



**RENEWAL OF THE PRESIDENT AND VICE-CHANCELLOR
(GRAHAM CARR)**

EVALUATION THEMES & CRITERIA

Approved on July 12, 2023

Evaluation Themes

Success in meeting the goals and objectives established annually and in the areas of responsibilities with respect to:

1. Vision and leadership

- Prioritize academic and research future for Concordia
- Re-emphasize commitment to faculty, staff and student welfare and relations in changing environment
- Lead design and delivery of strategic directions for institution as a whole
- Present and deliver an innovative, differentiating vision for Concordia
- Ensure staff and administrative capacity and accountability to deliver mission, including through restructuring and recruitment where needed
- Demonstrate integrity and high ethical standards in management
- Foster engagement within the University community, including faculty, staff and students.

2. Reputation

- Engage internal constituents via organized community events, visits to units and hosting events
- Prioritize government relations (3 levels) that present Concordia constructively
- Engage with local and national stakeholders and influencers through leadership on inter-institutional, multi-sectoral bodies, public speaking and media presence
- Represent a strong image of Concordia on the international scene and forge new solid global linkages with key, strategic partners

3. Academic and research environments

- Commitment to student success at the undergraduate and graduate levels
- Stimulate increased research activities and funding
- Advance Concordia's learning and teaching environments
- Drive the innovation agenda by supporting various initiatives

4. Advancement and alumni relations

- Build foundation for ambitious new fundraising campaign
- Set academic, research and innovation priorities in consultation with the senior academic leadership
- Develop an inspiring case for support for future of Concordia
- Engage with established and new and potential donors, locally and abroad

5. Administration

- Ensure strong financial accountability whether in good times or bad
- Ensure investment in critical systems upgrades in areas such as cyber-security, financial and HR administration to protect the institution and support the transition to future work models
- Develop the physical plant and building assembly of the campuses to suit future needs
- Maintain timely open and responsive communication with the community in general, including faculties, staff and student representatives about topics of importance
- Maintain strong working relationship with the Board of Governors
- Maintain collegial labour relations that transcend collective bargaining negotiations

Evaluation Criteria

1. Demonstrates quality of leadership in the University and to the broader external community. Known as a “champion” for Concordia
2. Demonstrates collaborative, team-focused approach and works effectively with the Board of Governors, Senate, the senior team and all constituents throughout the organization
3. Focuses on overarching vision while remaining flexible to adjust vision when required
4. Listens and responds effectively to constituencies, manages complexities, and negotiates diverse views
5. Encourages initiatives/actions that are results-oriented and effective
6. Leads with innovative and strategic thinking, encouraging it in others
7. Promotes institutional renewal, leading review and change initiatives in the University that modernize/professionalize functions
8. Achieves effective and efficient use of resources