

**Swedish Cultural Center
 Expectations for Executive Director
 February 18, 2011**

The following expectations and the accompanying metrics that measure them have been developed by the Swedish Cultural Center's Board of Directors to provide assistance and guidance to the Cultural Center's Executive Director. The Board's role in the organization is to establish the vision and set strategic direction for the organization and to provide fiduciary oversight; the Executive Directors role is to execute the Board's strategic direction and vision.

The expectations are broken into two categories: Areas of Focus for 2011 and Normative Responsibilities for an Executive Director

I. Areas of Focus for 2011

Planning

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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

N/A

Membership

Membership retention rate (i.e. the percentage of members that renew their membership from 2010) will be 80% or higher.

Metric: Retention rate 92

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Net membership growth (net number of households that are current members) will be 10% or higher than in 2010.

Metric: Net number of member households 9.6

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

9.6%
~~10.4%~~ -

contributing member 10.4%
+ regular memberships 100--

Budgeting

Budget variance report: each month for any line item in the financial report where there is a 10% (or greater) variance, management will provide a written variance report explaining the reason for the variance, the anticipated impact on the budget (i.e. will this line be back on track by year-end) and the steps that will be taken to correct the shortfall so that there is a neutral impact to the final results of the annual budget.

Metrics: Report presented monthly 100

Report complete (including corrective action) 100

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Organizing

Quarterly activity and program plan update prepared and presented to the Board. In December, March, June, and September the Executive Director will present an updated program and activity plan to the Board. The Executive Director will highlight any pinch points (shortages of resource) and plans to address them.

Metrics: Report presented ^{monthly} quarterly 100 monthly

Report complete (including corrective action) 100

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Resource management: The Executive Director will ensure that resources are appropriately managed (such as sound system for the member dinner and Friday night Happy Hour) so regularly scheduled programs are a priority for resources over ad-hoc activities.

Metric: Resources are always available for standing activities 95

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Staffing

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.

Metric:

Service standards are developed by June 2011 ✓

Service standards are reviewed with staff annually ✓

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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.

Metric:

Regular customer service training is provided _____

Customer service complaints are no greater than 2 per month _____

Monthly report provided to Board _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Management and staff goal setting: Each SCC staff member (after six months employment) 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, measureable, 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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Problem Solving

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

Metrics: Board is presented with analysis of problems _____

Board is presented with recommended solutions for input _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Normative Expectations for and Executive Director

The following expectations are categorized as “normative” in that they are typical expectations for the Executive Director of a non-profit organization. The Cultural Center’s Board has applied these norms to the Swedish Cultural Center and has developed metrics appropriate to the Cultural Center.

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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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) _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staffing

Appropriate, and legally required, employment documents are completed on first day of hire including I-9, W-4, employment application, etc.

Metrics:

Personnel files are maintained for each staff member _____

Files are complete and contain all required employment forms _____

All employees are documented as having permission to work in the United States of America (I-9) _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Annual, written, performance evaluations are to be prepared and conducted for all staff (full time and part time) by March 31st of each year.

Metric:

Performance evaluations complete for all staff by March 31 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 50% per year (calculated on employees who have successfully completed their probationary period.)

Metric:

Staff turnover is less than 25% per year _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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: _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 _____

Metric:

Compliance reviewed by auditors on annual basis _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Maintain balanced budget: annual fiscal performance shall be at a break-even or better 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 _____

1. Submitted on-time to IRS _____

Copy of 990 provided to each Board member _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facilities

Maintenance

Meets or exceeds cleanliness standards as set forth by the Building Committee on the Swedish Cultural Center Maintenance Check List. Landscaping is included on the Check List and is to be maintained to presentable standards including regular weeding and watering as needed.

Metric: Compliance to be 80% or higher _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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)_____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Support of Committees (details to follow)

Provide administrative support for SCC Board Committees

Executes projects as directed by the Executive Committee. Projects shall be on time, on budget and meet or exceed the minimum expectation(s) of the Committee.

Metrics:

Committees have the support they require from the Executive Director and staff to support Committee’s efforts and achieve their goals. Evaluated by periodic written (or electronic) survey of Committee’s conducted no less than annually _____

Executive Committee evaluates performance of assigned projects on an annual basis (minimally—may be more frequent at the Committee’s discretion)_____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

Achievement of this expectation will be determined by survey:

Members: _____

Board: _____

Focus Group: _____

Needs Improvement	Meet Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This list of minimum expectations was developed by the Swedish Cultural Center's Board of Directors and approved on 3 March 2011. 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. The expectations shall be reviewed and updated annually during the fourth quarter. The Executive Director shall work in collaboration with the Executive Committee and Board President to ensure the annual review is completed by December of each year and brought to the Board for its approval no later than the first Board meeting of January.