



Illustrative ENDS (PLANNING) COMMITTEE CHARTER

purposes

- assist the board fulfill its responsibility for ensuring the organization's ends (vision/mission, goals and strategies) are appropriate and effectively accomplished/pursued
- assist the board in overseeing (reviewing/approving and monitoring/assessing) management plans and proposals dealing with organizational ends

tasks

- develop an annual committee work plan; forward it to the executive committee for review, input and approval
- periodically, review the specification of key stakeholders including their characteristics and needs/expectations; forward analyses and recommendations to the board for review/discussion and action
- every other year, review the appropriateness of the organization's vision; forward an assessment and recommendations to the board for review/discussion and action
- annually, review the appropriateness of proposed key organizational goals; forward an assessment and recommendations to the board for review/discussion and action
- annually, review the extent organization-wide strategies proposed by management are aligned with the vision and key goals; forward an assessment and recommendations to the board for review/discussion and action
- draft policies and decisions regarding ends (vision, key goals and organization-wide strategies); forward to the board for review/discussion and action
- review all management plans and proposals regarding ends; forward analyses and recommendations to the board for review/discussion and action
- specify quantitative performance measures (indicators, standards/benchmarks) that should be included in the board's ends (vision, key goals and strategies) assessment process; forward recommendations to the board for review/discussion and action
- at least annually, review quantitative performance measures (indicators, standards/benchmarks) regarding the extent:
 - stakeholder needs/expectations are being met
 - the vision is being fulfilled
 - key goals are being accomplished
 - organization-wide strategies are being effectively pursuedif deficiencies are detected, forward an assessment and recommendations to the board for review/discussion and action

- as requested, serve as a “sounding board” and “brain-storming” group for the CEO and Chief Strategic Officer regarding the organization’s ends (vision, key goals and organization-wide strategies)
- coordinate its work with other board committees (particularly finance)
- perform other tasks, dealing with ends (vision, key goals and organization-wide strategy), assigned by the board
- annually, forward a report to the executive committee: detailing the committee’s activities/accomplishment; assessing its performance; making recommendations for alteration in functions/processes/procedures

meetings

- __ times per year
- expected duration: __ hours

composition

- at least three directors (voting)
- one non-director with knowledge/experience in the area of competitive strategy and/or strategic planning (voting)
- Chief Strategic Planning Officer (*ex officio* without vote)
- the CEO is invited to attend all meetings (non-member)
- the finance committee chairperson is invited to all meetings (non-member)

staffing

- professional: one senior member of the strategic planning staff designated by the Chief Strategic Planning Officer
- administrative: governance coordinator