



**PROFILE OF THE IDEAL CANDIDATE**  
**PRESIDENT AND VICE-CHANCELLOR**  
**CONCORDIA UNIVERSITY**

The President and Vice-Chancellor is an *ex officio* member of the Board of Governors and of Senate. The President provides leadership and overall strategic direction for the operation of the academic and business affairs of the University. Under the By-Laws of Concordia University, the President is formally responsible for carrying out all decisions of the Board of Governors and of Senate. The President has such powers as required to carry out these duties, as well as many other powers and duties that may be assigned by the Board under Article 6 of the By-Laws.

Dedicated to the development of all sectors of the University, the ideal candidate has demonstrated success through leadership experiences in an academic setting.

**Background**

A combination of education and experience that would command respect from all sectors of the University community would typically suggest:

- Ph.D. or highest credential in the discipline along with an exceptional record of achievement in teaching, research/scholarly activity and university or similar service, having achieved the highest academic or administrative rank.
- Candidates may also be leaders of established national presence, with a demonstrated comprehensive understanding of universities or other research or related institutions, their cultures and processes, and their role in society.

**Interpersonal skills**

- Works effectively and efficiently with others to build a clear sense of direction and achieve results.
- Unifying and visionary leader with demonstrated ability to identify key levers for opportunities to make change.
- Unites people through listening to and synthesizing ideas, and helping people reach the best decisions. Articulates strong and clear academic vision and engenders excitement, engagement, and passion in others. Builds bridges with the community, government, granting agencies, and other higher education institutions.
- Demonstrates excellent listening, oral, and written communication skills, and commitment to dialogue, collaboration, and transparency in working at all levels. Presents diplomatically and deals effectively with the media.
- Can work well with all sectors of the University, including students, staff, faculty, unions, senior management, Board, Senate, and alumni. Enjoys sharing success and credit – is generous in the celebration of achievement of others.
- Delegates effectively. Leads without micromanaging. Shows a willingness to learn and seek advice from others, but has the strength to make the final decision, recognizing that not all decisions will meet with unanimous acceptance.

- Demonstrates a welcoming manner that is transparent and conducive to cooperative interaction, listening to the concerns of all groups and developing a positive environment.

### **Experience: academic leadership**

- Commitment to academic freedom. Responsive to our dedicated, talented faculty who value excellence in education and the autonomy to convey enthusiasm for their areas of expertise.
- Experience in working with a Board and helping it work with the realities of a complex organization in defining overall strategic direction for an institution and in monitoring performance. Experience with governing bodies in universities or similar institutions and demonstrated ability to work with them effectively in a manner that is clear, accountable and positive. Demonstrates commitment to collegial decision-making processes.
- Evidence of success in developing conceptual and tactical strategies to strengthen an academic organization, including inspiring others to address significant challenges; strong record as an academic leader in a setting where changes were introduced to:
  - Enhance teaching and the learning experience of students
  - Promote research, encourage researchers, and optimize research resources
  - Foster constructive decision-making processes
  - Establish linkages and partnerships within Canada and internationally
  - Develop facilities and infrastructure.
- Commitment to equity, diversity and inclusion, such as, actively supporting the indigenization and decolonization of the academy, responding to the Truth and Reconciliation Commission's calls to action and Universities Canada's principles on indigenous education, religious accommodation, access to higher education, and diversification within disciplines.

### **Experience: operations**

- Established record of experience building, working with, and delegating to an effective leadership team whose members bring skills to implement strategies and deliver measurable results.
- Guides timely operational decisions with commonsense administration, transparent bureaucratic mandates, and creative thinking when meeting new operational challenges and pioneering future opportunities.
- Demonstrated ability to attract and retain top-level talent, with an understanding of the challenges of staff renewal in a competitive climate. Experience in fostering competitive conditions for faculty and staff would be an asset.
- Evidence of strong fiscal management, including leadership with university budgeting processes, fund accounting, financial solvency, and successful experience with employee relations in a unionized setting.
- Highly knowledgeable and sensitivity to student issues, such as tuition, debt, accessibility, program needs and employment opportunities. Appreciation of how student support services can enhance Concordia University's competitive advantage and knowledgeable about current trends in student development theory and approaches.
- Sensitivity to the cultural diversity of students, faculty and staff. Promotes diversity and an inclusive atmosphere of our intellectual community at all levels.

- Experience with innovative and effective strategies that build an international presence in teaching, research and scholarship, and service.
- Familiarity with progressive management practices in universities.

**Experience: external relations**

- Has a global vision and is articulate and persuasive in representing the University in order to gain the support of diverse constituents locally, nationally and internationally.
- Has worked strategically within the frameworks that government provides and is comfortable working in a non-partisan way with government and opposition parties.
- Success in increasing the income to an organization through government sources, granting councils, private partnerships, and fund raising.
- Comfortable in taking on a high profile role in the community, and in presenting opportunities for community leaders to contribute as volunteers and donors to the University.
- Ability to assist those in the academic environment work collaboratively with those in the wider community and is a goodwill ambassador with the skills to build and maintain relationships with local, national, and international communities.
- Can work within the unique situation of Québec, and is sensitive to differences in culture, management, and Québec's particular perspective on educational policy.

**Personal qualities**

- Innovative and energetic.
- Ethical, honest, and committed to equity and fairness.
- The ability to communicate in both English and French.
- Focused on goals and persistent in meeting objectives.
- Exercises good judgment in difficult circumstances, taking into account both short- and long-term consequences and due process.