

## Executive Director

**Reports To:** Chief Executive Officer

**Status:** Exempt

### Job Summary

Be responsible and accountable for planning, development, and implementation of the Organization's administrative management programs, including finances and accounting, annual and multi-year budgets, and managing expenditures. Define and recommend the strategic direction needed to achieve long-term operating and profit goals as well as directing the administration of policies to provide best in class processes across the Organization. Oversee human resources functions. Perform liaison functions with the Organization's business and professional associates. Provide administrative assistance to the Chief Executive Officer. Ensure oversight to all project management. Lead and direct the efforts of the administrative staff and coordinate at the strategic and tactical levels with the other functions of the Organization.

### Primary Relationships

The position reports to the Chief Executive Officer and serves as a member of the senior management team. This position participates with the Executive Advisory Committee, Chief Executive Officer, Executive Director of Operations, and other senior management team members in charting the direction of the Organization, assuring its accountability to all constituencies, and ensuring its effective and efficient operation.

- Within the Organization, the position has primary working relationships with the Chief Executive Officer, other senior management team members, and administrative staff.
- Outside the Organization, the position coordinates primarily as a liaison to partner companies and entities providing professional services to the Organization. The position may have occasional contact with Merchant/Advertisers and Affiliates in a consulting capacity.

### Principle Accountabilities

#### Program Administration

1. Provide leadership in developing program, organizational, and financial plans with the Executive Advisory Committee, Chief Executive Officer, and senior management team members.
2. Establish a sound organizational structure and capacity. Ensure that an effective management team, with appropriate provision for succession, is in place.
3. Establish organizational and managerial areas of responsibility and clear lines of communication and authority at all levels of the Organization.
4. Plan, formulate, and implement basic administrative and management policies, processes, and procedures which will further the objectives of the Organization.
5. Coordinate and monitor all approved programs, projects, services, projects, and major activities of the Organization working in cooperation with senior management team members who are designated as responsible for them. Maintain an Organization-wide project management listing and schedules.
6. Maintain a prioritized calendar of programs for the upcoming year for the Organization.
7. Monitor and report implementation of all decisions and directions determined by the Executive Advisory Committee, Chief Executive Officer, and senior management team by recording such decisions and tracking progress with designated responsible individual(s).

## Executive Director

### Liaison

1. Develop and maintain professional liaison with, but not limited to, such entities as:
  - Certified Public Accountant
  - Tax Advisor / Tax Preparer
  - Auditors
  - Partner Business Organizations
  - Legal Counsel
  - Property Manager / Landlord
  - Local Governments
  - Business Consultants

when and as required, to include, but not limited to, such activities as:

- contract negotiations and legal notices
- exchange of information and administrative records
- project planning and status reporting
- research, brainstorming, and problem solving
- relationship building and maintenance

### Financial

1. Develop, implement, and maintain appropriate and adequate financial procedures and controls that ensure fiscal solvency, sound business practices, and compliance with administrative and legal requirements for accounting, budgeting, tax preparation, and audits.
2. Implement policies and directives with regard to financial management. Inform and advise the Executive Advisory Committee, Chief Executive Officer, and senior management team about financial priorities and budget matters where appropriate.
3. Direct the management of annual and long-range budgets for the Organization. Coordinate with senior management team members concerning departmental budgets, and budgets for specific activities and projects.
4. Assess short- and long- term financial and capital needs in coordination with the Executive Advisory Committee, Chief Executive Officer, and senior management team. Build these needs into the budget.
5. Regularly report financial standing and budget figures to the Chief Executive Officer and senior management team members.
6. Ensure that the Organization operates within budget guidelines.
7. Establish and enforce an approval or authorization process for expenditures that keeps the Organization's spending within the annual budget and project budget projections.
8. Maintain accurate and up-to-date financial records for accounting (i.e., general ledger, payroll, accounts payable, sales/cash receipts, accounts receivable and invoicing, inventory, etc) and tax preparation.
9. Prepare for and facilitate an annual audit of the Organization's financial records.

### Administrative

8. Ensure appropriate, adequate, and up-to-date record-keeping in all areas of the Organization, providing for security and confidentiality of paper and electronic records.
9. Maintain official records and documents, and ensure compliance with federal, state, and local regulations.
10. Jointly, with the President/CEO, conduct official correspondence of the Organization and execute legal documents.
11. Ensure that all Organization correspondence is handled in an effective and timely manner.
12. Assist the President/CEO in daily correspondence, time management, and record-keeping.
13. Plan and develop Executive Advisory Committee meeting agendas, background materials and reports, and notify members of upcoming meetings. Attend all meetings, record decisions, and distribute minutes of the meetings.

## Executive Director

### Office Manager

1. Create and maintain a *Corporate Administrative Policy and Procedures Manual*. Periodically review and evaluate policies and procedures, getting feedback from other staff. Review procedures based on comparisons of costs, efficiencies, and effectiveness. Update *Manual* as required for changes based on process improvement evaluations and on the Organization's decisions and direction.
2. Establish and implement a purchase ordering procedure and forms for acquiring all products and services required by the Organization. Coordinate with senior management team members for handling purchase requests.
3. Manage the inventory of office supplies and equipment, order as required to meet usage needs of all Departments.
4. Handle mail, electronic or delivered, by sorting and delivering to addressees. Ensure proper and timely disposition of mail addressed to the Organization in general.
5. Handle phone calls by routing to appropriate staff or voicemail or take clear messages.
6. Handle visitors, whether scheduled or walk-in, by contacting appropriate staff to meet with them, or when possible, personally resolve the visitor's needs.
7. Personally deal with complex queries and complaints (from mail, phone, or in-person) or route to a senior management team member who is available immediately to handle the situation.
8. Inventory and track all capital assets of the Organization. Work in cooperation with the Director of Information Technology as relates to technology assets.
9. Ensure adequate maintenance of all property and equipment owned, rented, or leased by the Organization.
10. Arrange for and meet with repair personnel for office equipment maintenance.
11. Setup "tickler" systems for scheduling appropriate ongoing activities, special milestones, and other important activities and projects relevant to the whole Organization.

### Human Resources

1. Oversee all human resource functions to ensure compliance with government labor and employment regulations.
2. Develop and implement human resources policies and procedures, monitor standards for performance and ethical conduct, ensure that sound human resource practices are in place, and establish and maintain an effective employee relations strategy.
3. Working with the Chief Executive Officer, establish and maintain a competitive compensation and benefits program.
4. Create and maintain a *Corporate Human Resources Manual*. Update as required for changes in government regulations or based on the Organization's decisions and direction.
5. Ensure that job descriptions are developed and maintained for all current and future positions and that all staff members retain copies of their job descriptions.
6. Advise and assist directors and managers/supervisors regarding human resources policies and work-related problems, especially for those involving disciplinary action.
7. Advise and assist directors and managers/supervisors regarding staff job performance appraisals and salary increases and promotion recommendations.
8. Advise and assist directors and managers/supervisors regarding staff training and development plans for all members of their Departments.
9. Develop and ensure appropriate paperwork is processed for all job applicants, new hires, and terminated employees.

## Executive Director

10. Establish an employee grievance policy and procedure and mediate as appropriate to resolve grievances.
11. Conduct exit interviews with terminated employees.

### Mentor Foundation

Working with the President/CEO, plan, organize, implement, and evaluate special projects of benefit to the Organization.

### Planning, Budgeting, and Controls

1. Be responsible for the achievement of the Administrative Department mission, goals, and financial objectives.
2. Identify, develop, and evaluate administrative strategy, based on Organization's objectives, global market characteristics, constituency needs, and financial factors.
3. Create appropriate *Corporate Plans* that cover a strategic multi-year outlook, assumes rapid growth, and addresses annual operations. Update at least annually and when necessary to align with the Organization's strategic direction.
4. Develop short-term and long-term plans and budgets consistent with the *Corporate Plans*.
5. Plan and administer the Department's annual operations budget, including project specific budgets, to meet budgetary controls.
6. Prioritize and plan work to consistently meet commitments and deadlines.
7. Ensure that the Department's productivity is high and costs are acceptable by ensuring that administrative resources are planned and used in the optimum manner.
8. Develop project plans for administrative activities, monitor progress, assure adherence, and continuously evaluate performance to schedule, quality, and budget goals. Regularly report project progress and status.
9. Ensure that evaluation systems are utilized as related to these goals and objectives and report progress and status to the Executive Director of Operations.
10. Develop, implement, and monitor systems and procedures necessary to the smooth, efficient, and effective operation of the Department.
11. Plan, organize, implement, and evaluate special projects of benefit to the Organization.

### Interdepartmental Coordination

1. Actively promote communications and teamwork that result in a cohesive and collegial work force.
2. Maintain effective communications between and among senior management team. Ensure that senior management team members are kept informed in a timely fashion on relevant conditions, operations, and activities of the Organization that are deemed pertinent to the overall objectives of the Organization.
3. Create, support, and oversee Organization cross-functional teams as required for specific activities and projects.
4. Coordinate with the Director of Sales to ensure materials, services, and support, under the responsibility of the Department, are readily accessible to Sales Department staff and are being effectively utilized for sales activities and projects.
5. Coordinate with the Chief Executive Officer and senior management team for management and financial reports needed on a regular or occasional basis.
6. Coordinate with the Director of Information Technology to ensure appropriate, prerequisite software (i.e. publishing, database, etc), hardware resources, and processing/procedures are accessible to Department staff for their activities and projects.

## Executive Director

7. Coordinate with the Director of Information Technology to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of software, hardware, technology, or personnel resources that are not already covered in routine processing and procedures or in existing projects.
8. Coordinate with the Office Manager to ensure appropriate and adequate office equipment, supplies, space, and support personnel are accessible to Department staff for their activities and projects.
9. Coordinate with the Office Manager to schedule, with adequate lead times and clear articulation of desired outcomes, any need for or use of office equipment, supplies, space, or personnel resources that are not already covered in routine processing and procedures or in existing projects.
10. Recommend short-term and long-term Organization goals and objectives to the Chief Executive Officer and Executive Director of Operations.
11. Recommend to the Executive Director of Operations any administrative or operational policies, processes, and procedures that will facilitate the smooth running of the Department, especially as concerns interactions with other departments or reduces costs.

### Leadership and Management

1. Lead and direct daily operations of Department, analyzing workflow, establishing priorities, setting deadlines, assigning and reviewing work, and ensuring quality standards are met.
2. Recruit, train, appraise, supervise, support, develop, promote, and guide qualified personnel in the functions of the Department.
3. Ensure effective management within the Department with provision for succession.
4. Follow human resources policies and procedures to complete timely job performance appraisals and training and development plans for each staff member.
5. Maintain a climate that attracts, retains, and motivates top quality personnel in the Department, as well as throughout the Organization.
6. Develop collaborative and cooperative working relationships with staff and maintain them over time.
7. Calmly confront conflict, understanding another's point of view and work along with the other person collaboratively to resolve the problem.
8. Effectively enable all staff, within the Department especially and also across the whole Organization, so they can take action on behalf of the Organization by:
  - a) transmitting the Organization's values, vision, mission, and direction;
  - b) engaging people in the meaning of the Organization;
  - c) respecting and using the skills, expertise, experience, and insights of people;
  - d) providing direction and resources, removing barriers, and helping develop people's skills;
  - e) articulating expectations and clarifying roles and relationships;
  - f) communicating such that it includes helping people transform information into knowledge and learning;
  - g) encouraging people to question organizational assumptions and ask strategic questions;
  - h) ensuring quality decision-making;
  - i) anticipating conflicts and facilitating resolution;
  - j) engaging people in process as well as tasks;
  - k) encouraging people to use their power, practice their authority, and accept their responsibility;
  - l) modeling behavior; and

## Executive Director

m) mentoring and coaching people to success.

### Organizational Strategy and Commitment

1. Work with Executive Advisory Committee, Chief Executive Officer, Executive Director of Operations, and other senior management team members, to ensure the overall health and vitality of the Organization by:
  - a) developing and maintaining a strategic perspective in organizational direction and decision-making;
  - b) developing strategies, models, and pricing for the Organization's existing and future programs, products, services, and projects, balancing the Organization's objectives with constituent needs and customer satisfaction (particularly relevant to Merchant/Advertisers and consumer Members);
  - c) using forecasting and strategic planning to ensure the sale and profitability of the Organization's existing and future programs, products, services, and projects, through monitoring and analysis of business and market trends and technological advancements;
  - d) evaluating the financial aspects of the Organization's existing and future programs, products, services, and projects, through assessment of budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections;
2. Ensure that the Organization's philosophy, mission, and vision are pertinent and practiced throughout the Organization.
3. Formulate and administer policies to ensure the integrity of the Organization.
4. Develop and coordinate means to seek regular feedback from the Organization's key constituencies regarding the quality of the Organization's programs, products, services, and projects.
5. Perform as a function specific (i.e., marketing, sales, technology, management, operations, etc) consultant with expertise to bring attention and solutions to Organizational priorities. Keep informed of developments and advancements in the function. Educate other senior management team members around the capabilities of the function and how to apply it so the Organization operates effectively and efficiently.
6. Maintain confidentiality of all internal matters pertaining to the Organization and its operations.

### General

1. Be responsible for creating, implementing, and measuring the success of a comprehensive administrative management program that will enhance the Organization's image and position within the marketplace and the general public.
2. Ensure articulation of the Organization's desired image and position, assure consistent communication of image and position throughout the Organization, and assure effective communication of image and position to all external constituencies.
3. Participate as the Organization's representative by membership in trade associations, business organizations, conferences, and so forth.
4. Represent the Organization at appropriate meetings, conferences, and functions to promote programs, products, services, and projects.
5. Build a robust network of business and personal contacts, expanding the breadth of recognition of the Organization.
6. Maintain professional growth and development through continuing education, participation in professional associations, reading journals, Internet research, and other activities.

## Executive Director

7. Keep informed of developments in the fields of administration, management, operations, and the specific business of the Organization and use this information to help the Organization operate with initiative and innovation.
8. Ensure that the Organization regularly conducts relevant business management research. Coordinate and oversee this activity to monitor and analyze trends in these areas. Incorporate findings into the Organization as appropriate.
9. Lead projects as assigned and perform other duties as assigned.

### Qualifications, Experience, and Skills

#### *General Attributes*

- Keen creative, strategic, analytical, and organizational skills
- Entrepreneurial spirit, passion, and high energy level
- Effective and situational, flexible interpersonal skills
- Collegial disposition and ability to work effectively with diverse people
- Ability to work effectively with and present a professional image to multiple constituencies
- Ability to communicate effectively in writing by synthesizing complex topics and organizing and presenting material in a convincing manner
- Strong oral communications and polished presentation skills
- Ability to translate marketing or technical jargon depending on the audience
- Readiness to make decisions, commit to action, and accept responsibility
- Ability to work independently in a self-directed work environment
- Commitment to working as part of a collaborative leadership team
- Ability to contribute meaningfully in cross-functional teams
- Ability to organize priorities and practice effective time management skills
- Ability to facilitate focused, productive meetings
- Experience hiring, training, developing, supervising, and appraising personnel
- Experience developing and managing budgets and project plans
- Enough computer and technical skills to be self sufficient in effective use of the Internet and basic office applications: electronic mail, word processing, spreadsheet, and presentation software
- Ability to work in a highly dynamic environment
- Ability to handle multiple priorities and projects with good humor

#### *Director/Manager Requirements*

- Demonstrated successful experience hiring, training, developing, supervising, and appraising personnel who are motivated to exceed expectations
- Demonstrated successful experience managing projects that meet schedule, cost, and quality goals
- Demonstrated successful experience developing and managing budgets
- Demonstrated understanding of basic principles of business management, including strategic planning, operations, sales, marketing, accounting, and administration

#### *Function Specific Requirements*

- Minimum of 10 years
- MBA degree preferred

## Executive Director

### **Environmental / Job Conditions**

Work is performed primarily in an office setting. There may be occasional travel to customer sites, retail stores/establishments, meetings, events, and training.

### **Physical Demands**

*The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

Sitting for extended periods of time while at a desk or in meetings; Hearing and visual acuity within normal range; Manual dexterity to operate computer keyboard and office equipment; Occasional lifting of light to medium weight packages or boxes.