



Goals, Objectives, Activities, Success Indicators	Narrative
<p><u>Goal 3—Organizational Development</u></p> <p>Continue to increase PREL’s capacity to assist the region and beyond.</p>	<p>This is the only goal in the Strategic Plan that focuses on PREL, the organization itself. In order to continue to provide the very best services to the Pacific region and beyond, a certain proportion of time and energy must be spent on the organization, building inner capacity while remaining attuned to the external environment. The four objectives under this goal strengthen the capacity of the organization in four prime areas: funding, staffing, Board effectiveness, and communications.</p> <p>Organizational development (OD) can mean many things. It may or may not necessarily mean more incoming dollars. At PREL three points are important:</p> <ol style="list-style-type: none"> 1. Increasing our leverage—getting more products/services into the mission for every dollar we bring in (whether or not that is actually more dollars). This means finding solutions that can be reproduced in orders of magnitude (e.g., building client capacity in significant ways, replicating solutions that work, speeding up processes via technology, making leaps of knowledge through research that can be applied quickly and effectively). 2. Making business development a core function but also a shared responsibility across all parts of the organization. 3. Increasing our institutional viability and resilience—that means solid core funding, bench strength, flexibility in staffing expenses, maintaining a staff-friendly workplace, and stellar compliance/image.



Goals, Objectives, Activities, Success Indicators	Narrative
<p><u>Goal 3—Organizational Development</u></p> <p>Objective 3.1—Secure funding and other resources (e.g., partnerships) to maintain or expand current levels of service.</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Develop and implement a business development/growth plan for PREL. 2. Evaluate Objective 3.1 by determining diversification of proposals and awards. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Success Indicator for Objective 3.1:</i> Increased diversification of proposals and awards.</p> </div>	<p>The first objective under Goal 3 addresses the essential organizational function of fiscal development and growth. Objective 1 calls for the development of a growth plan for PREL that will guide us into the future that we have envisioned in a systematic and controlled fashion. The growth plan must take into account the needs of our service region, as well as needs beyond the region, and match these with available and foreseen resources. The growth plan will complement and parallel the Strategic Plan.</p> <p>Of course, all of PREL’s work must fit our mission and our nonprofit purpose. ”Growth” can mean many different things. In this case, growth means funding, but it can also mean diversity of funding, number of types of programs, staffing, offices, and so on. The development of the growth plan will ensure that this does not happen in a haphazard way.</p>



Goals, Objectives, Activities, Success Indicators	Narrative
<p><u>Goal 3—Organizational Development</u></p> <p>Objective 3.2—Strengthen PREL staffing to provide depth in core competencies, cultural and contextual expertise, and a basis for effective succession.</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Evaluate and review PREL’s management and organizational structure. 2. Keep abreast of research-based best practices for organizational structure. 3. Develop and implement activities to instill project management competencies, leadership, cultural and contextual expertise, emotional intelligence, and other concepts aligned with key concepts and values of PREL. 4. Provide a foundational training program that promotes PREL concepts, values, and competencies throughout staff. 5. Develop an organizational culture that promotes informal learning opportunities and interaction among staff at all levels. 6. Evaluate Objective 3.2 by documenting PREL organizational structure and by determining outcomes of professional development opportunities. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Success Indicator for Objective 3.2:</i> Strengthened PREL staffing, organizational structure, and positive outcomes of professional development opportunities.</p> </div>	<p>The emphasis in Objective 3.2 is building the capabilities of PREL through attracting, maintaining, and growing a strong and deep staff. One way to do this is to ensure, through training, that managers and supervisors have strong leadership skills. A key factor is researching the best practices that support very effective organizations. The kinds of training we provide our own staff should have research-based evidence of effectiveness.</p> <p>When we make decisions on personnel, technology, or organizational structure, we will make those decisions based on evidence and best practices. In providing staff training, for example, we need to take into account not only what the staff members feel they need, but what will make for a stronger organization. We will start with our core competencies (listed separately in the Strategic Plan), constantly asking ourselves if they are the right ones.</p>



Goals, Objectives, Activities, Success Indicators	Narrative
<p><u>Goal 3—Organizational Development</u></p> <p>Objective 3.3—Work collaboratively with PREL’s Board of Directors to enhance the effectiveness of the Board.</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Develop and implement an annual Board professional development plan. 2. Assist the Board in developing and monitoring strategic plans. 3. Recruit and cultivate new Board members. 4. Annually survey Board for perspectives on Board functions. 5. Support the work of Board committees and interface regularly with the Board Chair and committee chairs. 6. Facilitate an annual Board retreat to focus on PREL’s work and future work. 7. Facilitate Board participation in proposal development/ fundraising. 8. Participate in national organizations that support PREL’s mission, such as NEKIA. 9. Review bylaws and policies. 10. Build capacity of Board regarding their role. 11. Evaluate Objective 3.3 by determining Board ratings of effectiveness of each activity. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Success Indicator for Objective 3.3:</i> Documented effectiveness of each activity as rated by PREL Board.</p> </div>	<p>The third objective under Goal 3 emphasizes the crucial role of the PREL Board. Many activities can and should be carried out to ensure that the Board is well-equipped to provide guidance, oversight, and leadership to the organization. These range from recruiting and orienting new Board members to facilitating Board participation in proposal development and fundraising to participating in national organizations that support PREL’s mission, such as the National Education Knowledge Industry Association (NEKIA).</p> <p>We will seek and use examples of Board guidance, oversight, and leadership. We will show how these promote organizational performance, development, and effectiveness to strategic change and growth.</p> <p>Expectations of Board members need to be clear to all. This is another good area in which to look for solid research-based evidence of effective practices.</p>



Goals, Objectives, Activities, Success Indicators	Narrative
<p><u>Goal 3—Organizational Development</u></p> <p>Objective 3.4—Develop communications strategies to enhance PREL’s reputation as a leader in the knowledge industry.</p> <p>Activities:</p> <ol style="list-style-type: none"> 1. Communicate and collaborate with key partners. 2. Research and establish key agency partnerships to advance PREL’s mission. 3. Participate in national organizations/conferences/meetings that support PREL’s mission. 4. Develop a marketing plan for PREL. 5. Research and establish an Information Management System (IMS) to capture and institutionalize knowledge. 6. Evaluate Objective 3.4 by determining numbers of products disseminated, website hits, and downloads of PREL products. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>Success Indicator for Objective 3.4:</i> Increased numbers of products disseminated, website hits, and downloads of PREL products.</p> </div>	<p>The last objective under Goal 3 emphasizes the all-important factor of communications, both internal and external. As PREL moves ahead, grows, and evolves under our Strategic Plan, how we communicate with each other, as well as how we communicate with others, becomes more and more important.</p> <p>At the core of this objective, we want to be sure that teachers, students, educational leaders, and others know who we are, what we have accomplished, and what we can do.</p>