

November 6, 2023

Aimee Moiso, Ph.D
Associate Director
Louisville Institute
1044 Alta Vista, Rd.
Louisville, KY 40205

Dear Aimee,

I want to acknowledge our conversation from last Thursday where we discussed your frustrations and concerns, and I also shared mine. It was a constructive dialogue, and I appreciate your willingness to address the issues that have arisen. I appreciated receiving the apology note that you sent on Friday, which I had asked for, affirming the constructive nature of the conversation, indicating your apology, and taking responsibility for your previous behavior.

As I mentioned at our meeting, I am committed to addressing the issues between us in a professional and constructive manner. I mentioned involving a coach/facilitator to work with both of us and the entire team on communication, trust-building, and conflict resolution.

At our meeting last week, you did share how frustrations had been building up and provided helpful context to better understand your frustrations and behavior. I appreciated hearing your perspective. I also shared how deeply disappointed I have been by the behaviors you exhibited a few weeks ago, where you displayed unprofessional and undermining behavior. Let me summarize what I shared.

The first example occurred with the email you sent on September 22, 2023, copying the President and CFO. Your questions, while understandable, undermined the extensive process and agreements we had reached to address salary concerns. By copying the President and CFO, you bypassed the established protocols of leadership. I pointed out your overstepping of boundaries in two separate emails on September 23. You did apologize for this misstep in an email on September 23, 2023. A meeting was scheduled for September 25, 2023, with the President and CFO to discuss the contents of the email related to compensation matters.

The second example took place during the meeting on September 25, 2023, with Andrew Pomerville and Theresia Smith. In a moment of apparent frustration and anger, you slammed the table, leaving all of us stunned by this unprofessional behavior. You didn't apologize at the meeting nor afterwards to those present who witnessed your action.

The third occasion arose during our meeting with the President on September 28, 2023, where we aimed to debrief the prior meeting and address the table-slamming incident. During this meeting, you expressed your frustrations over the last year and recent months, and you acknowledged that your behavior was less than ideal. You offered a verbal apology but then, unsolicited, proceeded to outline various issues regarding my performance, questioning my commitment, knowledge, and capacity to lead the Louisville Institute. This was wholly inappropriate, unprofessional, and exhibited insubordinate behavior.

I have recently become aware of additional instances of unprofessional and undermining behavior that I was not aware of. Since our meeting last Thursday, it has come to my attention that you have contacted various advisory board members to share concerns about my leadership. I must admit that I was quite surprised and deeply disheartened upon hearing this. It has left me pondering whether similar outreach has occurred with others. The disclosure of these recent interactions with advisory board members raises significant concerns about our potential to work together, hinting at deliberate and persistent efforts to undermine my leadership.

Accordingly, this letter will be included in your employment record because of the gravity of the situation. It is essential to comprehend that the actions you have taken, as outlined above, are unacceptable and may lead to disciplinary measures, up to and including termination. Consequently, I will be conferring with the president and the HR department to seek counsel and guidance during this pivotal moment.

I still hope that we can find a way to address these issues and move forward.

Sincerely,



Edwin I. Hernández, Ph.D.,
Executive Director
Louisville Institute (louisville-institute.org)

cc: Andrew Pomerville
Kilen Gray