

CREATING AND EXPANDING *ENDS* POLICIES

Like other organizational values, *ends* are to be approached from broadest scope toward narrowest. The board stops whenever it is willing for the CEO to make all further choices, the CEO being required to stay within a "reasonable interpretation" of the board's words. The board might adopt *ends* policy in any of the following depths, *considering each in turn* so that its choices are debated and developed from the conceptual top down.

THE BOARD MAY BE CONTENT TO SAY AT THE BROADEST LEVEL:

The purpose of Hope Cancer Fund is, *sufficient to justify resources used, knowledge for the radical reduction of death by cancer.*

THAT WOULD BE A "GLOBAL" ENDS POLICY. BUT IF THE BOARD WISHES TO GO FURTHER, IT MIGHT SAY:

The purpose of Hope Cancer Fund is, *sufficient to justify resources used, knowledge for the radical reduction of death by cancer.*

1. Basic knowledge of the chemical, molecular, and cellular biology of cancer.
2. Methods by which laboratory findings can be clinically applicable to the treatment and prevention of cancer.
3. Delivery technology capable of mitigating the psychological and social effects of cancer on patients and their families.

HAVING NOT INDICATED PRIORITIES AMONG THESE FOUR "PRODUCTS," THE BOARD ALLOWS THE CEO TO CHOOSE (WITHIN THE PRINCIPLE OF "ANY REASONABLE INTERPRETATION"). IF THE FOREGOING IS NOT ENOUGH DEPTH, THE BOARD MAY GO FURTHER. IF IT DOES, ITS ENDS FOCUS DOES NOT DEGENERATE INTO MEANS. FOR EACH SUBPART IS AS TRULY AN ENDS STATEMENT AS IN THE GLOBAL LEVEL. WHATEVER THE CHOSEN DEPTH, HOWEVER, CHOICES ARE TO BE REAL CHOICES OF THE BOARD, NOT MERELY A SANCTIONING OF STAFF INTENTIONS. EACH CHOICE IN EACH POLICY REQUIRES EDUCATION ABOUT THE OPTIONS AND IMPLICATIONS OF CHOICES, DEBATE

ABOUT THE ISSUES SURROUNDING THE OPTIONS, AND A VOTE. THIS WORK IS SLOW AND METHODOICAL, INVOLVING INPUT FROM THE "OWNERSHIP" AS WELL AS THE STAFF. ESTABLISHING ENDS AND DEMANDING THEIR ACHIEVEMENT IS BOARDS' CHIEF REASON FOR EXISTING. LET'S LOOK AT ONE MORE EXAMPLE IN WHICH THE BOARD HAS CHOSEN TO GO INTO EVEN MORE DETAIL:

The purpose of Hope Cancer Fund is, *sufficient to justify resources used, knowledge for the radical reduction of death by cancer.*

1. Basic knowledge of the chemical, molecular, and cellular microbiology of cancer.
 - A. Understanding of why normal cells become cancerous.
 - i. Understanding cellular responsiveness to normal regulatory factors
 - a. response to receptors
 - b. response to signal transductions
 - c. response to second messengers
 - ii. Understanding molecular responsiveness to normal regulatory factors
 - a. mutations of the gene itself
 - b. factors which act upon the gene
 - B. Understanding the causes of growth and spread of cancer.
 - C. Identification of factors that increase the risk of cancer.
 - D. Discovery of genes which can prevent cancer.
2. Empirical methods by which laboratory findings can be made clinically applicable to the treatment and prevention of cancer.
 - A. Effective clinical protocols for chemotherapy.
 - B. Effective clinical protocols for radiation.
 - D. Effective clinical protocols for hyperthermia.
3. Delivery technology capable of mitigating the psychological and social effects of cancer on patients and their families.

DECIDING ENDS TAKES MORE THAN A RETREAT OR ANNUAL PLANNING SESSION. IT IS THE CONTINUAL CENTERPIECE OF BOARD WORK. ENDS POLICIES DIFFER FROM ONE ORGANIZATION TO ANOTHER MORE THAN OTHER POLICY TYPES, FOR IT IS THEY THAT SET AN ORGANIZATION OFF AS DISTINCT IN THE WORLD.

POLICY TYPE: ENDS

POLICY TITLE: *PURPOSE*

Our purpose: A culturally vibrant Metropolis worth the resources expended for achievement.

1. Strong cultural awareness
 - A. Broad educational experience
 - B. Appreciation of regional culture
 - C. Appreciation of Other cultures

2. Uplifted community spirit
 - A. Heightened sense of place
 - B. Strengthened regional unity
 - C. Greater sense of community potential
 - D. Celebration of achievement

3. Effective partner organizations
 - A. Shared vision
 - B. Strong marketing impact
 - C. Enhanced fund raising

4. Vital downtown
 - A. Strong neighborhood
 - B. Expanded civic life
 - C. Strong cultural tourism
 - D. Expanded commercial activity
 - E. Enhanced city image

TYPE: ENDS

POLICY TITLE: RESULTS AND PRIORITIES

The purpose of the Metropolitan Board of Realtors is enough enhanced demand for REALTOR services to be worth the cost.

Accordingly, MBOR will bring about results in four areas:

1. Accurate and timely information and business tools for the conduct of REALTORS' business which shall, at minimum, include an MLS/Market Data Service and legal form for listing and selling real estate.
2. A highly skilled REALTOR membership.
3. An environment of laws, regulations, and public policy favorable for REALTORS' commerce in real estate.
 - A. Accommodates and promotes the growth of our metropolitan area.
 - B. Encourages business expansion, new business investment and the retention and creation of jobs.
 - C. Facilitates and creates freedom of choice in housing and equal access to affordable housing opportunities for all citizens.
 - D. Minimizes the constraints and costs associated with the ownership, use, improvement and transfer of real property.
 - E. Strengthens central area's position and image as an excellent place to live, work and conduct business.
4. A positive public image of REALTORS in which REALTORS are perceived as necessary to every real estate transaction.

POLICY TYPE: ENDS

POLICY TITLE: CITY PRODUCTS

The City of XYZ will be a healthy, safe, and successful community, more than enough to justify taxes imposed and other revenues collected.

- A. People can move in, out and within XYZ quickly and efficiently
- B. Parks space and recreational activities are geographically and demographically accessible.
- C. Residents and visitors enjoy a reasonably safe and secure environment
 - 1. Low loss of property, peace of mind, and personal welfare due to crime
 - 2. Low loss due to fire
 - 3. Readiness for emergencies and natural disasters
 - 4. A safe environment
 - 5. Quick relief from emergency medical events
 - 6. Adequate drainage
- D. Residents enjoy an accessible, broad-based repository of information and knowledge
- E. Economic life of the community is stable and appropriately growing
 - 1. An adequate employment base
 - 2. Dynamic, positive business climate
 - a. Local focus
 - b. National focus