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 (with outcomes optimizing resources) |

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.