

# Strategic Vision Committee Charter



## **Purpose:**

Northwest Youth Services is in a transitional period. New leadership has brought new ideas and big hopes for the organization. To fulfill those hopes, we need to align on what they are, establish a way to measure progress towards them, and develop a plan to achieve them.

In 2021, our agency underwent a thoughtful process for defining a new mission, vision, and set of values to guide our work. This defines why we're here.

An updated strategic vision will comprise a set of thoughtful, well-defined outcomes. Success in achieving these outcomes will serve as a proxy metric for how strongly our work is furthering our mission. They will help us be intentional and rigorous about how our work supports our mission. A strategic vision will serve as a foundation for a strategic plan, to be led by the Executive Director, where we will determine the actual work we will do and the steps we will take to actualize our strategic vision.

In particular, a strong strategic vision with buy-in from all stakeholders will do the following:

- Establish a framework for aligning the work we do at NWYS to measurable outcomes that further our mission, vision, and values.
- Provide a way to measure how strongly our work is supporting our mission, and a way to assess what work that we undertake has the highest impact toward that end.
- Define how success will be measured. The Board is responsible for monitoring success metrics and providing strategic-level support to further them. The Executive Director is responsible for improving the metrics.
- Clarify what should be prioritized or deprioritized. Priority levels for projects, initiatives, or other decisions are determined by how much we anticipate the work will move our success metrics.
- Provide a strong foundation on which a strategic plan can be built.
- Give all stakeholders greater clarity about how they can best support NWYS' mission.

## **Authority:**

1. This Committee is an ad hoc committee of the Board, established under Article III, Section 3b of the Bylaws.

## **Composition**

1. Chair:

- a. Per Article III, Section 3b-3c of the Bylaws, the chair of the committee must be a Director and is to be appointed by the President.
  - b. The Chair may resign or be removed at any time by majority vote of the Board. Should the Chair resign or be removed, the President will appoint a new chair.
2. Members:
- a. Per [RCW 24.03.115](#), the Committee must include two or more directors in its membership. There is no maximum number of members.
  - b. The Board may appoint members to or remove members from the Committee with a majority vote.
  - c. The President is an ex-officio member of the Committee who has the right, but not the obligation, to participate in the proceedings of the Committee.
3. Secretary:
- a. The Committee may appoint a member or non-member to serve as the Secretary of the Committee. A non-member Secretary has no voting power.
  - b. Whenever a Secretary is not appointed or present at a Committee proceeding, the Chair will serve as the de facto Secretary.
4. Initial composition:
- a. The President appoints Colton Redtfeldt to be the initial Chair of the Committee.
  - b. The initial members of the Committee are its Chair, the President, and the Executive Director.

## **Operations**

1. Non-member guests:
  - a. The Committee may invite any non-member of the Committee to attend proceedings of the Committee. Non-member guests have no voting power.
  - b. Attendance of Committee meetings is otherwise closed to non-members of the Committee.
2. Decision-making process:
  - a. A majority of Committee members will constitute a quorum.
  - b. The President is not counted in determining the number required for a quorum or whether a quorum is present at a meeting.
  - c. Committee approvals require a vote of a majority of the Committee members. In a synchronous Committee proceeding, as in a Zoom or in-person meeting, a majority is defined with respect to the number of Committee members present at the proceeding. In an asynchronous proceeding, such as over email, a majority is defined with respect to the total Committee membership.
  - d. The Board may amend this charter at any time with a majority vote.

3. Timeline:
  - a. The Committee will meet with such frequency as it may determine.
  - b. The Committee will be dissolved when a Strategic Vision has been approved by the Board.

### **Responsibilities**

1. The Chair is responsible for:
  - a. Preparing for and presiding over Committee meetings.
  - b. Representing the Board of Directors and building their buy-in for the strategic visioning process and outcome:
    - i. Encouraging Board participation in surveys and interviews.
    - ii. Ensuring that Board of Directors' perspectives are well-represented and duly considered in all Committee proceedings
    - iii. Communicating the work of the Committee to the Board, addressing their concerns, and earning their enthusiastic buy-in for the outcome
2. The Executive Director is responsible for:
  - a. Representing the staff and building their buy-in for the strategic visioning process and outcome:
    - i. Encouraging staff participation in surveys and interviews.
    - ii. Ensuring that staff perspectives are well-represented and duly considered in all Committee proceedings
    - iii. Communicating the work of the Committee to the staff, addressing their concerns, and earning their enthusiastic buy-in for the outcome
3. The Secretary is responsible for:
  - a. Keeping minutes of each meeting.
  - b. Ensuring that Committee meeting minutes are distributed to the Board before the following Board meeting.
  - c. Ensuring that Committee meeting minutes are distributed to staff before the following quarterly Town Hall.
4. All members are responsible for:
  - a. Attending all Committee meetings.
  - b. Showing respect for and careful consideration of the views of the Board and the views of the staff. Every individual doesn't need to love every detail of the Committee's work, but it is the Committee's duty to show due respect to all parties such that they will in turn respect and embrace the outcome of this process.

### **Deliverables**

1. By no later than the August 2022 Board meeting:

- a. Prepare a proposed Strategic Vision for board approval. The proposed Strategic Vision will include objectives, key results, and associated success metrics.
  - b. Compile all Strategic Vision Committee documents in a folder for future Board reference. This should include: this Committee charter, all meeting minutes, all survey questions and results, and any other documents that might be helpful to a future Strategic Vision Committee as they plan the next strategic visioning process.
2. If the board does not approve the first draft presented to them, iterate on the proposed Strategic Vision until a version of the Vision is approved.