

Response to the letter of November 6, 2023 from Edwin Hernández

To: Edwin Hernández, Kilen Gray, Andrew Pomerville, and Scott Williamson

From: Aimee Moiso

Date: November 9, 2023

Here is a brief timeline of events referenced in this response:

- **Friday, September 22:** email from Aimee to Edwin, Theresia Smith, and Andrew Pomerville seeking clarity around equity and justice issues in relationship to salary numbers to be included in the Louisville Institute grant proposal to Lilly Endowment, Inc.
- **Saturday, September 23:** email correspondence between Aimee and Edwin regarding the September 22 email
- **Monday, September 25:** 10:00 a.m. meeting with Andrew, Theresia, Edwin, and Aimee
- **Thursday, September 28:** 2:00 p.m. meeting with Andrew, Aimee, and Edwin; 3:00 p.m. meeting between Edwin and Aimee
- **Thursday, November 2:** 3:00 p.m. meeting between Edwin and Aimee
- **Monday, November 6:** Letter from Edwin to Aimee

**Supporting documents are attached in the order in which they took place.*

On Monday, November 6, I received a letter from my supervisor, Edwin Hernández, making accusations about my performance as an employee of the Louisville Institute. I wish to contest the contents of letter and ways in which events and actions have been articulated. My desire is to correct inaccuracies and misrepresentations of what has taken place. Additionally, I will offer context for these events, because context — which matters greatly to interpretation — has been omitted.

My focus in this document is on the events and experiences up through email communication I sent to Edwin on November 3. In Edwin's letter, he references that more recently he has heard something from or about Louisville Institute Advisory Board members and communication with me. I communicate regularly with Board members, and so I am not sure what is being referenced, but I would be happy to discuss this concern in due course as I receive more information.

1. *The final sentence of paragraph one of the letter states, "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."*

This sentence reads as if an apology were requested from me following the meeting that took place between Edwin and me on November 2. This is incorrect. During the meeting, Edwin asked me to send an email about "how the conversation between us felt," and to copy Andrew. I intentionally wrote down that instruction to make sure to provide what had been requested. During the meeting, I was not asked to affirm anything, apologize for anything, or take responsibility for anything. A copy of my email from Friday, November 3, is attached.

In the first paragraph of my email response, I did reflect on how I felt about the conversation, as I was asked to do. In the second paragraph in which I mentioned Edwin's concern about feeling undermined, my intention was to reiterate what I had said directly to him in our meeting: that it had not been then nor was it ever my intention to "undermine" him. I chose to

make this point strongly in my email because I had been surprised to discover during the meeting that he had received any of my actions as “undermining” him. November 2 was the first time I had heard the word “undermine” in relation to my work. At no point during any of the conversations or communications of the last week of September, nor in the weeks that followed, was it suggested to me that my actions had been undermining or insubordinate. Aside from a very positive and forward-looking email sent to me September 29 (described under point 9 below), between the meetings on September 28 and the meeting on November 2 Edwin said nothing at all to me about any of the events of the last week of September.

2. *Paragraph 3 begins, “At our meeting last week [November 2], you did share how frustrations had been building up and provided helpful context to better understand your frustrations and behavior.”*

It is accurate that at the November 2 meeting I reiterated that frustrations had grown prior to the meetings and events of the last week of September, which is what I understand to be referenced in Edwin’s letter. However, the letter makes it sound as if frustrations were *only* voiced during those late September meetings. In fact, frustrations had been shared with Edwin by myself and other members of our team as far back as July. The example closest to the events of the last week of September was on September 21, the day before the September 22 email Edwin references, where in an extensive back-and-forth discussion in our office Slack channels I named frustrations at the continual miscommunications, corrections, and re-presenting of information that seemed to characterize work together on the grant proposal. While it is true that frustrations had been building, they had not been unnamed or unspoken previously.

The third paragraph of the letter continues, “I also shared how deeply disappointed I have been by the behaviors you exhibited a few weeks ago [late September], where you displayed unprofessional and undermining behavior.” I do not remember Edwin using the word “disappointed” in our conversation on Thursday, November 2.

Additionally, in this letter the characterizations of the November 2 meeting in general are quite different than my experience. Edwin began this meeting by telling me he really wanted to know and understand what I was feeling, asking specifically to hear from me, “What is in your heart.” He seemed to want to seek clarity and mutual awareness of what was happening in our working relationship. Because of the tone he had set, I understood the meeting to be one of mutual sharing as we sought to understand each other. This tone and orientation continued as we discussed what had transpired during the last week of September. Again, this was the first time I heard anything about Edwin feeling “undermined” by me. Within the context of the conversation we were having, however, I heard him sharing his feelings and seeking mutual understanding. So, after he shared his experience and perception of what had taken place, I did the same — much as I am doing here.

For this reason, I did not interpret the meeting as one in which I was being reprimanded or called to account, nor was I aware that my performance was in any way in question. To me, the meeting had been a chance to clear the air and correct misunderstandings between us, which is what is represented in the follow-up email I sent November 3 (attached).

3. *Paragraph 4 begins, “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.”*

I do not believe that my questions undermined the work that had been done on salaries. I was aware that agreements had been reached (and in fact the numbers that we had received were the result of those agreements). I clearly state my appreciation for Edwin’s work related to the salaries of the staff at LI, and I do not ask for any changes to the agreements that had been reached. My email states that the numbers we had received were not what I had expected, and names my larger concern for equity and justice among our staff and in relationship to the seminary. I also state that this might be a miscommunication, and I ask for further clarification and understanding. As far as I am aware, my questions caused no changes to the salary agreements and did not impact their fulfillment. My email of September 22 is attached.

4. *Paragraph 4 continues, “By copying the President and the CFO, you bypassed the established protocols of leadership.”*

I contest this characterization of what took place. For nearly a year, I have been the primary staff person drafting the 2025-2027 Louisville Institute Continuation Grant Proposal to submit to the Lilly Endowment, for which these salaries were being worked out. Throughout the process, my colleague [REDACTED] and I have been part of all manner of discussions related to the LI budget, and while we were not directly involved in salary conversations we were always aware of the numbers being discussed and kept abreast of developments. Additionally, throughout the process I had been part of conversations with both Andrew and Theresa about aspects of the grant proposal and about the future of LI and LPTS in general. On September 21, for example, I had spoken with Theresa by phone to get clarity around issues related to the grant budget and final numbers. I also spoke with Andrew on September 21 to understand more fully what we would be discussing at the meeting on September 25 (we did not discuss salaries). Conversations with each of them were not unusual.

In fact, throughout the months leading to these events, Edwin encouraged open conversation between the LI staff and the LPTS leadership, suggesting that we engage with LPTS administrators to get to know each other better and build strong relationships between the two entities, which I had done. Thus, when I copied the President and CFO on my September 22 email asking questions about the numbers in relationship to justice and equity, I did so within the framework of: a.) ongoing conversations with all the parties involved about the continuation grant budget and about the relationship between LPTS and LI, b.) the numbers having come from Theresa and wondering if she would be the one to respond to my inquiry, and c.) a meeting scheduled for all four of us for Monday, September 25, to discuss issues related to the grant. I am unclear how this breached any “established protocols of leadership,” or even what those “established protocols” would be.

Finally, my email September 22 articulated that I was not sure of the right avenue for the conversation and that I was happy to discuss the topic elsewhere as appropriate. In my September 23 email, I also apologized if I had misstepped and offered to clarify my intentions with Theresa and Andrew. The entire email chain is attached.

5. *The fourth paragraph continues, "I pointed out your overstepping of boundaries in two separate emails on September 23."*

Neither of these emails mention boundaries, nor do they mention being unprofessional, insubordinate, or outside established protocols. I have attached the entire email chain of September 22 and 23 for reference.

6. *The end of the fourth paragraph (the last sentence on page one) reads, "A meeting was scheduled for September 25, 2023, with the President and CFO to discuss the contents of the email related to compensation matters."*

This sentence is misleading. The September 25 meeting was scheduled September 8; it was not created to discuss the contents of my email. In fact, I said explicitly in my email that if this was not the right forum we could discuss my questions at a different time. The topics of discussion for the September 25 meeting — as articulated by Andrew at the beginning of the meeting and as I understood them beforehand — were the continuation grant overall, and helping Andrew to understand the job responsibilities of the LI executive and associate directors.

7. *The first paragraph of page 2 states, "In a moment of apparent frustration and anger, you slammed the table, leaving all of us stunned by this unprofessional behavior."*

"Slammed the table" is not clear. This could imply that I shoved a table against a wall or something else similar. The plain truth is that I slapped the palm of one hand on the table. In the abstract, slapping a hand on a table in a meeting is at minimum a demonstration of strong emotion. In response to such a demonstration of emotion, an appropriate question to ask is, "What's going on here?" because no actions happen in a vacuum or without context.

This is the context of that moment as I experienced it.

First, I came into the meeting having voiced questions about salaries and equity, and had been told that Edwin preferred to have this conversation between the two of us. I then received an extensive email with attachments from Edwin at 10:30 p.m. September 24 explaining how salaries had been set. I did not have time before the morning meeting September 25 to read Edwin's email in its entirety. My impression from a quick read was that he had reiterated information I had already known, but that he had not directly addressed my questions about justice and equity or that the numbers had been different than I expected. Edwin and I had a regular one-on-one meeting scheduled for that afternoon, and I thought we would discuss these questions at that time.

Second, I was in the position of least power in the room. I was sitting with my supervisor, the CFO, and the president. Because I had understood from Edwin that he wanted discuss my email elsewhere and that he had shared that with Andrew and Theresia, I was not planning to talk about the justice and equity questions I had raised. However, after opening the meeting, Andrew asked me about my questions directly. This put me in an uncomfortable and stressful position; I was being asked about my email, but had also been told this was not what we would discuss at this meeting. I chose to engage the conversation and answer questions from both Andrew and Theresia. Some of their responses helped clarify my understanding.

It was within this overall context that the “hand slap” occurred. As I was both seeking clarification and articulating my convictions in the meeting, I was repeatedly interrupted. My expression of frustration — the “hand slap” — was an involuntary reaction after I had been interrupted multiple times. As I recall, I slapped my hand on the table and said, “I’m not finished” to indicate that I was still speaking. This action was not about the topic being discussed, but was a response to being interrupted. At no time during the meeting did anyone say my action was unprofessional, nor did anyone say anything to me at all about this moment until I met with Andrew and Edwin on Thursday, September 28. Moreover, at the time of the “hand slap,” no one stopped the meeting to address what had led to my frustration or anger. As far as I know, no one was reprimanded or called “unprofessional” for the repeated interruptions I experienced, either.

8. *The first sentence of the second paragraph on page 2 states, “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.”*

Going into the aforementioned meeting on Thursday, September 28, I had little information about its intended purpose. After the September 25 meeting with Andrew and Theresia, Edwin cancelled the one-on-one meeting he and I had scheduled for that afternoon at which I had expected we would discuss my salaries questions and debrief the morning meeting. He also chose to work from home rather than come to the office for the rest of the day. In his messages, he did not indicate any concerns about the meeting we had had that morning, and in fact noted that he was glad for the extended time we had had to speak with Andrew and Theresia (a screen shot from our Slack channel is attached).

On Tuesday, September 26, while I was working from home for unrelated reasons, I discovered an error in the numbers we had received from Theresia, which had accounted for some of my questions related to salaries and misunderstandings prior to and during the Monday meeting. Edwin affirmed that this was a source of misunderstanding, and I felt like this discovery had been clarifying. I have attached that correspondence for reference.

On Wednesday morning, September 27, during our LI staff meeting, I received a notification from Susan DiLuca that a meeting with Andrew, Edwin, and me had been scheduled for Thursday afternoon at 2:00 p.m. No reason for the meeting was given in the invitation. I emailed Edwin directly to ask what the meeting was for, and the response I received was, “Yes, it is to debrief further our meeting from Monday, particularly the very visible expression of frustration and anger that you demonstrated.” I indicated my willingness to participate, though I didn’t fully understand what would be addressed. These emails are attached. Later that afternoon, I asked Andrew in passing about the meeting and he responded that Edwin had called the meeting and had asked him to be present. This was all the information I had prior to the September 28 meeting itself.

9. *The second paragraph on page 2 continues, “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.”*

What I shared in the Thursday meeting was not unsolicited. Here, I was asked directly about the source(s) of my frustrations. I responded by openly naming frustrations about how things had been going at the Louisville Institute under Edwin's leadership. My comments were truthful, specific, and concrete. I did not question Edwin's commitment. At no time was I told that sharing these frustrations was inappropriate or that they should not have been shared in front of Andrew. At no time did Andrew stop me to say he should not be part of this conversation. I reiterate that I did not call the meeting, and Andrew was present at Edwin's request.

At one point in the meeting, I named the awkwardness and discomfort of being called to the president's office with no real understanding of the meeting, in the position of least power, and chastised for behavior that had not been mentioned for three days. I also noted that I had experienced a similar uncomfortable power dynamic and lack of clarity about expectations at the Monday meeting.

10. *A critical omission in the November 6 letter is that after this initial meeting in Andrew's office on September 28, Edwin and I met in his office for another hour or more, during which time he and I had a very open and vulnerable conversation together, which I took to be an extension of and conclusion to the conversation with Andrew.*

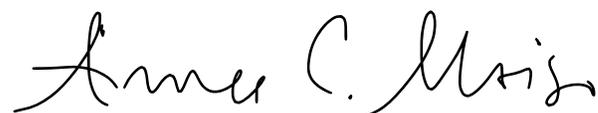
I would be happy to share details of my experience of that second conversation. For the purposes of this document, I will simply say that I left that later meeting in Edwin's office with the belief that Edwin and I had come to a new understanding together, and that perhaps we might begin again. I sent a text to Andrew that afternoon articulating my experience of that conversation. That text to Andrew and responses are attached.

On September 29, Edwin sent an email to me that mirrored my understanding of the second conversation and confirmed to me that we were on new footing. The email did not give any indication that he understood my conduct on Thursday, September 28, to be unprofessional or insubordinate, or give me any reason to anticipate that claim. As I have noted, between his very positive email on September 29, and the meeting we had together on November 2, Edwin said nothing to me about any of these events.

11. *In the third paragraph of page 2, it says, "...it has come to my attention that you have contacted various advisory board members to share concerns about my leadership."*

As I mentioned, this accusation has not been shared with me in full, and because I do not know what has been said I cannot provide any further details. I will be happy to respond more fully, as needed, upon receiving more information.

I hope that this information and context helps clarify these important issues and events. I am glad to respond to any questions or provide further information about what I have relayed in this document, as needed.



From: Aimee Moiso amoiso@louisville-institute.org
Subject: salaries
Date: September 22, 2023 at 4:03 PM
To: Edwin Hernandez ehernandez@louisville-institute.org
Cc: POMERVILLE, ANDREW apomerville@lpts.edu, SMITH, THERESIA tsmith@lpts.edu

AM

Hi Edwin,

I want to thank you for what you've done to advocate for LI staff to receive salaries that are more in line with our work and skills, especially for [REDACTED]. I am especially happy with the work you've done to ensure that we will be able to carry out what is stipulated in our grant going forward.

I was surprised yesterday when I received the memo from Theresia outlining salary amounts, as the totals were not what I expected. The numbers [REDACTED] and I have been working with, which we last sent you September 7, are a bit different from the totals that Theresia provided — specifically, the salaries I expected for myself and you are higher than I was anticipating, and those for the other staff are lower.

It is possible that this was a miscommunication between us during your conversations with Theresia and Andrew, and that numbers were shifted but somehow [REDACTED] and I did not receive them. I am not especially concerned about that.

As I've thought about it, however, I find myself deeply uncomfortable with these proposed salaries as I received them yesterday. I have felt — and have stated openly — that I generally feel suitably compensated for my work, though COLA increases should be continued and increased appropriately each year. I have been most concerned with ensuring livable and fair salaries for the rest of our staff. I appreciate benchmarking with a similar organization (in this case, the Council for Foundations), but I am disturbed that these salary changes increase the gap between the top salaries in our office and those of other staff. I'm also concerned about the gap between what you and I will make at LI, and what others of similar background and experience at the seminary make (e.g. tenured professors, other administrators, etc.). I am not privy to the specifics of the salaries of LPTS administration and faculty, but my understanding is that my salary at my hiring was more or less aligned with a faculty position, which seemed appropriate to me given my experience and education. Benchmarking is important, but so is fairness and equity across other arenas, and this is what concerns me.

I do not know the overall plan for salary increases at the seminary — nor what the salary levels are even now. I hope that everyone will be increased generously. But I've been thinking about this since receiving Theresia's memo yesterday, and I wanted to speak openly about it. I don't know if this would be a topic to discuss at our meeting with Andrew and Theresia on Monday, perhaps to provide me with a better understanding of how these numbers came to be. Or if another time or venue is more appropriate for conversation, that is also fine.

I look forward to our meeting on Monday, and future conversations, as well.

Aimee

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute

Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

From: Edwin Hernandez ehernandez@louisville-institute.org
Subject: Re: salaries
Date: September 23, 2023 at 2:42 PM
To: Aimee Moiso amoiso@louisville-institute.org



I totally understand your commitments, not a problem. And yes, I would have preferred that you and I would have resolved this issue. Moving forward, let's work these critical issues together and only bring them into the conversation as needed and in a coordinated manner. These conversations have been difficult and have taken a long time—and through it all, like I shared at the LI staff meeting two weeks ago, on Sept 13, we have achieved much on the compensation front. And I also said at that staff meeting, that we had come to an agreement with LPTS leaders that we would start the team at the 25th percentile and move to the 50th level by year three using the COF salary report for all five positions, and institute a bonus system between years one and two and two and three. I will explain in more detail in my note to you.

I did tell Andrew and Theresia that I would respond to you and hopefully clarify.

I will respond to you in detail the journey we have been on, with copies of all of my emails, with the purpose of creating better understanding and being totally transparent. That is my hope.

Thanks again and have a good rest of the day and tomorrow.

Edwin

On Sep 23, 2023, at 2:30 PM, Aimee Moiso <amoiso@louisville-institute.org> wrote:

Hi Edwin,

I apologize if I misstepped — I included Andrew and Theresia only because I wasn't sure if perhaps they were the ones to answer the question or provide a response. I am still unclear about how this will all work, but I understood them to be part of this process and didn't want go behind their backs if they were the best ones to explain the situation.

I am not available for a conversation tomorrow (church events all day) but if you would like me to send a second message letting them know that you and I will discuss it further and conversation with them Monday is not needed, I am happy to do so.

Thanks,
Aimee

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of*

the regular business day. Please feel free to reply during your working hours.

On Sep 23, 2023, at 2:24 PM, Edwin Hernandez <ehernandez@louisville-institute.org> wrote:

Hi Aimee,

I hope you are doing well enjoying the beautiful day. Thanks for your note which I will respond to later today. I wish you would have kept this matter between the two of us as there is definitely a misunderstanding which I will hopefully clarify.

Do you have time tomorrow morning to meet over coffee or later in the day to discuss these issues?

Thanks again and seeking to understand and clarify these important matters.

Edwin

On Sep 22, 2023, at 4:03 PM, Aimee Moiso <amoiso@louisville-institute.org> wrote:

Hi Edwin,

I want to thank you for what you've done to advocate for LI staff to receive salaries that are more in line with our work and skills, especially for [REDACTED]. I am especially happy with the work you've done to ensure that we will be able to carry out what is stipulated in our grant going forward.

I was surprised yesterday when I received the memo from Theresia outlining salary amounts, as the totals were not what I expected. The numbers [REDACTED] and I have been working with, which we last sent you September 7, are a bit different from the totals that Theresia provided — specifically, the salaries I expected for myself and you are higher than I was anticipating, and those for the other staff are lower.

It is possible that this was a miscommunication between us during your conversations with Theresia and Andrew, and that numbers were shifted but somehow [REDACTED] and I did not receive them. I am not especially concerned about that.

As I've thought about it, however, I find myself deeply uncomfortable with these proposed salaries as I received them yesterday. I have felt — and have stated openly — that I generally feel suitably compensated for my work, though COLA increases should be continued and increased appropriately each year. I have been most concerned with ensuring livable and fair salaries for the rest of our staff. I appreciate benchmarking with a similar organization (in this case, the Council for Foundations), but I am disturbed that these salary changes increase the gap between the top salaries in our office and those of other staff. I'm also concerned about the gap between what you and I will make at LI, and what others of similar background and experience at the seminary make (e.g. tenured professors, other administrators, etc.). I am not privy to the specifics of the salaries of LPTS administration and faculty, but my understanding is that my salary at my hiring was more or less aligned with a faculty position, which seemed appropriate to me given my experience and education. Benchmarking is important, but so is fairness and equity across other arenas, and this is what concerns me

important, but so is fairness and equity across other arenas, and this is what concerns me.

I do not know the overall plan for salary increases at the seminary — nor what the salary levels are even now. I hope that everyone will be increased generously. But I've been thinking about this since receiving Theresia's memo yesterday, and I wanted to speak openly about it. I don't know if this would be a topic to discuss at our meeting with Andrew and Theresia on Monday, perhaps to provide me with a better understanding of how these numbers came to be. Or if another time or venue is more appropriate for conversation, that is also fine.

I look forward to our meeting on Monday, and future conversations, as well.

Aimee

Rev. Aimee Moiso, PhD (*she/her*)

Associate Director

Louisville Institute

1044 Alta Vista Road

Louisville, KY 40205-1798

www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

Monday, September 25th ▾



Edwin Hernandez 7:45 AM

Good morning. I hope you had a good weekend. Happy to meet at 9 am to coordinate for our 10 am meeting with Andrew and Theresia.



Edwin Hernandez 11:52 AM

Let's reschedule our one-on-one till later this week. I will be working from home the rest of the day and let's wait to hear back from Lilly--hopefully soon. Glad that we had an extended opportunity to talk with Andrew and Theresia.



Aimee 12:14 PM

Okay, that's fine. I'm working from home tomorrow because of tree trimmers at my house.

From: Aimee Moiso amoiso@louisville-institute.org 
Subject: source of confusion
Date: September 26, 2023 at 9:15 AM
To: Edwin Hernandez ehernandez@louisville-institute.org
Cc: [REDACTED]



Hi Edwin,

As I've been working through these salary documents in anticipation of updating parts of the final proposal for Lilly, I think I've located the source of a lot of the budget questions from yesterday. You have been using page 355 of the COF compensation summary and benchmarking yourself as a VP for programs (attached, with your markings). But somehow Theresa has been using a different measure (see the attached page 18 from your compensation exhibits — I've underlined the salary in question). I don't know if this is a mistake or if there was an intentional change from the COF numbers for your salary, but in either case can you please confirm this with Theresa and let us know which is the correct salary range?

Thanks!
Aimee

Exhibit #21



Theresa Smith
RE: 2022-2024 budget comparisons
To: Edwin I. Hernandez, Cc: Andrew Pomerville

September 20, 2023 at 4:00 PM



Final Salary – adjusted for Briana

From: Edwin Hernandez <ehernandez@louisville-institute.org>
Sent: Wednesday, September 20, 2023 3:05 PM
To: SMITH, THERESIA <tsmith@lpts.edu>
Cc: POMERVILLE, ANDREW <apomerville@lpts.edu>
Subject: Re: 2022-2024 budget comparisons
Importance: High

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

[See More from Edwin I. Hernandez](#)

			Proposal					
			25th + progress to 50th					
All Sizes				All Sizes				

From: Edwin Hernandez <ehernandez@louisville-institute.org>
Subject: Re: source of confusion
Date: September 26, 2023 at 1:43 PM
To: Aimee Moiso <amoiso@louisville-institute.org>
Cc: [REDACTED]



Yes, I will confirm. Thanks

On Sep 26, 2023, at 1:11 PM, Aimee Moiso <amoiso@louisville-institute.org> wrote:

Well, that makes a lot more sense and helps clarify so much! One other question: Theresa mentioned a 4% COLA yesterday, and [REDACTED] and I have been using 5%. Can you confirm with Theresa which of those numbers we should be using?

And do you think any of this requires revised documents for Lilly?

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

On Sep 26, 2023, at 12:37 PM, Edwin Hernandez <ehernandez@louisville-institute.org> wrote:

Hi Aimee,

You are correct, this is the source of the confusion and it is a mistake. I spoke with Theresa and she is redoing this chart. In my case, I would only be getting COLA from now on through, while the rest of the team is actually moving to the 50th based on the COF data. I would NOT be moving to the 50th as the chart currently states. So yes, it was a mistake.

I hope this helps to clarify.

Edwin

On Sep 26, 2023, at 9:15 AM, Aimee Moiso <amoiso@louisville-institute.org> wrote:

Hi Edwin,

As I've been working through these salary documents in anticipation of updating parts of the final proposal for Lilly, I think I've located the source of a lot of the budget questions from yesterday. You have been using page 355 of the COF compensation summary and benchmarking yourself as a VP for programs (attached, with your markings). But somehow Theresa has been using a different measure (see the attached page 18 from your compensation exhibits — I've underlined the salary in question). I don't know if this is a mistake or if there was an intentional change from the COF numbers for your salary, but in

mistake or if there was an intentional change from the COI numbers for your salary, but in either case can you please confirm this with Theresia and let us know which is the correct salary range?

Thanks!
Aimee

<Exhibits of LI Compensation Related Communications copy 2.pdf>
<2022-grantmaker-salary-benefits-report-full (Page 355 Marked) copy.pdf>

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

From: Aimee Moiso amoiso@louisville-institute.org
Subject: Re: Andrew, Edwin and Aimee mtg
Date: September 27, 2023 at 11:32 AM
To: ehernandez@louisville-institute.org



Okay. Happy to debrief further.

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

On Sep 27, 2023, at 11:31 AM, Edwin Hernandez <ehernandez@louisville-institute.org> wrote:

Yes, it is to debrief further our meeting from Monday, particularly the very visible expression of frustration and anger that you demonstrated.

On Sep 27, 2023, at 11:13 AM, Aimee Moiso <amoiso@louisville-institute.org> wrote:

Can you tell me more about this meeting? I don't know anything about it.

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*

Begin forwarded message:

From: "DILUCA, SUSAN" <sdiluca@lpts.edu>
Subject: Andrew, Edwin and Aimee mtg
Date: September 27, 2023 at 11:07:15 AM EDT
To: "POMERVILLE, ANDREW" <apomerville@lpts.edu>, Edwin Hernandez <ehernandez@louisville-institute.org>, Aimee Moiso <amoiso@louisville-institute.org>

|| <Mail Attachment.ics>

*** Note — the attachment here is the calendar invitation for the meeting with Andrew and Edwin scheduled for 2:00 p.m. Thursday, September 28.**

To: Andrew Pomerville



Thu, Sep 28 at 4:23 PM



Good news: Edwin and I had a dam-breaking convo after our meeting with you and are in a really good place. I think this is a hard reset. Feel free to direct your firefighting efforts away from LI.



Especially now that we have a number from Lilly.



This is a wonderful text to read. I really hope this reset will make the difference.

Thank you and Edwin for trusting me to be a part of the conversation and I hope you both will move forward in a very positive way together and with the team. I am out of touch the next few days while I am at University of Louisville tomorrow and traveling this weekend. I'll be back on Monday afternoon and certainly can answer questions via text. However, and most importantly, I hope you and the team get to celebrate the almost completion of the great renewal. 18+ million dollars is nothing to sneeze at! You've done tremendous work and I'm glad we are on the other side of this.



Oddly, I think we got here in part because of me slamming my hand down in the Monday meeting — it wasn't a good choice, but it brought things to a head and demonstrated the severity of the situation. Edwin responded to me with vulnerability and honesty that I haven't seen before. It felt like a miracle. Thanks for facilitating today — I hope this is a new start.

I really hope it is the beginning of a fresh start and we are in a good place going forward.

Again, go celebrate that grant renewal! That's a good news in the midst of all of this!



I'll get there. Need a bit of space. But I will.

From: Edwin Hernandez ehernandez@louisville-institute.org
Subject: Thank you!
Date: September 29, 2023 at 2:39 PM
To: Aimee Moiso amoiso@louisville-institute.org



Hi Aimee,

I hope your day is going well as you prepare for the VTE conference on Monday/Tuesday.

As I mentioned in Slack, I am flying out tomorrow morning to Orlando to attend the funeral of my best friend's mother. She was 96 years old, a long and fruitful life. Imagine, she was in my parent's wedding back in Chicago in the early 50s. A very special family to me. I will return Sunday night.

I just wanted to thank you for the conversation we had yesterday. It was critically important and I appreciated the spirit of solidarity and openness that we experienced. Sharing openly vulnerabilities and confessing with each other can be painful at times, but it will always bring greater understanding, healing, and appreciation of each other. We will continue the conversation we have started in the spirit of support, generosity, and gratitude..

Please forgive me for contributing to frustrations you have experienced. That was never my intent, though I realize how I have contributed to it. I do ask for your continued support, understanding, patience, and willingness to share both the joys and concerns.

I am committed to our mission, establishing better communications, doubling efforts at understanding and executing my role, and supporting the team in all endeavors. This is an exciting moment for LI and LPTS—a relationship that is being restored and will continue to improve and strengthen. The mission of LI is inspiring and calls out the best in all of us to serve our constituencies and ultimately to strengthen the church.

Thank you again for your honesty, support and solidarity.

Wishing you a good and blessed weekend and I'll see you Monday morning.

With gratitude,

Edwin

From: Aimee Moiso amoiso@louisville-institute.org
Subject: Follow up from yesterday
Date: November 3, 2023 at 1:57 PM
To: edwin Hernandez ehernandez@louisville-institute.org
Cc: POMERVILLE, ANDREW apomerville@lpts.edu



Dear Edwin,

Thank you for our meeting yesterday. I think we went a long way toward clearing up some misunderstandings and assumptions between us, especially around the meetings and communication we had during the last week of September. I really appreciate you taking initiative to have the conversation with me (and you also mentioned talking to [REDACTED]), and am grateful for your willingness to speak openly and honestly about your experiences and to hear and receive mine (I'm just sorry it didn't happen sooner!). I am also grateful for the steps you are now taking to improve workplace dynamics — such as finding someone to work with our staff in December to help with continuing issues around communication, expectations, and trust — and to get us all on better footing to carry out the mission of the Louisville Institute together.

I have been reflecting on what you said about feeling undermined when I raised concerns in my Sept. 22 email over issues of justice related to salaries (on which I copied Andrew and Theresia), and in the meetings that followed that week. It was clear as we talked yesterday that we experienced those events in very different ways, and I think we've come to new understanding of one another. I want to say again that it is not now nor was it then my intention to undermine you; my hope was to prompt conversation with the people who I believed to be involved in the decisions. I am sorry for the misunderstanding that transpired between us and the ways it led to deeper hurt and frustration.

I look forward to further conversation that clears the air, as yesterday's conversation did, and that continues to lead us toward healthier relationships in our office and throughout our work. I am grateful for your attentiveness to these issues and your efforts to address them.

Thanks again for the conversation yesterday.

Warmly,
Aimee

Rev. Aimee Moiso, PhD (*she/her*)
Associate Director
Louisville Institute
1044 Alta Vista Road
Louisville, KY 40205-1798
www.louisville-institute.org

**Because we work flexible schedules, you may receive messages from us outside of the regular business day. Please feel free to reply during your working hours.*