

how do these work together.  
 Draft + Interview Director  
 diluting mission of Swedish?  
 competition of WHM?

**Swedish Cultural Center**  
**Expectations for Executive Director**  
**February 9, 2011**

**Planning**

Develops overarching business and program plans each year (January through December). The plans are each to be presented to the Board by the November preceding the plan's inception.

Metrics:

Program plan presented by November \_\_\_\_\_

Business plan presented by November \_\_\_\_\_

Program plan approved by the Board \_\_\_\_\_

Business plan approved by the Board \_\_\_\_\_

For all new projects and/or programs, a project description (including impacts and outcomes), timeline and budget will be presented to the Board for its approval.

Metrics: Plan(s) presented \_\_\_\_\_

Plan(s) approved \_\_\_\_\_

**Budgeting**

Each year, develops annual budget for SCC for the calendar year (January through December). The balanced Budget, in final form, will be presented to the Board no later than the November Board meeting preceding the budget's start date.

Metrics: Plan presented by November \_\_\_\_\_

Plan approved by the Board \_\_\_\_\_

Financial reporting: a written financial report will be prepared for the Board each month and will be presented at the Board meeting. The report will show current financial results that provide the Board with a full snapshot of the SCC's financial position. The report will, at a minimum include year-to-date (YTD) results (actual performance), YTD budget, variance to budget, last year YTD, and variance to last year. A cash flow analysis and status of the line of credit must also be included.

Metrics: Report presented monthly \_\_\_\_\_

Report complete (YTD, YTD Budget, LYTD) \_\_\_\_\_

by acc 4/9

presents Nov



Performance evaluations complete for all staff by March 31 \_\_\_\_\_

Service standards/expectations are to be created for each staff position at the SCC and are to be reviewed with staff during their initial training and then annually thereafter. Service standards will be reviewed with the Board (initially by June 2011) for approval and then annually thereafter.

*Board*

Metrics:

Service standards are developed by June 2011 \_\_\_\_\_

Service standards are reviewed with staff annually \_\_\_\_\_

Customer service: regular customer service training is to be provided for all SCC staff. The Board's expectation for the highest level of customer service towards members and guests is to be communicated to all staff and measured through member/customer satisfaction forms and surveys. A monthly written report is to be provided to the Board.

*as form?  
send back*

Metrics:

Regular customer service training is provided \_\_\_\_\_

Customer service complaints are no greater than 2 per month \_\_\_\_\_

Monthly report provided to Board \_\_\_\_\_

Management and staff goal setting: Each SCC staff member will develop annual goals in the following categories: People (human resources, professional development, etc.), Product (product or services), Profit (incremental efforts each staff member can make that contribute to organizational profitability) and Technology (ways to use technology to improve efficiency, effectiveness, and customer service). Goals should be created using the SMART (specific, measurable, achievable, realistic and time specific) and should support the Executive Director's goals established by the Board of Directors. Goals should be created in November for the period beginning January through December. Goals will be linked to each employee's performance evaluation. The Executive Director shall be responsible for reviewing and approving each employee's goals. The Executive Director will submit their goals to the Executive Committee and then full Board in November for sequential approval.

Metrics:

All staff set individual goals as described above \_\_\_\_\_

ED sets goals for approval to Executive Committee and Board \_\_\_\_\_

Goals are used as part of performance evaluation process \_\_\_\_\_

Retention/turnover: understanding that continuity and consistency is essential for high quality customer service and organizational efficiency, staff turnover rate shall not be higher than 25% per year.

Metric:

Staff turnover is less than 25% per year

*for employees past the probationary periods*

Volunteer management: The SCC's relationship with volunteers is to be thoughtfully and effectively managed. An annual appreciation event is to be held for volunteers. Appropriate training is to be provided to all volunteers so that they are thoroughly briefed in all aspects of the SCC and are adequately prepared to serve their specific volunteer duties. Volunteers are also to be provided with customer service and service standard training.

Metric:

Budget submitted for appreciation event to Board: \_\_\_\_\_

*budget dinner?*

Other metrics tbd

### Controlling

Ensures appropriate and adequate fiscal controls (e.g. cash handling and cash management) are put into place and are regularly and rigorously monitored.

Metric: Standards, policies, procedures developed where needed by 6/1/2011 \_\_\_\_\_

Compliance reviewed by auditors on annual basis \_\_\_\_\_

Ensures that all fiscal procedures meet and where possible exceed the minimum standards set forth by the General Accounting Principals (GAP) and that the SCC is compliant with all local, state and federal laws.

Metric: Compliance reviewed by auditors on annual basis \_\_\_\_\_

Control expenses and ensures that the Swedish Cultural Center meets or exceeds performance of income over expenses. Ensures that there is no greater than a 10% variance from plan in any given month and that an appropriate action plan is written and implemented to correct any negative variances.

Metric: Report presented monthly \_\_\_\_\_

Corrective action plan developed when needed \_\_\_\_\_

*Policy + Procedures*

*No aspirin to standards*

Maintain balanced budget: annual fiscal performance shall be at a break-even letter or show an excess of income over expenses, unless the Board approves a budget shortfall in writing (by resolution).

Metric: Budget is balanced or income exceeds expenses at year-end \_\_\_\_\_

Does not achieve financial goals while creating long-term liabilities (e.g. deferred maintenance and/or other deferred liabilities)

Metric: to be audited annually by Board and independent auditors \_\_\_\_\_

990 (tax return) completed and submitted on time to Internal Revenue Service.

Metrics: 990 prepared thoroughly and accurately \_\_\_\_\_

990 Submitted on-time to IRS \_\_\_\_\_

**Problem Solving** (metrics to follow)

Critical thinking. Demonstrates critical thinking and problem solving. Brings proposed solutions to the Board complete with an assessment of resource requirements and impact assessment.

Metric: Board is presented with analysis of problems \_\_\_\_\_

Board is presented with recommended solutions for input \_\_\_\_\_

**Facilities** (details to follow)

**Cleanliness** (details to follow)

**Maintenance** (details to follow)

Landscaping: tbd

**Repairs** (details to follow)

## Tenant Relationships

Manages all Tenant relationships. Ensures tenant agreements are in place with each tenant and that both the SCC and tenants are in compliance with the terms and conditions of the agreement and in particular that payment of rent and other fees is timely and consistent with the agreement.

If appropriate (e.g. Caterer), ensures customer service standards are consistent with SCC's own standards so that the goods and/or services provided reflect positively on the SCC.

Metrics:

Agreements are in place for each tenant \_\_\_\_\_

Tenants meet terms of agreement (audited monthly by ED and reported to Board) \_\_\_\_\_

**Facilities Rentals** (details to follow)

**Strategic Plan** (details to follow)

**Support of Committees** (details to follow)

Provide administrative support for SCC Board Committees

Execute Committee projects as directed. Projects shall be on time, on budget and meet or exceed the minimum expectation of the Committee.

**Programming** (details to follow)

Programming shall focus on multi-generational Swedish culture for those Swedes and Swedish-Americans living in the Puget Sound region including, but not limited to: Swedish Americans, "Boeing" Swedes, "Microsoft" Swedes (those working in the tech sector), former SKF members, UW Swedish faculty and students, and former Swedish American Chamber of Commerce members with business interests in the region.

Programming shall be consistent with the SCC's mission to:

To promote better understanding between the United States and the Nordic countries, with emphasis on Sweden, and to perpetuate Nordic culture and traditions through the teaching, observance, practice and celebration of this culture and its traditions.

Metrics: (metrics to follow)

***This list of minimum expectations was developed by the Swedish Cultural Center's Board of Directors and approved on \_\_\_\_\_. These expectations are considered to be a minimum and may be expanded or clarified in writing should the Board determine greater clarity is needed in expressing its expectations.***

*what?*  
*expectation*  
*\* 10 audience reflect all and*