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## **DIA STRATEGIC PLANNING AND IMPLEMENTATION COMMITTEE CHARTER**

### **PURPOSE**

The Strategic Planning and Implementation Committee leads and coordinates the Board of Directors (“Board”) activities necessary to develop, update, and measure development and success of the Strategic Plan (e.g., goals), along with helping the Board provide any necessary governance-level oversight and inquiry for the organization’s performance against this plan. This Committee will require communication and alignment among the Board, Advisory Committees, and other committees and task forces, as appropriate, and DIA staff.

### **DUTIES AND RESPONSIBILITIES**

1. Engage the whole Board when necessary in setting forth strategic goals and updating vision, mission and values when appropriate;
2. Analyze relevant changes in the internal (strengths and weaknesses) and external (opportunities or threats) environment and educate all Board members on such;
3. Identify emerging generative opportunities and strategic issues, reporting such to the full Board to determine what discussions are needed at future Board meetings;
4. Organize periodic generative and strategic thinking discussions at ongoing Board meetings and longer strategic planning retreats;
5. Define metrics (high level Key Performance Indicators (KPIs) and/or Specific Performance Indicators (SPIs) to measure the organization’s success per the milestone goals of the strategic plan, for whole Board approval. In conjunction with the EC and staff, oversee the development of balanced scorecard and facilitate Board review and approval;
6. Analyze, at a high level, collected metrics or recommendations for improvements and report significant findings to the Board through a “dashboard” mechanism (the committee is not supposed to analyze collected metrics on a detailed operational level - this is the responsibility of the Operations staff);
7. Determine what strategies, if any, the Board should be assisting in implementing; and if outside the boundaries of any other Board committee, design ways for Board members to fulfill this responsibility;
8. Ensure that the Board itself honors the organization’s mission, vision, and values in its decision-making process and results; and
9. Ensure that the Strategic Plan is implemented in line with the direction given by the Board when it is approved.

The Committee should work closely when it deems it appropriate with association volunteers, subject matter experts, consultants, and strategic planning advisors to enhance the strategic plan and the processes used to develop it.

## **AUTHORITY**

This body operates as a Standing Committee of the Board. It has the authority to ask the DIA Operations Staff (“Operations”) for the performance data and metrics it deems necessary. If such data are not available, it may charge Operations to furnish such data pending input from the latter as to the feasibility to collect them. For certain processes considered key to success, the Committee may request, with Board approval, process mappings, reviews, and recommendations for improvement to be made by Operations. The Committee does not assume the Board’s governance accountability, neither does it play a role in any day-to-day operational management issues, not even if related to metrics.

Subject to Board approval, the committee will have access to external professionals to render advice and counsel when necessary. If any contracts are required, Board approval is required.

## **MEMBERSHIP**

The Committee shall be composed of at least three Board members. The President-Elect is the Chairperson and the Global Chief Executive is the Co-Chairperson. Additional Committee members may be Board members or DIA members.

## **MEETINGS**

The Committee shall meet as many times as necessary to accomplish its objectives and will conduct face-to-face meetings or teleconferences as appropriate to fulfill its obligations. The Chair will assign and ensure that there will be an accurate recording of minutes of each meeting that are available to the Board. A majority of member attendance whether face-to-face or by teleconference for these meetings will constitute a quorum.

## **SUGGESTED TIMELINE TO ACCOMPLISH COMMITTEE DUTIES:**

- February/March – to review prior year performance against strategic goals;
- May/June – to begin developing the Strategic Plan update;
- August/September – to finalize the Strategic Plan update;
- November/December – to assess the alignment between strategic goals and operational objectives.

Revised by Strategic Planning & Implementation Committee, April 2011  
Revised by Strategic Planning & Implementation Committee, April 2013

*This Charter was reviewed by the Governance & Leadership Committee and approved by the DIA Board of Directors on June 22, 2013.*