



## 2017 Annual Evaluation Form - Senior Administrators

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



### REVIEWER

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



### Louanne Greenwald

999567|Director, University Art Museum  
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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

#### Louanne Greenwald (Self):

In June 2018, I raised \$40,000 to secure the services of an architect who has developed concept drawings and estimates for an expansion of the museum as part of the University-wide campaign in 2019.

I made several new hires filling key positions on staff assuring efficient and effective operations. I recruited new board members who were appointed to both the Advisory and Hilliard Society boards increasing diversity and creating supportive resources for accounting, campus/community connections and facilities expansion.

I worked with staff, board members and volunteers on the update of several core documents required for the application toward accreditation which I anticipate filing in 2019-2020

**Jaimie Hebert** (Manager):

She has done a masterful job on a very minimal budget. Her work to increase external revenue streams has been very beneficial to the mission.

## 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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Louanne Greenwald (Self):**

I have established a dedicated and collaborative staff at the museum that is receptive to my leadership. My two boards are very supportive and engaged in their shared governance role: most board members serve on a committee and many attend our museum events throughout the year. The museum serves both the campus and the community and I have strong relationships in both communities. I frequently engage with Deans, faculty and department heads that contribute to the museum's many interdisciplinary partnerships that showcase faculty's research and/or student works. I mentor the students who are employed at the museum as Visitor Services Specialists, interns and as graduate assistants. I actively attend events in Lafayette where I am able to engage with members and non-members to promote the museum, the university and arts & culture in Acadiana. I maintain memberships in numerous organizations (ACA, Mouton House, Friends of the Symphony, Friends of the Humanities) and I serve on the boards of the LSU Museum of Art and the Association of Academic Museums and Galleries. My community connections support my ability to fundraise for special projects at the museum.

## 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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Louanne Greenwald (Self):**

I am proud of the teams that I have cultivated at the Hilliard University Art Museum. My staff are dedicated, collaborative and passionate about their roles in education, inspiration and preservation. I encourage and provide professional development and campus/community involvement whenever possible in order to promote the continued development of knowledge and creative works. I conduct annual evaluations of my direct reports and my board members also engage in annual evaluations. One of my hires from 2014 was promoted to Development Manager this past year allowing the museum to increase its number of grant applications: she completed the JIMI museum leadership program in January 2018 and is well prepared to take on a leadership role in the future. In January 2018 I hired a new curator who has brought new skills and expertise to the exhibits team, raising the quality of our exhibitions, and publications.

## Communicates Openly and Listens

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

Reviewer	Rating
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

**Comments**

**Louanne Greenwald (Self):**

Since the Hilliard Museum is the only art museum in Acadiana, and because we serve a diverse constituency including all ages, on campus and in the community, I have learned that listening and incorporating input from others is the best way to build consensus and expand your community. Partnerships are a key part of the programs at the museum: one of the actions I developed toward our strategic plan goals was to present 60% of our programs in partnership with others. In fact, about 90% of our programs are presented in partnership and these partnerships promote trust, collaboration and innovation.

**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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

**Comments**

**Louanne Greenwald (Self):**

Several hires over the past year, contributed to the diversity (particularly racial and sexual orientation) of my staff. Similarly on my Advisory Board, I'm pleased to have people of color and varying sexual orientations. The Hilliard Society Board is still a work in progress, but diversity, equity and inclusion are values that I am working to strengthen and instill among my teams. Ideally I would like the demographics of my staff and boards to reflect those of our community.

**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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

**Comments**

**Louanne Greenwald (Self):**

I believe I have a good blend of empathy and of professional objectivity as a leader. In areas that I am weak, I seek input and participation from team members (staff, colleagues, boards, volunteers) that have expertise and experience. I am a proponent of professional development and I encourage my staff to seek out opportunities that align with their roles and their overall goals. This promotes their implementation of best practices and inspires innovative thinking.

### 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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Louanne Greenwald (Self):**  
 Each year I develop an operations budget with revenue goals that I monitor on a monthly basis in consultation with a board member, a CPA who chairs our Finance Committee. I work closely with our Development Officer and Development Manager on identifying, developing and implementing funding opportunities that will support new research (exhibitions, publications and programs) at the museum.

### 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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Louanne Greenwald (Self):**  
 While I do consider the University's strategies and plans in the development of the museum's strategic goals, I have not been given the opportunity to provide insights to the President and the Board of Regents on initiatives, politics and public perception, though I would welcome the opportunity.

### 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
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Louanne Greenwald (Self)	██████
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Jaimie Hebert (Manager)	████
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Comments
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**Louanne Greenwald (Self):**

I have implemented a culture of planning, implementation and evaluation at the museum that promotes good management and high performance. Each year I present a proposal for programming/operations with corresponding budget to the Provost and our boards. At the end of the year I oversee the creation of an annual report that provides measures of success toward our goals. These plans and reports are an extension of the three-year strategic plan that was developed with staff and boards in 2016. When performance does not meet goals, we discuss why and determine if and what we can do better.

### Establishes Trust

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

Reviewer	Rating
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Louanne Greenwald (Self)	██████
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Jaimie Hebert (Manager)	████
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Comments
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**Louanne Greenwald (Self):**

I understand that one of the most important aspects of being a good leader is modeling fair and ethical behavior. I strive to do so every day. I think the job satisfaction and professionalism of my staff is good evidence of this.

### Influences and Inspires

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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
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Louanne Greenwald (Self)	██████
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Jaimie Hebert (Manager)	████
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Comments
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**Louanne Greenwald (Self):**

I approach my work with positivity, enthusiasm, and strategic thinking. I'm aware that it takes consensus to make effective change. I work collaboratively with staff, partners and board members to identify new goals, develop strategies for achieving them and implementing them. This promotes the team's ownership of the work that must be done to get to our goal.

## Leads Change

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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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Louanne Greenwald (Self):**

At weekly staff meetings, team members report on outcomes of programs they were responsible for including attendance, revenue generated, demographics of participants, member/partner engagement, impact, etc.. We discuss strengths and weaknesses of programs as a group. I also review weekly revenue reports to gauge progress in admissions, store sales, event rentals, membership, etc. These weekly reports as well as the creation of the annual report provide me with important feedback for making decisions about the museum's operations and programs.

## Shapes Strategic Focus

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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
Louanne Greenwald (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Louanne Greenwald (Self):**

When I came to the museum as the new director in 2014, I planned to make the museum a center for community engagement with increased admissions and membership, diverse programs and exhibitions relevant to our local culture, and partnerships with both campus and community. Based on this vision, I worked with staff and boards to create a three-year strategic plan which we are successfully carrying out to increase revenue, enhance reputation and assure relevance of our programs. As the University is preparing for a campus-wide campaign, I have envisioned the next stage of growth for the museum - an expansion to grow our educational impact and assure future sustainability.

## Goal Planning

### Directions

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Please enter goals for the coming year.



**Build an efficient, collaborative and innovative team including staff and boards to further the vision and mission of the university and the museum.**

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

**Engage with regional and national museum organizations to enhance the museum's reputation and contribute new research on best practices to the field.**

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

**Envision, develop and begin to implement a three to ten year plan for the museum's development and operations in alignment with the University's vision and mission.**

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

**Establish partnerships with campus and community to promote and showcase new interdisciplinary research involving the arts**

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

## Development Planning

**Learn about project management re: museum expansion**

Item	Type	Due Date
Attend Building Museums conference	Action Step	3/15/2019



## Summary

### Overall Rating

2017 Annual Evaluation Form - Senior Administrators

Louanne Greenwald



## Signatures

X Louanne Greenwald

Employee

1/11/2019

Date

X Jaimie Hebert

Evaluating Supervisor

1/10/2019

Date

X

\_\_\_\_\_  
Second Level Evaluator

\_\_\_\_\_  
Date

## Comments

**Louanne Greenwald (Self):**

Thank you!