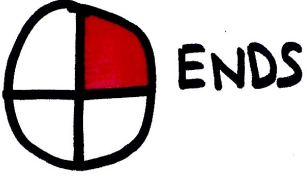


# Seven Simple Examples of **Ends Policies** For Policy Governance® Boards



	<b>Ends 1.0 - Boston Piano Music Appreciation Society</b>	
	Created/Amended:	June 22, 2014
	Monitoring Schedule:	November, annually

1.0 People in Boston enjoy listening to piano music. This will be achieved at a level that justifies the resources invested.

1.1 People in Boston includes residents and visitors of all ages.

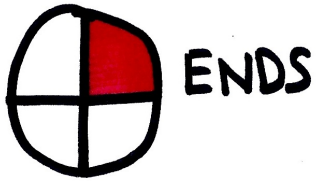
1.2 Enjoyment means people feel happier and inspired when they listen to piano music.

1.3 People listen to piano music in live concerts and via recorded and/or broadcast means.

1.3.1 Live piano concert performances are the highest priority.

1.4 Piano music is any individual, duo or group performance in which the piano part is a distinctly heard element of the melody.

1.4.1 Piano includes grand and upright piano, player piano, harpsichord, clavichord, and digital piano.

	<b>Ends 1.0 - ABC Charter School</b>	
	Created/Amended:	February 10, 2015
	Monitoring Schedule:	August, annually

1.0 Graduating students will be prepared to live lives that are physically healthy, happy, and productive. The financial and human resources required to achieve these Ends will align with the value delivered.

1.1 Physically healthy means students have experience applying basic principles about fitness and nutrition. This End is the highest priority.

1.1.1 Students know how to buy healthy groceries on a tight budget.

1.1.2 Students know how to cook 10 different nutritious meals.

1.1.2.1 Nutritious meals include at least 15% protein.

1.1.2.1 Nutritious meals primarily comprise whole, organic foods.

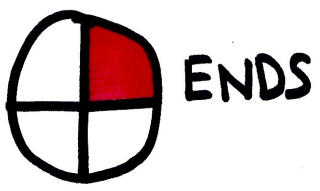
1.1.3 Students can incorporate adequate levels of exercise into their daily lives.

1.1.3.1 Exercise includes fun activities, games and/or sports.

1.2 Happy students are aware of their emotions, able to deal with difficult interpersonal situations, have valuable social connections, know their strengths, and have multiple positive outlets for their interests.

1.3 Students have clear career options and know what value they can contribute in the workplace and/or as entrepreneurs.

1.3.1 Students have spent at least 100 hours engaged in community volunteer work and/or in a student co-op placement.

	<b>Ends 1.0 - Happyville Business Development Association</b>	
	Created/Amended:	February 14, 2017
	Monitoring Schedule:	June and December

1.0 Small- and medium-sized business owners based in Happyville operate sustainable, ethically operated, and innovative companies that generate meaningful jobs. This will be achieved at a level of efficiency exceeding that of other similar organizations in this province.

Accordingly, and in order of priority:

1.1 Happyville entrepreneurs start businesses that survive at least five years at least 50% of the time.

1.2 Happyville business owners can adapt to change.

1.3 Happyville business owners invest in growth.

1.4 Happyville business owners and operators operate legally, accountably, and in a socially responsible manner.

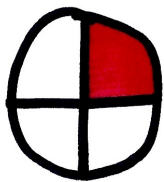
1.4.1 By 2020, the number of lawsuits filed against Happyville business owners will have decreased by 25% since 2010.

1.5 Happyville business owners will be recognized for technological innovation, business development creativity, and new product design.

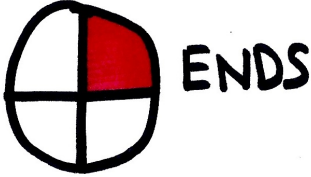
1.6 Happyville businesses will generate 5,000 net new jobs in 2018.

1.6.1 At least 50% of new jobs will be full-time, paid with benefits.

1.6.2 New jobs created will have wages or salaries at least 2% higher than the average wage or salary for that industry in the province.

 <b>ENDS</b>	<b>Ends 1.0 - ACME Widget Corporation</b>	
	Created/Amended:	December 5, 2015
	Monitoring Schedule:	June and December

1.0 ACME Widget Corporation shareholders will see the value of their shares grow at a compounded annual rate of at least 7%.

	<b>Ends 1.0 - Pleasant Valley, USA</b>	
	Created/Amended:	June 9, 2017
	Monitoring Schedule:	January, July

1.0 Pleasant Valley citizens and visitors experience a safe, healthy, environmentally sustainable, friendly and culturally diverse city. These Ends will be achieved at a level of efficiency that compares positively with other cities of a similar size in the state.

Accordingly, and in order of priority:

1.1 The Pleasant Valley crime rate for most major and minor crimes is lower than the average for similar-sized cities in the rest of the state.

1.2 Pleasant Valley citizens feel safe in their homes, in their neighborhoods, at their places of work, in City parks, and downtown.

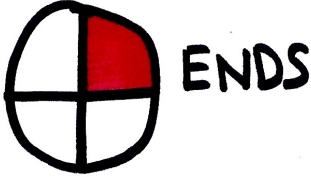
1.3 The average lifespan of Pleasant Valley citizens is at least 2% higher than the national average.

1.4 Pleasant Valley air, waterways, grounds, parks, fields and forests are free from chemical contamination and man-made environmental damage.

1.5 Recreational space, parks, forests and other natural settings do not comprise less than 20% of the total area of Pleasant Valley.

1.6 Visitors to Pleasant Valley feel welcomed, comfortable, and happy during their visits, and want to return.

1.7 Pleasant Valley residents and visitors experience a variety of festivals, trade shows, concerts and conferences that celebrate or highlight multiple historical, cultural, musical and business achievements.

	<b>Ends 1.0 - Thriving World Rainforests Organization</b>	
	Created/Amended:	October 1, 2017
	Monitoring Schedule:	January, July

1.0 People around the world preserve, enjoy, and learn from rainforests. These Ends will be achieved to a degree that justifies the financial and human resources invested.

Accordingly, and in order of priority:

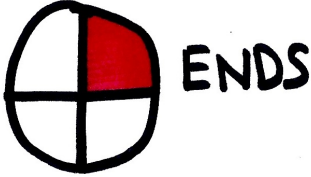
1.1 People will ensure that net world rainforest acreage stops diminishing by 2027.

1.2 Tourists and local citizens will enjoy a range of cultural, educational, fitness- or health-based eco-friendly, sustainable activities in/near rainforest lands around the world.

1.2.1 Tourists and local citizens will develop an increased appreciation for both the beauty of and the value of rainforests for life on this planet.

1.3 Scientists and researchers will build and share an increasingly valuable body of knowledge about the plants and animals that live in and depend upon rainforests each year.

1.3.1 Young people will learn more about rainforest science online and via the education system.

	<b>Ends 1.0 - Electrical Workers Union</b>	
	Created/Amended:	August 19, 2016
	Monitoring Schedule:	January, July

1.0 EWU members will work in environments in which they are safe, valued, respected, and enjoy work-life balance. These Ends will be achieved at a level that compares favorably with other similar-size union organizations in the region.

Accordingly:

1.1 EWU members will experience a decreasing number of workplace safety issues, mishaps, incidents or accidents of all types.

1.2 The earnings of EWU members will increase at least at the rate of inflation each year.

1.3 EWU members will be respected by employers, clients, contractors, and each other.

1.3.1 EWU members will be formally recognized for special achievements and contributions in the workplace and the community.

1.4 EWU members will feel increasingly happy, comfortable and healthy in both their work-based and personal lives.

1.4.1 The rate of stress-related and sick leave amongst all members will decrease by 1% per year.

©2017 Brown Dog Consulting. All rights reserved.

Note: All examples are fictional and meant to illustrate the concept of Ends.

Policy Governance® is an internationally registered service mark of John Carver. Registration is only to ensure accurate description of the model rather than for financial gain. The model is available free to all with no royalties or license fees for its use.

The authoritative website for Policy Governance is [www.carvergovernance.com](http://www.carvergovernance.com).

1-877-847-4552 (toll-free in North America) [www.browndogconsulting.com](http://www.browndogconsulting.com)