

Focusing on Purpose: The Power of Ends

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2020 Virtual Govern for Impact Conference – June 19, 2020

ENDS DEVELOPMENT EXERCISE**SAMPLE ORGANIZATION #1 – TRADE ASSOCIATION**

MISSION STATEMENT: The Association of REALTORS® (AoR) is dedicated to being a leader in the real estate industry by promoting the highest ethical standards of real estate practice and providing exceptional services and educational training to its membership.

ORGANIZATION DESCRIPTION: The Association of REALTORS® is a professional trade organization representing over 4000 REALTORS® and Affiliate members engaged in the real estate business in the metropolitan area. The AoR serves as an advocate for homeownership, educates its members on business practices and ethics, and represents the interests of REALTOR® members in the metropolitan area.

CURRENT PROGRAMS AND SERVICES:

Government Affairs - The Government Affairs Team serves as a resource for members, monitoring local, state and federal government issues and activities for the benefit of our membership. The team also serves as the Association's representatives to local governments, and advocates for the real estate industry and property owners.

Tours and Marketing Sessions – The AoR sponsors Tour and Marketing Sessions (Tour Meetings). The purpose of the Tour Meeting is to network and exchange information concerning properties on the market, learn new skills and information from guest speakers, and receive a list of the properties scheduled for showing that day.

Educational Programs – AoR provides members with an extensive array of educational programming, providing classes on a wide variety of subjects helpful to professional success. All AoR classes count towards continuing education requirements, and many are designed to help Realtor® members achieve advanced designations.

Newsletters – AoR members receive monthly newsletters with interesting and informative data on market trends and developments.

Realtor® Store – the AoR realtor store provides one-stop shopping for technology, literature and supplies (e.g. signs) to help Realtors® succeed.

On-line Resources – AoR members have exclusive access to our on-line systems that enable Realtors® to access, complete and print Real Estate forms from any computer.

Realtor® Resources – AoR members automatically become members of the State and National Associations, and have available to them an array of resources including AoR's Realtor® Library, IRS/Tax information, designation information and opportunities, and networking events and social opportunities that build the sense of community among Realtors throughout the metropolitan area.

CURRENT STRATEGIC PLAN: PRIMARY GOALS/OBJECTIVES

- A. Influence legislative and regulatory bodies to create a positive environment for real estate businesses.
- B. Advance industry professionalism at all levels.
- C. Develop and implement internal marketing campaign to members to increase % of members with advanced professional designations.
- C. Improve the profitability of the Real Estate brokerage business.
- D. Ensure smooth transition to new CEO when current CEO retires June 30, 2020
- E. Influence consumer perception of Realtors® in the marketplace
- F. Per option agreement, purchase existing headquarters building upon lease expiration in March, 2020. Convert other tenants' space to expanded classrooms and technology lab by December 31, 2019.
- G. Increase education class offerings to 8/month by winter 2019/20

ENDS DEVELOPMENT EXERCISE

SAMPLE ORGANIZATION #2 – PUBLIC SCHOOL DISTRICT

Mission Statement: The mission of the Midwest Public Schools is to provide a high quality K-12 educational curriculum that equips students for life by challenging each one to achieve rigorous standards in academics, arts and career preparation.

Description of School District: The district is located in a medium size mid-western city and has an annual budget of \$350 million. It operates 10 high schools, 14 middle schools, and 42 elementary schools. It employs over 4,800 employees in faculty, administrative or other staff capacities.

Description of Existing Programs and Services

Academics – The District provides a comprehensive educational program for all children in grades K-12. In addition to “basic” education, the District operates several focus schools at the middle and high school levels with concentrations on science and technology, creative arts, vocational tracks, and college prep.

Sports – The District provides an athletic program appropriate to all age levels, from basic exercise in the lower grades to team and league play at the middle and high school levels in football, soccer, basketball, baseball, volleyball, gymnastics and lacrosse.

Extra-curricular programs – The District provides opportunities for students to participate in theater, music, chess, audio/visual arts, community service projects, and leadership/citizen programs.

Day Care – The District contracts with local service providers that allow parents to utilize before and after school day care programs to enable working parents to provide safe and productive care for their children.

Strategic Plans and Goals

- A. Strengthen curriculum to establish performance metrics that meet or exceed federal and state mandates.
- B. Expand and enhance District-wide diversity program to raise the level of academic performance for all students regardless of race or socioeconomic background.
- C. High quality teachers will be hired, developed and retained in order to best meet our academic goals.
- D. Modern educational facilities will be developed for all students by renovating existing schools or constructing new schools through 2024 under the Schools First program.
- E. The Preventive Maintenance Program will be maintained and supported to protect the investment the community is making in its educational facilities.

Create an initial high level “draft” of Ends statements.

Priority Result #1:

Priority Result #2:

Priority Result #3:

Priority Result #4:

Draft “Broadest Ends Statement”
