



UNIVERSITY of
LOUISIANA
LAFAYETTE

2017 Annual Evaluation Form - Senior Administrators

Review Period 1/1/2017 - 12/31/2017



REVIEWER

Jaimie Hebert (Manager), Ernest Savoie (Indirect Manager)



Harry Brooks

999870|Dean and Professor
Position

Overview

Task Instructions

Your annual performance evaluation is an important tool to support your professional development as an employee of the University of Louisiana at Lafayette. This provides an opportunity to be recognized for your contributions and to collaborate with your supervisor in aligning your goals and performance with the mission and values of the University.

Executive Goals 2017

Directions

Please provide a rating for each goal.

Rating Scale

Rating	Description
Not Evaluated	
Not Met	No dimensions of the goal (i.e. on time, on budget, etc.) were achieved.
Needs Improvement	Most dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Partially Met	One or more dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Met	Goal was fully achieved (i.e. on time, on budget).
Exceeded	Goal was achieved ahead of schedule and/or under budget

Describe your accomplishments for Calendar year 2017 and provide an overall rating.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

GOAL: Support Curricula appropriate to current/future faculty and student expectations - Drafted and submitted MFA proposal to upper leadership. Recruited 7 new faculty to support curricula and students.

GOAL: Focus on student enrollment management - Applications and new student admissions increased. Initiated discussions about retention.

GOAL: Support research, scholarship and creative works - Continued our collaboration grant program and our ArTech Fusion program.

GOAL: Increased donor giving - All time high for money raised at our Beaux Arts Ball. Increased the number of



Dean’s Scholars from 5 to 6 \$2,500 scholarships. Supported student organizations for travel and other needs.

GOAL: Encourage infusion of technology - Continued our ArTech Fusion program and grant program.

Jaimie Hebert (Manager):

This is a very ambitious set of goals, but Gordan does a remarkable job moving the college forward.

Executive Competencies

Directions

Please provide a rating for each of the core competencies.

Click the down arrow and then Details to view the items associated with each competency.

Click the conversation icon to view a list of behaviors by rating associated with each competency.

Details and Comment Assistant

Rating Scale

Rating	Description
Not Evaluated	
Does Not Demonstrate	Does not demonstrate this competency at the expected level, even with available assistance or direction from others.
Developing	Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency. Is capable of using this competency with coaching and support, in simple situations.
Proficient	Has sufficient understanding and experience to operate at a fully professional level with this broad range of moderately complex situations. Can generalize basic principles to effectively function in both predictable and new situations.
Advanced	Has broad and deep understanding and skills, with substantial expertise and experience in this area. Can apply this competency regularly and independently and display this competency in complex, varied situations. Role model for this competency.
Expert	You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

Builds Relationships and Fosters Collaboration

Cultivates an active network of relationships inside and outside functional area; fosters collaboration and teamwork by inclusive, supportive, cooperative, and sharing power.

Reviewer	Rating
Harry Brooks (Self)	████
Jaimie Hebert (Manager)	████

Comments

Harry Brooks (Self):

I have created several initiatives that foster collaboration across disciplines and help foster teamwork including the ArTech Fusion program and the Collaboration Grant program funded out of SPARK Annual Fund foundation funds.

My use of a weekly Leadership Team meetings gives my team the ability to learn from one another and learn what the University leadership is expecting.

Builds Talent

Attracts and retains high caliber people; develops a leadership team with diverse capabilities; accurately assesses the strengths and weaknesses of staff; develops successors.

Reviewer	Rating
Harry Brooks (Self)	████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

I use my general faculty meetings each semester to build camaraderie as well as competencies. Invited guests provide informative presentations such as Title IX, Recruiting and Retention, and many other similar presentations.

Communicates Openly and Listens

Presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from others.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	████

Comments

Harry Brooks (Self):

I have trained myself to be an active listener and to be empathetic. My Leadership Team assists me in knowing the needs and feelings that faculty are experiencing. Also, our various accrediting agencies help with outside evaluations.

Cultivates Diversity, Equity and Inclusion

Intentionally attracts a team with diverse perspectives; Champions the development of equitable and inclusive policies and procedures inside the functional area; Develops and employs equitable practices in the hiring, evaluation, and promotion of talent; Recognizes and promotes the shared responsibility for diversity, equity and inclusion.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

Our recent hires in the COA have helped us reach a level of diversity not previously achieved. I am very active in all aspects of faculty hires including a personal interview with each on-campus candidate where I outline our expectations for citizenship, collaboration, use of appropriate technology in the arts and service to the department, college and University.

Demonstrates Emotional Acuity

Considers and responds appropriately to the needs and feelings of others; understands impact of own behavior; has a realistic understanding of own strengths and development needs; is committed to continuous learning.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

My role as the chief academic officer in the College as well as my duty to support the students and faculty/staff requires me to work with a wide range of individuals and groups. Leadership is not forcing people to go into battle, it is showing them that you are accompanying them on their journey.

Demonstrates Financial Acumen

Understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

Our current situation in the Colleges doesn't give much flexibility with financial management of the limited resources. However, my initiative to have an annual fund and several fundraising events to generate non-state income into our SPARK



Annual Fund, gives the College much needed dollars to fund scholarships (Dean's Scholars), student organizations, faculty development through collaboration grants and technology in the arts grants.

Ensures Alignment

Ensures that University strategies and plans are integrated and aligned for success; supports the President and Board of Regents by providing timely, direct, and critical insights on initiatives, political positioning, and public perception.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):
Meets with College Leadership Team to make sure departments/units are aligned with College and with University.

Ensures Execution

Anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):
Communicates clear goals and provides direction to other College leaders in insure clear alignment. Regularly councils staff as to their role and performance.

Establishes Trust

Respects all individuals and treats them fairly; honors commitments to others; models high ethical standards and integrity.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):
Demonstrates clear commitment to all staff and faculty and College leadership in order to assure fair treatment.

Influences and Inspires

Promotes ideas and proposals persuasively to shape stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; inspires action without relying solely on authority.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

I meet with the faculty each semester at the start of the semester. I try to communicate the goals and aspirations of the University but I also seek to inspire the faculty to continue to do the great job they are known for.

I also write 4 mini-essays each year as the Dean's Message for our eNewsletter. I select a relevant subject to inspire and communicate my aspirations for the College.

Leads Change

Uses data-driven decision-making to generate insights, alternatives, and opportunities for success; fosters a continuous improvement environment; makes novel use of existing ideas, approaches, technologies, or products.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):

I seek to be the kind of leader that is both reflective of the faculty's expertise and interest yet challenges their thinking to be on the edge in all aspects of education. I want to inspire them use all kinds of approaches and technologies for creating a dynamic educational space for our students.

Shapes Strategic Focus

Formulates effective and progressive strategies aligned with University mission and values; determines objectives and priorities and acts as a catalyst for institutional innovation and growth.

Reviewer	Rating
Harry Brooks (Self)	██████
Jaimie Hebert (Manager)	██████

Comments

Harry Brooks (Self):



As the senior academic officer in the College I take seriously my responsibility to provide leadership on all things. However, I recognize that it takes a team to make significant changes over time. I rely on my Associate Dean and Assistant dean for their expertise in many areas. We routinely meet to explore alternatives and approaches that will keep the College moving forward.

Goal Planning

Directions

Please enter goals for the coming year.

Continue to encourage infusion of technology

Impress upon the Provost the importance of University equipment allocations so that our labs and faculty can be current with relevant technologies.

Continued our ArTech Fusion program and its related collaborative and technology grant program.

Start Date 7/1/2019	Due Date 6/30/2020	Progress <div style="width: 0%; background-color: #ccc; height: 15px; margin-bottom: 5px;"></div> 0%
Weight 20%		

Focus on student enrollment management

Maintain appropriate data in the Dean’s Suite to measure our success. Together with Leadership Team, determine appropriate enrollment targets and work with them to achieve them.

Start Date 7/1/2019	Due Date 6/30/2020	Progress <div style="width: 0%; background-color: #ccc; height: 15px; margin-bottom: 5px;"></div> 0%
Weight 20%		

Increase Donor Giving

Continue to raised friends and funds at our Beaux Arts Ball. Increase the number of Dean’s Scholars from \$2,500 to \$3,000. Continue to support student organizations for travel and other needs.

Continue to make visits to alumni donors in target areas especially New Orleans, Houston, Dallas and California. Work with Alumni Affairs on alumni events in major target cities like New Orleans and Dallas.



Continue to work with the Office of Advancement to try to improve the email list so that more alumni, friends and family can receive the eNewsletter.

Continue to send an annual letter to all alumni, friends and family announcing our new Dean's Scholars.

Continue to send Holiday Cards to our most important alumni, friends and family (approximately 250)

Seek other creative ways to reach out to our alumni, friends and family to stay in touch and keep them aware.

Continue to produce an Annual Report to be sent to as many alumni, friends and family as possible. Goal is to provide a mailed print piece to all 4,500+. This is an important part of our out-reach and education about what we do and why its important.

Start Date 7/1/2019	Due Date 6/30/2020	Progress <div style="width: 0%; background-color: #ccc; height: 15px;"></div>	0%
Weight 20%			

Support Curricula appropriate to current/future faculty and student expectations

Be aware of new ways in which our students work as they exit our programs. Work with Department Heads/Directors to assess best expectations for individual disciplines.

Start Date 7/1/2019	Due Date 12/31/2019	Progress <div style="width: 0%; background-color: #ccc; height: 15px;"></div>	0%
Weight 20%			

Support research, scholarship and creative works

Continued our COA collaboration grant program and our ArTech Fusion program. Also, provide, as possible, research incentive funds from SPARK Annual Fund for faculty travel and other research/scholarship/creative works.

Start Date 7/1/2019	Due Date 6/30/2020	Progress <div style="width: 0%; background-color: #ccc; height: 15px;"></div>	0%
Weight 20%			

Development Planning

Keep Abreast of Relevant and Current Technology for use in the COA

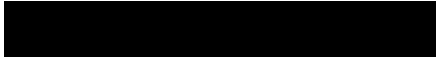


Item	Type	Due Date
Attend Worldwide Computer Graphics Conference	Action Step	1/1/2019

Summary

Overall Rating

2017 Annual Evaluation Form - Senior Administrators
Harry Brooks



Signatures

X Harry Brooks
Employee

1/29/2019
Date

X

Second Level Evaluator

Date

X Jaimie Hebert
Evaluating Supervisor

1/25/2019
Date