



**REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR
(ALAN SHEPARD)**

EVALUATION THEMES AND CRITERIA

Approved on March 23, 2016

Evaluation Themes

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

1. Vision and leadership

- Commitment to student welfare and relations
- Design and lead an inclusive strategic planning process
- Execute an innovation vision for Concordia
- Restructure areas where necessary and hire new senior administrators
- Demonstrate integrity and high ethical standards in management

2. Reputation

- Engage internal constituents via organized community events, visits to units and hosting events
- Change the culture of labour relations by concluding collective agreements in a timely manner
- Engage with local and national constituents by seizing opportunities for speaking events, ensuring active presence in innovative projects of relevance for Concordia
- Represent a strong image of Concordia on the international scene and forge new solid global linkages with institutions and friends
- Focus on government relations

3. Thriving academic and research environments

- Commitment to students 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 new fundraising campaign
- Set academic and research priorities in consultation with the senior administrative and academic leadership to prepare plan for soft launch
- Engage with established and potential donors, locally and abroad

5. Administration

- Ensure a strong financial process
- Strive for timely conclusion of collective agreements

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.