their objectives. Updates will be scheduled as required and presented at the BoD meetings.

The VP, Finance, General Counsel and Historian will assist respective VPs as required.

### References

PPALM By-Laws dated 22 January 2010  
PPALM CY 2009 – CY 2010 Annual Guidance

## 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 and Interest Groups, 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 for the Chapters and Interest Groups.

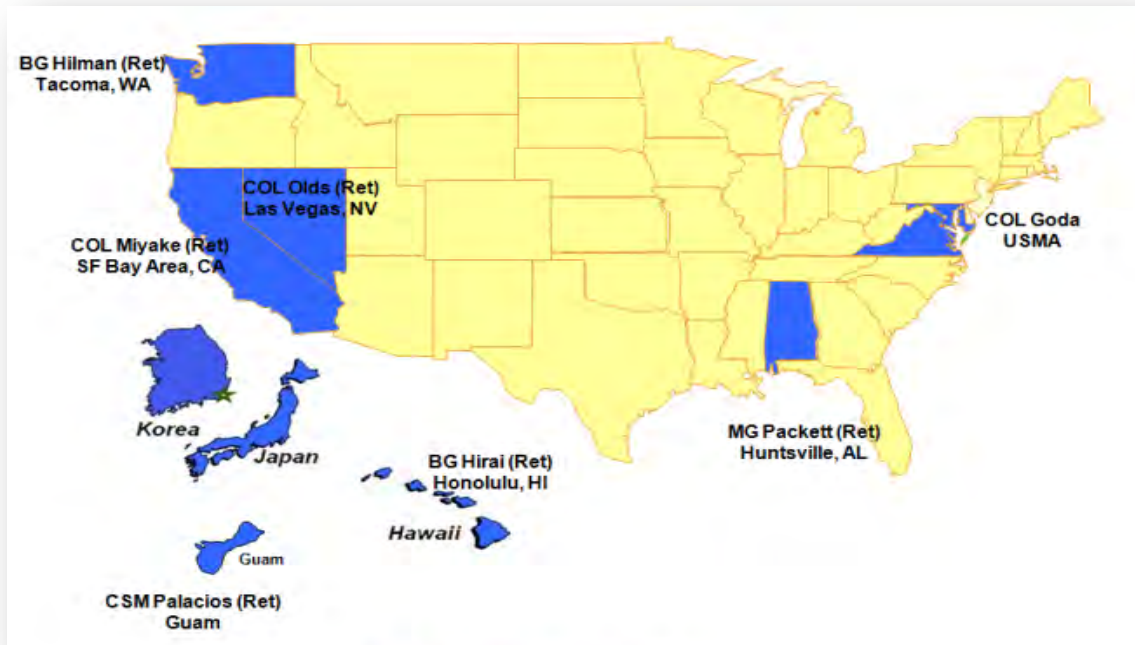
2. PPALM Mentorship Committee: The committee is responsible for:

- 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 from mentors and mentees.
- Posting PPALM mentorship events on the PPALM website.
- Posting published articles and articles submitted by the Interest Groups to the PPALM website.

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

- Tacoma, WA: BG (Ret) Oscar Hilman
- Las Vegas, NV: COL (Ret) Bill Olds
- San Francisco Bay Area, CA: COL (Ret) Kirk Miyake
- Huntsville, AL: MG (Ret) Virgil "Duz" Packett
- United States Military Academy, NY COL Bryan Goda

- Fort Shafter, HI (Pacific Region): BG (Ret) Jim Hirai
- Guam: CSM (Ret) Ben Palacios



4. Responsibilities: Interest Groups and 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: Individuals desiring to be a mentor can submit the request via email to the Vice President for Mentorship. Mentors are responsible for:

- Participating in the initial interview with the prospective mentee.
- 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: Current members desiring a mentor can submit the request via e-mail to the Vice President for Mentorship. The Mentorship Committee will send the member a questionnaire to facilitate the mentor selection process.

New members of PPALM will be contacted by the PPALM Mentorship Committee within 30 days of joining. In addition to being welcomed, he/she will receive a questionnaire to facilitate the mentor selection process.



*COL (R) Bobby LumHo, VP Membership (third from left), welcoming guests at the 3<sup>rd</sup> Annual PPALM Meeting and Social on Oct 24, 2010 at the Washington Convention Center.*

Mentees are responsible for:

- Completing the questionnaire and submitting the completed form to the Mentorship Committee.
- 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

### Board of Director Meetings

15 Jan 11	09 Apr 11	09 Jul 11	08 Oct 11
12 Feb 11	14 May 11	13 Aug 11	12 Nov 11
12 Mar 11	11 Jun 11	10 Sep 11	10 Dec 11

### Key Dates

Asian Pacific American Heritage Month	May 2011
FAPAC National Leadership Training Conference	May 2011
University of Maryland Commencement Ceremony	19 – May – 2011
George Mason University Commencement Ceremony	21 – May - 2011
Memorial Day National Holiday	30 – May - 2011
Department of Defense Diversity Conference	June 2011
AAGEN Leadership Training Conference	9 – June – 2011
PPALM Annual Update to Honorary Board members	25 – June – 2011
Independence Day National Holiday	4 – July – 2011
Labor Day National Holiday	5 – September – 2011
PPALM 4 <sup>th</sup> Annual General Membership Meeting and Social	9 – October – 2011
Association of the U.S. Army Annual Convention	10-12 – October – 2011
Veterans Day National Holiday	11 – November – 2011
PPALM Anniversary Month	November 2011
Congressional Gold Medal Honors to Japanese American World War II Veterans	Fall 2011 (TBD)
2011 West Point Diversity Leadership Conference	Fall 2011 (TBD)

## 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 in community outreach.

### Objective Guidance

This annex describes the concept of PPALM chapter development under the auspices of the national organization. The intent is for each chapter to operate as a separate organization affiliated with, and subordinate to, the national (aka "central") organization. Each entity will have a legal existence separate and apart from PPALM, but the PPALM Board of Directors will have supervision and control of the chapter organizations.

The Board of Directors will develop the specific requirements for chapters to operate as separate legal entities. In general, the conversion process will be in two phases.

### First Phase: Request to Form a Chapter

Chapters or Interest groups must comply with certain initial requirements established by PPALM national headquarters. A written request must be submitted to PPALM that will include a **statement of intent** addressing in detail the following requirements: 1) description of group purpose and vision consistent with the national organization's mission, objectives, and core capabilities; 2) must have at least 10 active members; 3) ability to conduct organized meetings; and 4) an initial action plan outlining the milestones to function as a chapter. Once approved by the PPALM Board of Directors, the Interest Group will proceed to the second phase.

### Second Phase: The Chapter as a Separate, but "Subordinate" or "Affiliated," Organization Subject to the Tax-Exempt Status of the National Organization Under a Group Exemption.

This phase describes the process whereby the Chapter will operate as a separate legal organization affiliated with, and subordinate to, the national (aka "central") organization. There are certain requirements to be fulfilled in order to operate as a legal organization separate and apart from PPALM. The PPALM Board of Directors will maintain supervision and control of the Chapter as a "subordinate" organization.

**Filing Requirements:** As a separate legal entity, the chapters will have to incorporate as a non-stock, non-profit corporation at the **state level**. As a minimum, the following documents will be attached with the application and submitted to the state corporation commission or similar approving authority:

- Articles of incorporation
- By-laws
- Slate of directors and officers

In addition, Chapters will have to comply with the state requirements governing nonprofit corporations, including tax filings, annual reports, income tax exemptions, etc.

At the federal level, to the extent to which the Chapter desires to have a tax-exempt status for federal tax purposes, PPALM will file a 501(c)(3) group exemption letter with the IRS on behalf of the subordinate organizations.

Once granted, the group exemption will allow the Chapters to benefit from the national organization's federal tax-exempt status (note, however, that the fee for such a group exemption letter is \$3,000). Each Chapter will have to comply with federal filing and other requirements applicable to 501(c)(3) exempt entities (e.g., tax returns, separate EIN, etc.). PPALM, as the central organization, may choose to file a group return on behalf of some or all of the subordinates, subject to certain filing requirements.

### **Supervisory Control and Responsibility of PPALM National Headquarters**

The PPALM National Headquarters will assist the Chapters with their filing requirements to the extent possible. Coordination between the PPALM Board of Directors and Chapter officers will be the norm. As part of its responsibilities, the BoD will consider resource and administrative support as needed for initial interest group formation.

Once the Chapter is officially established as a separate legal entity, supervisory and management controls will be retained by PPALM national headquarters on the following:

- Financial management and reports
- National level communications and publications
- Annual general membership meeting
- Corporate fundraising activities
- Dues collection

### **Option to Withdraw the Request to Establish a Chapter**

In the event that the Chapter or Interest Group cannot fulfill the requirements to transform the group as a separate legal entity, the group may continue to operate as a 'subgroup' or 'committee' of PPALM. The subgroup should maintain an organizational structure (i.e. board of directors or equivalent) at a minimum in order to function as an organization. The group will be nested under the PPALM National Headquarters control and support.

### **Proponent for Chapter Development**

The PPALM Executive Committee is the proponent for all actions on Chapter development. Policy guidance on outlining the specific criteria for Chapters to operate as separate legal organizations will be published no later than June 2011.

## **ANNEX D. Metrics**

(Intentionally left blank as placeholder)