LEADERSHIP (STRATEGIC, ADAPTIVE)

STRATEGIC LEADERSHIP:
Identifies and communicates the vision of the Department/School/Unit to the stakeholders
Scans the environment to plan strategic approaches and develops solutions
Engages staff in the visioning and strategic planning process
Portrays a progressive and professional image of the Department/School/Unit
Effectively cultivates and manages key constituent relationships

ADAPTIVE LEADERSHIP:
Demonstrates the ability to develop practices that break through gridlocks and accomplish change
Demonstrates active leadership to the changing environment
Focuses on value-added outcomes
Demonstrates flexibility and responsiveness

LEADERSHIP (PEOPLE, RESULTS)

PEOPLE LEADERSHIP:
Fosters an environment of open, honest and respectful discussion of all issues
Communicates effectively to internal and external audiences by tailoring message, style and content
Listens attentively and with empathy to concerns expressed by others
Establishes credibility by demonstrating broad knowledge, good judgement and deep expertise
Motivates and challenges others to find new opportunities and continuously improve the department/school
Delegates to direct reports appropriately
Works toward achieving consensus among stakeholders

RESULTS LEADERSHIP:
Effectively identifies, attracts and hires new faculty
Demonstrates the ability to set priorities
Promotes engagement and development of all faculty
 Creates a climate in which faculty and staff are encouraged to develop and continuously learn
Ensures others have the resources, information, authority and support needed to achieve strategic objectives
Provides insightful, motivating and constructive feedback, mentoring and guidance
Holds herself/himself accountable and ensures accountability in others for achieving results
LEADERSHIP (EDUCATIONAL MISSION)

**UGME and PGME**: effective management of UGME and PGME mission, including management of student mistreatment cases.

**Health professions**: Effective management of educational mission in health professions programs, including management of student mistreatment cases

**Graduate Studies**: effective management of graduate program, including effective management of learner mistreatment cases

**Undergraduate Program**: effective delivery of undergraduate courses

Ensures all supervisors have appropriate University appointments

LEADERSHIP (RESEARCH MISSION)

Mentoring and evaluation of departmental members
Development and co-ordination of research activities
Generation of funding (if applicable)

ADMINISTRATION - FACULTY, UNIVERSITY

Sound fiscal management of departmental funds
Effectively communicates at all levels
Encourages faculty participation in governance
Participates in Faculty and University governance committees, work groups, meetings, etc

ADMINISTRATION - OUTSIDE ORGANIZATIONS

Conference planning
Participation on professional bodies
Advice to governments, outside organizations

TEACHING: QUALITY & QUANTITY

Contributes to the undergraduate, graduate and post-graduate teaching mission of the Department/Faculty
Is an effective teacher and role model for others
Demonstrated commitment to quality teaching

RESEARCH: QUANTITY AND QUALITY

Continuation of personal research and scholarly interests
Presentation of research at scientific conferences
Quantity and quality of publications commensurate with academic rank and experience

PROFESSIONALISM & COLLEGIALITY:

Consistently demonstrates a set of attitudes and behaviours that engender trust and promote respect of learners and colleagues