



What is Ends Based Philosophy in Strategic Focus? Traditional approaches provide a “road-map,” often describing what an organization does, and especially how the organization plans to get from “here” to “there.” What’s often understated, if not missing, is a shared vision of “where *there* is!” What successes will the Board hold the organization accountable for? In other words, it is far more important for a Board to define what an organization *is for* than what it *does*. Success indicators are tracked on the Board’s scorecard, presented to the Board on a regular basis.

**Ends speak to what is the “return on investment.”  
Ends address the difference the organization is to make.**

### **ICE exists so that:**

Best Practices in Credentialing Serve Employers, Professions, Occupations and the Public <i>(with outcomes optimizing resources)</i>
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Priority Results—not reflecting any order of priority:

**1.1 There are recognized standards and best practices for credentialing systems.**

1.1.1 Standards and best practices expand to all aspects of credentialing.

**2.1 There is growth of successful, quality credentialing activities.**

- 2.1.1 Organizations worldwide achieve excellence in their credentialing programs.
- 2.1.2 North American credentialing organizations seeking to expand into the global market have the resources to succeed.
- 2.1.3 Programs (education, certification, assessment) contribute to the development of a competent workforce.

**3.1 Credentialing professionals have the knowledge/skills to develop and maintain quality credentialing systems.**

- 3.1.1 There are recognized standards of competence for credentialing professionals.
- 3.1.2 A community of practice supports networking and professional development for those in the credentialing field.

**4.1 Credible research advances quality credentialing systems.**

- 4.1.1 High priority: innovations in assessing initial and continuing competence

**5.1. The public understands quality credentialing and the role it plays in the professions and commerce.**

- 5.1.1 Highest priority audiences: consumers, employers, and policy makers

**6.1 ICE Members Receive Exclusive and Valuable Benefits.**