

## REVIEW OF THE CHIEF FINANCIAL OFFICER (CCO) (DENIS COSSETTE)

### EVALUATION THEMES AND CRITERIA

#### Evaluation Themes

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

#### 1. **Budget**

- Work from a deficit budget position towards targeting a balanced budget and the recovery of the accumulated deficit
- Actively participate in the implementation and monitoring of the new funding formula, including establishing an international students strategy and executing strategic mandates
- Establish budget communication framework and approach for greater transparency with the community
- Develop and implement short-term financial measures to meet the immediate budget challenge posed by COVID to University operations
- Lead principles-based, medium-term scenario planning to enable the University to recover from the financial impact of COVID and build for the future

#### 2. **Long-term capital strategy**

- Develop framework for the increase of the University's maximum borrowing capacity and the issuance of long-term borrowing
- Support negotiations and funding of real estate acquisitions
- Maintain and protect the University's assets and long-term capital capacity
- Integrate sustainable strategy in the long-term capital strategy
- Participate actively in the long-term pension fund funding and financing strategy to protect its long-term sustainability

#### 3. **Financial services team**

- Review of the function and integration of facilities and finance procurement activities, including hiring the appropriate personnel and the review of key policies (Travel, Capital Budget, Procurement)
- Develop the team's skills and competencies, including communications
- Maintain motivation, cohesion and integration between operations and the development and implementation of the HRIS/FIS
- Develop a succession planning

#### 4. **Concordia University Foundation**

- Consolidate the University's financial statements with those of the Concordia University Foundation (CUF)
  - Review the role and structure of CUF
  - Implement and deploy sustainable objectives and framework to develop a comprehensive sustainable investment policy
- 5. Relations with government and external institutions**
- Develop and enhance the relationship with the government (Ministry of Higher Education, Autorité des marchés publics, Conseil du Trésor, Ministry of Finance) to influence policies and frameworks, in particular during the current and post COVID-19 crisis
  - Participate and liaise with educational institutions related to Quebec universities to enhance relationships with such institutions
- 6. Replacement of HRIS/FIS**
- Provide direction and oversight for the stewardship leading to the University's approval and investments in the University's human resources information system and financial information systems (HRIS/FIS)
  - Ensure transparent and rigorous implementation of the project to balance budget, scope, timeline, and community readiness

### Evaluation Criteria

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1. Builds and maintains positive relations with key stakeholders across the University.
2. Initiatives/actions are results-oriented and effective.
3. Leads with innovative and strategic thinking, encouraging it in others.
4. Sector/functions show effective and efficient use of resources.
5. Demonstrates quality of leadership in his sector through mentorship, talent development and succession planning.
6. Demonstrates quality of leadership to the broader community. Known as a "champion" for Concordia.
7. Promotes institutional renewal, leading review and change initiatives in the sector that modernize/professionalize functions.
8. Demonstrates collaborative, team-focused approach and works effectively with the President, the senior team, and throughout the organization.
9. Manages complexities, able to communicate across constituencies, negotiate conflicting views.