

Memo:

Executive Director Performance Review and Board Progress Report 2020

Background

The Executive Committee has been tasked with conducting the annual performance review of the Executive Director. Based on last year's performance evaluation, which was done by a questionnaire distributed to Board members, and which did not provide useful and relevant evaluation parameters, the committee decided to propose a different approach to the performance review for 2020.

One of the concerns in last year's performance review was that the questionnaire items did not sufficiently reflect the job description in the Executive Director's employment contract. This year we wanted to make sure that the performance review covered relevant areas of the Executive Director's responsibility. We therefore used the Executive Director job description as a starting point, outlining the five areas of responsibility included in the contract: Gallery management, public relations, principal fund raiser, functioning as primary staff for the Board of Directors, and managing human resources.

We also wanted to address the strategic areas defined in the AGN Business Plan for 2019-2020 (approved in November 2018), to see how the AGN and the Executive Director have followed up on these areas. In going through the strategic priorities outlined, we found that these areas align well with the Executive Director's responsibilities. We therefore decided that combining the strategic focus areas with the Executive Director's responsibilities would 1) give us a measure of our success in achieving the strategic goals set out in the business plan, and 2) provide us with a meaningful and transparent review of the Executive Director's performance. In other words, the document would provide the Board with a progress report as well as a performance review for the Executive Director.

We modeled the progress report on the last AGN Progress Report from 2018, evaluating each strategic focus area in terms of **Achievements** (what has been accomplished to date), **In Progress** (tasks and processes that are not completed, describing progress made), and **Next Steps** (how to achieve the strategic priorities that have not been accomplished). We believe that this also will be useful and relevant information for the work on the strategic plan for next period.

The last area of Executive Director responsibility, Human Resource Management, is not part of the strategic priorities of the AGN, but constitutes the day-to-day operation and management of AGN staff. The items in this section will therefore be evaluated in terms of actual observations of performance and comments provided.

Process

The document will be presented for Board approval at the October Board Meeting. The Executive Committee and the Executive Director will then separately provide detailed information about achievements for each of the strategic priorities, items in progress, and suggested next steps. In this process, input from all Board members will be invited. The completed forms will then be compared and discussed with the Executive Director.

The Executive Committee will present the completed documents and a summary of the progress report and the Executive Director performance review at the November Board meeting. This will be an in-camera presentation and discussion.

The Executive Committee proposes that this document be revisited every year, providing the Board and Executive Director with a progress report on strategic priorities as well as a performance review of the Executive Director, in a process that is meaningful, informative and transparent.

On behalf of the Executive Committee

Astrid Richardsen

The draft progress report document is attached. The chair will request a motion for the Board to accept the document and the process outlined.

Mary

Executive Director and Board Progress Report 2020

The Executive Director (ED) and Board Progress Report for 2020 is based on the following documentation:

1. The Job Description for the ED outlining areas of responsibility
2. The Business Plan 2019-2020 with an outline of the Strategic Focuses of the AGN
3. AGN Progress Report 2 from 2018

According to the Job Description for the ED, the ED's responsibilities are concentrated in five areas: Gallery management; public relations; principal fund raiser; primary staff for the Board of Directors, and human resource management. The Business Plan for 2019-2020 outlines a series of strategic focuses that align with the ED's responsibilities. The following pages are intended to monitor and measure our success for the period of 2019-2020. The form is organized according to the ED's five responsibilities, with the relevant strategic focuses outlined under each of the five areas.

Achievements

Our achievements indicate what has been accomplished to date toward meeting the strategic priorities.

In Progress

In Progress are tasks and processes that are not completed and describes what progress has been made.

Next Steps

Next Steps set out how the strategic priorities that have not been accomplished will be achieved. These may constitute projects, program-based initiatives and new and changing priorities within the AGN.

Executive Director Responsibility: Gallery Management				
	Strategic Focus: Collections management and Exhibitions	Achievements	In Progress	Next Steps
	1. Ensure that the stewardship of the Gallery's outstanding Permanent Collection is a top priority, adhering to the highest museum standards in exhibition and public programming scholarship, publications, documentation, storage, preservation, care and conservation.			
	2. Maintain an active process of acquisitions for the Permanent Collection through stellar gifts and purchases, and highlight this activity on the AGN website.			
	3. Create dynamic rotations of the Gallery's growing Permanent Collection and provide curated exhibitions.			
	Strategic Focus: Audience Development/Public Awareness/ Welcoming Environment	Achievements	In Progress	Next Steps
	1. Position the AGN, locally, regionally and nationally as an energetic, innovative, and vital institution that attracts a growing and diverse audience, making it a powerful force for artistic culture in Northumberland County.			
	2. Gather market research, analyze data, and develop ways to serve audiences.			
	3. Continue to offer innovative public programming that makes art accessible, with a special focus on educating future generations.			
	4. Commit funds in the annual operating budget for promotion through public relations, marketing, and advertising.			

	5. Assign top priority to the development and maintenance of a website that is easy to navigate and rich in content, reflecting the vitality and energy of the AGN experience to our community of virtual visitors, potential guests, and loyal members.			
	6. Provide a welcoming and hospitable environment for Gallery guests of all backgrounds that will affirm their choice in visiting, inspire them to learn, beckon them to return and encourage others to visit.			
	7. Create an ever-widening circle of supporters and advocates through the most current social media tools.			
	8. Develop an outstanding team of volunteers that are ambassadors for the AGN, that not only represent the AGN, but are passionate about the role of visual arts in a sustainable and vital community.			

Executive Director Responsibility:				
Public Relations				
	Strategic Focus: Education/Partnerships	Achievements	In Progress	Next Steps
	1. Provide education programs including art classes and workshops for adults, youth and children.			
	2. Organize Summer Camps and March Break programs, workshops and instruction in local schools and professional development workshops for artists and teachers.			
	3. Strive to develop short and long term relationships with community partners to enhance our presence in our community and beyond.			

Executive Director Responsibility: Primary Staff for the Board of Directors				
	Strategic Focus: Financial Projections/Financial Stability	Achievements	In Progress	Next Steps
	1. Develop strategies for a sustainable annual operating budget through revenue initiatives that will maximize institutional creativity and support program excellence.			
	2. Monitor progress vigorously and regularly.			
	3. Grow and expand our financial support base to sustain operational and artistic objectives.			
	4. Leverage our institutional influence, brand and reputation to secure sponsorships and partnerships. Position the AGN as a recognized leader, player and partner in Northumberland County economic promotion.			

Executive Director Responsibility: Principal fundraiser				
	Strategic Focus: Endowment Development/Fundraising	Achievements	In Progress	Next Steps
	1. For the 60th Anniversary Celebration in 2020, enrich and fortify the institution through a major Endowment Campaign that will support its mission and vision.			
	2. Create a donor ask and recognition program to entice and reward sustained giving by developing a plan that builds on the AGN's network and creates enduring relationships that support the AGN short and long term.			
	3. Develop sustainable fundraising initiatives such as AGN Spotlight Series and events that tap a cross-section of supporters.			

NOTE: The ED manages the office and the Board and Executive Committee have very little day to day interaction with the staff. The staff is small so interviewing is not feasible. Consequently the points under HRM are observations rather than evaluations.

Executive Director Responsibility: Human Resource Management (HRM)	Observations	Comments
	1. The ED develops office staff position descriptions and recruits, screens and hires office staff; and reports to Executive Committee and the Board.	
	2. When finances are not available to hire staff, the ED recruits, trains and supervises volunteers for specific tasks.	
	3. The ED has a very good working relationship with her staff.	
	4. The atmosphere at the office is relaxed and collegial.	
	5. Office files are neat and properly secured where required.	
	6. The President and the Board have received no complaints about the ED.	