

To: Graduate Department/Program Heads, Graduate Coordinators,  
and Graduate Assistants  
From: Monica Corbett  
Date: July 3, 2019  
RE: **2020-2021 Vanier Canada Graduate Scholarship (Vanier CGS) Competition**

**DEADLINE TO SGS: OCTOBER 7, 2019 at 4:00 p.m. (Eastern Standard Time)**

**Background:** The Vanier Canada Graduate Scholarships (Vanier CGS) program is designed to attract and retain world-class doctoral students by offering them a significant financial award to assist them during their studies at Canadian universities. Vanier Scholars demonstrate leadership skills and a high standard of scholarly achievement in the social sciences and humanities, natural sciences and engineering, and health-related fields. Canadian and international students are eligible to be nominated for a Vanier CGS, which is valued at \$50,000 per year for up to three years.

**General Overview:** The Vanier CGS can be held by doctoral students only. Applicants must be nominated by Queen's University to be sent forward to the national competitions. Only students who will have completed no more than 20 months of doctoral studies as of May 1, 2020 are eligible to apply. Both domestic and international students who meet all eligibility criteria may be considered. Nominees must have an overall average of at least A- or the equivalent in each of the last two years of full-time study or equivalent. Nominees must not have already received a doctoral-level scholarship or fellowship from one of Canada's three federal granting agencies (also known as the Tri-Agencies), the Canadian Institutes of Health Research (**CIHR**), the Natural Sciences and Engineering Research Council (**NSERC**) or the Social Sciences and Humanities Research Council (**SSHRC**) to undertake or complete a doctoral degree.

**NEWS, UPDATES and REMINDERS:** Along with the details of this year's competition, universities have been asked to provide staff, faculty and applicants with information about CHANGES (under NEW) to the competition for this year, as well any updates and annual reminders about the competition.

**NEW: Research respectfully involving Indigenous communities**

1. Applicants will see a more detailed explanation of what constitutes research respectfully involving Indigenous communities, in the online application instructions. Applicants should state if their proposed research respectfully involves Indigenous communities in the Lay Abstract section of their application. Applicants will see a more detailed explanation of what constitutes research respectfully involving Indigenous communities, in the online application instructions.
2. For applications in which the proposed research respectfully involves Indigenous communities, the letter of nomination must now include information about the institution's resources regarding any established research-related policies and protocols (e.g., protocols for conducting research involving the First Nations, Inuit and Métis Peoples of Canada).

Research respectfully involving Indigenous communities is defined as research in any field or discipline that is:

- conducted by First Nations, Inuit, Métis or other Indigenous nations, communities, societies or individuals; and/or
- grounded in or engaged with one or more of these communities and/or their wisdom, cultures, experiences or knowledge systems, as expressed in their dynamic forms, past and present.

Examples include:

- projects in which water samples are extracted from Indigenous lands in South America
- analyses of educational policies pertaining to Indigenous and non-Indigenous Australians
- cross-sectional studies of how injuries sustained by different groups of people, including Inuit youth, are treated.

### **NEW: Deadline for submitting referee assessments**

By default, the Referee Assessment Deadline Date in ResearchNet is set for two days (48 hours) before the university's deadline. However, applicants can now adjust this to any date prior to the university's deadline. It is the applicant's responsibility to follow up with referees to ensure the assessments are submitted in sufficient time prior to the applicant's deadline. Applicants will be able to check on the status of the assessment in ResearchNet and should follow up with the referees if the assessment is not completed shortly before the deadline.

Note that this process refers to the mandatory 2 non leadership references only. For the two required Leadership references, the applicant collects and uploads the 2 page letter to their application in ResearchNet, before the university's deadline and before the application can be successfully submitted in ResearchNet.

### **UPDATE: Personal Leadership Statement document**

The goal of this document was to eliminate systemic barriers to applying for the Vanier CGS, encourage the committee to understand career interruptions as potentially beneficial to a nominee's career path, and better align the Vanier CGS with other prestigious international scholarships. Based on recent feedback and suggestions provided by Vanier CGS selection committee members, instructions to the applicant about this section have been updated. Applicants will see very clear instructions about this important application component in their online instructions here:

[http://vanier.gc.ca/en/nomination\\_process-processus\\_de\\_mise\\_en\\_candidature.html#des1](http://vanier.gc.ca/en/nomination_process-processus_de_mise_en_candidature.html#des1)

Any application in which the Personal Leadership Statement document does not follow the instructions will be return to the nominating university.

### **Reminder: Diversity, equity and inclusion**

The Vanier CGS program encourages equity, diversity and inclusion (EDI), as part of the Tri-Agency's broader commitment to excellence in research and research training in Canada. EDI considerations must be taken into account throughout the Vanier CGS competition, including during the selection committee member recruitment process and during the selection, endorsement and review processes of an application. The EDI page of the Vanier CGS website (see link below) provides guidelines and resources geared towards applicants, host institutions, referees, and reviewers and readers, and addressing the

following topics: research respectfully involving Indigenous communities; reducing unconscious bias; and promoting equity, diversity and inclusion more generally. Of note, institutions must comment in their letter on their commitment to fostering equity, diversity and inclusion as part of the recruitment and nomination processes. Proposals from all research areas and in both official languages are encouraged.

[http://www.vanier.gc.ca/en/equity\\_diversity\\_inclusion-equite\\_diversite\\_inclusion.html](http://www.vanier.gc.ca/en/equity_diversity_inclusion-equite_diversite_inclusion.html)

**Reminder: Multiple applications regulations**

Eligible candidates can apply to both the Vanier CGS program and one other agency-specific doctoral-level scholarship/fellowships program (whether to the same or a different federal granting agency as the Vanier CGS application) in the same academic year, provided that the research proposed in each application falls within the mandate of the federal granting agency to which the application is submitted. Students must apply to the Vanier CGS competition AND the “regular” doctoral-level competition, separately, by each competition’s deadline. Candidates who are successful in both competitions will have to choose which award to accept.

**Reminder: Subject matter eligibility (research area)**

The onus is on the applicant and their supervisor to carefully consider which selection committee should review the application, based on the proposed research. Applicants receive complete instructions about this in the online Instructions (Task 6: Identify area of research).

Applicants can find more information on which agency to submit their application to in the document *Selecting the Appropriate Federal Granting Agency* ([http://www.science.gc.ca/eic/site/063.nsf/eng/h\\_FEE7261A.html?OpenDocument](http://www.science.gc.ca/eic/site/063.nsf/eng/h_FEE7261A.html?OpenDocument)).

For SSHRC applicants, there is additional information on SSHRC’s website here: [http://www.sshrc-crsh.gc.ca/funding-financement/apply-demande/background-renseignements/selecting\\_agency-choisir\\_organisme\\_subventionnaire-eng.aspx](http://www.sshrc-crsh.gc.ca/funding-financement/apply-demande/background-renseignements/selecting_agency-choisir_organisme_subventionnaire-eng.aspx)

**Reminder: Implicit/Unconscious Bias in the Selection Process**

Nominating institutions are encouraged to consider diversity on multiple levels (e.g., research discipline, gender, official language, cultural background, citizenship) when considering which applicants to nominate for the Vanier CGS program.

Equity and diversity must be considered at all levels of the Vanier CGS selection/recruitment, endorsement/nomination, and review processes. The Vanier-Banting Secretariat is actively engaged in promoting equity and diversity, as well as increasing awareness of implicit (or unconscious) bias with everyone involved in the selection of a Vanier Scholar. To this end, the Secretariat has curated a list of resources for nominating institutions to consult regarding equity, diversity, and inclusion. Go to this website: [http://vanier.gc.ca/en/equity\\_diversity\\_inclusion-equite\\_diversite\\_inclusion.html](http://vanier.gc.ca/en/equity_diversity_inclusion-equite_diversite_inclusion.html)

**Reminder: International recruitment**

In keeping with the aim of attracting doctoral students to Canada, universities are encouraged to continue to strengthen efforts to recruit new foreign doctoral students. By attracting top international doctoral candidate, universities can help achieve the goal of building strong brand recognition for the Vanier CGS program as Canada's most valuable, prestigious and sought-after doctoral scholarship. Please keep this in mind when you are considering potential Vanier applicants.

**THIS YEAR'S COMPETITION:** Here are the details of the 2020-2021 competition and application processes.

**Online Application:** Applications to the Vanier CGS competition must be submitted online through *ResearchNet*. *ResearchNet* is an online system that provides a secure web portal to collect certain scholarship applications. The online application to the 2020-2021 Vanier CGS competition is now available. Applicants should go to the following websites for complete instructions:

<http://vanier.gc.ca/en/home-accueil.html>

[http://www.vanier.gc.ca/en/nomination\\_process-processus\\_de\\_mise\\_en\\_candidature.html](http://www.vanier.gc.ca/en/nomination_process-processus_de_mise_en_candidature.html)

Applicants must have and use both a ResearchNet account, and a Canadian common cv (CCV) account, in order to complete and submit a Vanier CGS application. Full instructions are on the website [http://www.vanier.gc.ca/en/nomination\\_process-processus\\_de\\_mise\\_en\\_candidature.html](http://www.vanier.gc.ca/en/nomination_process-processus_de_mise_en_candidature.html)

**Eligibility and Conditions:** For complete details on:

- who is eligible to apply,
- minimum academic eligibility standards for applicants,
- selecting the appropriate granting agency
- review process
- selection criteria
- all acceptance and eligibility conditions to **hold** a 2020-2021 Vanier CGS,

go here: <http://www.vanier.gc.ca/en/eligibility-admissibilite.html>

Only one university can submit a candidate's nomination to an agency. If more than one university is interested in nominating a particular candidate for an award, the candidate must choose the university that will submit his/her nomination. Multiple nominations will not be accepted and will be withdrawn from the competition. Additionally, nominations that are withdrawn will count towards the university's Vanier CGS allocation.

Applications submitted by candidates directly to one of the federal research granting agencies, instead of submitted through a Canadian university, will **not** be considered.

## DEPARTMENTAL INFORMATION, 2020-2021 VANIER CGS COMPETITION

**1. Queen’s University Vanier CGS quota, 2020-2021:** This year, Queen’s University may nominate the following number of applications to each agency’s Vanier CGS competition:

CIHR Vanier CGS	NSERC Vanier CGS	SSHRC Vanier CGS
maximum of 4	maximum of 6	maximum of 6

Nationwide, only 166 Vanier CGS will be awarded between all 3 agencies in 2020-2021. This means the competition will be intense. Department/programs should ensure that their most competitive, eligible students complete and submit applications, according to the required processes and by the deadline of October 7, 2019.

### 2. Eligibility

**a. Minimum Academic Standards for Vanier CGS applicants:** Applicants must have a first class average, that is, at least A-, or the equivalent, **in EACH of the last two completed years of full time studies** or equivalent.

**b. Calculating months of doctoral studies:** Only students who will have completed no more than 20 months of doctoral studies as of May 1, 2020 are eligible to apply.

All prior doctoral-level studies, regardless of discipline, are considered in the evaluation of eligibility, and are considered to be continuous, full-time, and uninterrupted unless otherwise confirmed by the institution (including the summer months, unless on official leave). Students who studied on a part-time basis, or who interrupted their studies with their university’s official approval, must outline the dates of interruption or part-time study in the *Special Circumstances* document.

The Vanier-Banting Secretariat (VBS) will start the calculation of the number of months completed at the beginning of the first term of PhD with the following exceptions:

If the Candidate	then the Vanier-Banting Secretariat will:
Is registered in a combined Master’s/PhD program	Remove 12 months from the original PhD enrolment date
Is registered in a direct-entry doctoral program (i.e. has not ever enrolled in, or earned, an Master’s degree)	Remove 12 months from the original PhD enrolment date
Has been promoted from a Master’s degree into a Doctoral program without obtaining the Master’s degree	Remove 12 months from the original Master’s enrolment date
Is enrolled in a joint undergraduate/graduate research degree program	Only count time spent undertaking PhD work (see Notes).

**Example:** If an applicant started full-time doctoral studies as of January 1, 2019, with no interruptions during this period, the VBS rules that 16 months of doctoral studies have been completed as of May 1, 2020. If the applicant took a leave for 4 months during this period, the VBS rules that 12 months of doctoral studies have been completed as of May 1, 2020. If, in addition to the 4 month leave, the applicant has been enrolled part time for one term (i.e., four months), the VBS rules that 10 months of doctoral studies have been completed.

Notes:

- 1) The VBS will count two months of part-time study as one month of full-time study.
- 2) Each of these rulings are considered to be mutually exclusive. No more than one of the above exceptions can be applied to each nomination.
- 3) All interruptions, delays, part-time studies and undergraduate studies undertaken as part of a joint undergraduate/graduate degree program must be outlined in the *Special Circumstances* attachment. Note that no other information included in this *Special Circumstances* document will be forwarded to the committee. Applicants must include all information about interruptions to their academic career, their choice of nominating institution, and mobility considerations, in either in *the Personal Leadership Statement* or the *Research Proposal*.

**3. Selection Criteria:** Queen's University's nominees for the national competition will be evaluated and selected based on these three equally weighted selection criteria: Academic Excellence, Research Potential and Leadership. More details of the selection criteria can be found in Table 1. Appendix B is a copy of the Vanier CGS Selection Criteria information provided to the members of the national selection committees, and further explains how the selection criteria are evaluated in the national competition.

**4. Highlighting Leadership in a Vanier CGS Nomination:** There are five opportunities in the application package for leadership to be highlighted:

- i. Applicants must list their previous leadership activities/accomplishments according to the categories listed under "Selection Criteria" in the program description. Applicants are also asked to write a self-assessment detailing the impact of their activities and accomplishments, and how they judge themselves to be a potential Vanier CGS recipient and a leader in their research community.
- ii. The applicant's referees are asked to comment on the applicant's leadership (potential and demonstrated ability) and to elaborate on the impact of the activities and accomplishments mentioned in the self-assessment.
- iii. Two "leadership reference letters" are required. The leadership reference letters should be written by people who know the applicant in a non-academic capacity. These letters should describe how the applicant has demonstrated, and will potentially continue to demonstrate, leadership.
- iv. The Vanier nomination letter submitted by the Head of the Graduate Department/Program should also highlight the applicant's leadership qualities—especially if the nominee is an international applicant, as some context may be required. The letter must also address how the department/program and the university will support the nominee to help them fully develop their leadership potential.
- v. The Personal Leadership Statement Document will contain information on the applicant's leadership.

**5. Letter from Head of Graduate Department/Program of the nominee:** After October 9, 2019, the School of Graduate Studies will contact the departments/programs of each applicant, to request the departmental/program nomination letter, for each applicant. The letter must be no more than 2 pages long, on letterhead, and signed, and must provide the information outlined in Appendix A. Departments/Programs can choose not to submit a nomination letter for any applicant. However, the School of Graduate Studies will not forward applications to the national competition unless this letter is provided.

**6. Transcripts:** Applications must include hard copy official versions of **ALL** university transcripts, including college level and CEGEP transcripts if applicable **AND including an official Queen's transcript for studies for this current term year at Queen's University, for students enrolled in a graduate program here currently.** Universities are responsible for uploading the official transcripts of their nominees via ResearchNet. **Therefore the School of Graduate Studies must receive all required transcripts of students who submit Vanier applications, by October 7, 2019 at 4:00 p.m.** Hard copy official transcripts are to be sent to the School of Graduate Studies, Room 425 Gordon Hall, Queen's University, to the attention of Monica Corbett.

For applicants who studied at international universities, if the international transcripts are not presented in one of Canada's two official languages (English or French), they must include a certified translation, separated from the original transcripts by a blank page.

**7. Adjudication Process:** Members of the School of Graduate Studies Fellowship Committee and/or Graduate Councils' Award Subcommittees will review and rank the applications received from their Council/Committee. Normally the reviewers will be the Graduate Council Chair, Associate Chair and the elected member to the Fellowship Committee and/or Award Subcommittees. Then, the Associate Deans and Dean of the School of Graduate Studies will review the ranked applications and make the final decisions of which applications to send forward.

For details on how the applications are reviewed and adjudicated in the national competition, please go here: [http://www.vanier.gc.ca/en/selection\\_criteria-criteres\\_de\\_selection.html](http://www.vanier.gc.ca/en/selection_criteria-criteres_de_selection.html)

**8. Contact information:** Email: [vanier@cihr-irsc.gc.ca](mailto:vanier@cihr-irsc.gc.ca)

**ResearchNet technical support:** Tel.: 613-941-9080

Email: [support@researchnet-recherchenet.ca](mailto:support@researchnet-recherchenet.ca)

Monday to Friday from 8:30 a.m. to 4:30 p.m. (Eastern Standard Time).

Thank you for your continued cooperation and assistance with this important process. Please contact Lisa Marzano (ext. 77308, email [marzanol@queensu.ca](mailto:marzanol@queensu.ca)) or Erfan Aghdasi (ext. 77307, email [aghdasie@queensu.ca](mailto:aghdasie@queensu.ca)), or me (email [corbettm@queensu.ca](mailto:corbettm@queensu.ca)) if there are problems or questions.

Yours sincerely,

Monica Corbett, Director, Admissions and Student Services, School of Graduate Studies

## APPENDIX A: Vanier CGS Nomination letters

### Nomination letters – to be completed/signed by the Department Head nominating the candidate

Institutions must provide a nomination letter, along with the application form, for each student nominated for a Vanier CGS.

This nomination letter must be completed and signed by the **Department Head** nominating the candidate (equivalent or designate) and **must be on the institution's letterhead**. If signed by someone other than the Department Head, it should be clearly indicated in the letter that the signee has authority to nominate candidates to the Vanier CGS program.

The nomination letter must be **a maximum of two pages in length**. and is the Institution's opportunity to outline for the selection committee what makes the nominee unique. It should give the committee context for the nominee's achievements – outline how the nominee is exceptional and how the institution both fosters and benefits the student (e.g., what kind of benefits or advantages the institution will offer).

Address the following points:

1. Rationale for the choice of candidate:
  - Highlight the factors used to determine why the student is deserving of a Vanier CGS. Clearly articulate the excellence of the candidate according to the three selection criteria: [Academic Excellence](#), [Research Potential](#) and [Leadership \(potential and demonstrated ability\)](#). Ensure that the letters focus on leadership potential and demonstrated abilities.
2. Research training environment:
  - Elaborate on the appropriateness of the supervisor in terms of resources, funding, publications, their research and training environment. Elaborate on the funding, facilities/resources and personnel that will be made available to support the candidate as they carry out their proposed research and develop their leadership potential.
  - Discuss how the research interests/background of the student and supervisor align with the institution's priorities. (Ensure that claims about the uniqueness of the research environment are accurate.)
  - Elaborate on your institution's resources regarding any established research-related policies and protocols (e.g., protocols for conducting research involving the First Nations, Inuit and Métis Peoples of Canada; approvals for research involving the use of humans, animals or biohazards).
  - Discuss how the supervisor's commitment will be available to support the candidate in furthering their professional and leadership development.
  - If known, comment on the research group and/or faculty with whom the candidate will interact and how the Canadian institution will support the development of the candidate's leadership potential. If unknown, address the reasons behind why the candidate has not selected a supervisor and research environment.



3. Rationale of recruiting the candidate:
  - Outline how the institution's research environment will foster the student's research interest and leadership skills.
  - Elaborate on the commitment from the department or university as to what kind of benefits they will offer the potential scholar.
4. Recruitment:
  - Comment on how the institution's nomination of the candidate promotes the recruitment of new foreign or Canadian candidates to Canadian institutions.
  - If the candidate has completed a previous degree within your institution, provide an explanation as to why it is in the candidate's best interest to stay at the same institution (i.e. research/paid institution (or its affiliate), supervisor or co-supervisor, availability of specialized equipment).
5. Equity, Diversity and Inclusion:
  - Comment on the university's commitment to fostering equity, diversity and inclusion as part of the recruitment and nomination processes.
  - Refer to the [Equity, Diversity and Inclusion](#) section of the Vanier website for further information.

## Appendix B: Vanier CGS Selection Criteria

July 2019

When evaluating nominations, both the prestige of the Vanier CGS and the stage and nature of the candidate's academic career should be considered.

All indicators of excellence of the candidate must be factored in the evaluation to allow for individual workstyles, contributions and commitments, as well as variations in disciplinary, community, and cultural standards. For example, collaboration, teamwork, mentoring are important and valid contributions to research and training of highly qualified personnel. Each contribution should be valued equally regardless of the demographic of the candidate. For example, single-authored vs multi-authored publications should be valued similarly.

Evaluate excellence/productivity commensurate with the career stage of the candidate, taking into consideration the life and career trajectory outlined in the Personal Leadership Statement. Note that the Vanier CGS application form does not allow nominees to include a special circumstances document; career interruptions, for whatever reason, should be outlined in the *Personal Leadership statement* instead.

Vanier CGS Selection Committee members are entrusted with the responsibility to assess research productivity **while taking into account the impacts of career interruptions as well as interpersonal and career responsibilities**. Take into consideration all circumstances that may have affected the record of research achievement of candidates. In doing so, selection committee members will be able to more accurately evaluate the productivity of each nominee.

The Tri-Agencies are actively engaged in promoting equity and diversity, as well as in decreasing unconscious bias in their review processes. To this end, the Secretariat has curated [a list of resources for selection committee members regarding equity, diversity and inclusion consideration](#). Careful consideration must be given to these factors in the evaluation process.

Before beginning your evaluation of Vanier nominations, visit our [EDI page](#) for information on the Vanier Banting's Secretariat commitment to promoting Equity, Diversity, and Inclusion.

### Considerations for reviewing nominations where Research respectfully involving Indigenous communities

Applicants whose proposed research respectfully involves Indigenous communities are asked to include "This research respectfully involves Indigenous communities" at the beginning of their lay abstract (see note below). The program administrator for each selection committee (CIHR, NSERC, SSHRC) will endeavour to ensure that the primary or secondary reviewer on these applications has expertise in Indigenous research. All committee members assigned to these applications (primary reviewer, secondary reviewer and, if applicable, third reader, guest reader and/or guest expert) are expected to consult and take into consideration the guidelines outlined for reviewing applications respectfully involving Indigenous research. These guidelines, along with other important considerations, are available through the [Equity, Diversity and Inclusion](#) page.

**Note:** Research respectfully involving Indigenous communities is defined as research in any field or discipline that is:

- conducted by First Nations, Inuit, Métis or other Indigenous nations, communities, societies or individuals; and/or
- grounded in or engaged with one or more of these communities and/or their wisdom, cultures, experiences or knowledge systems, as expressed in their dynamic forms, past and present.

Examples include:

- projects in which water samples are extracted from Indigenous lands in South America
- analyses of educational policies pertaining to Indigenous and non-Indigenous Australians
- cross-sectional studies of how injuries sustained by different groups of people, including Inuit youth, are treated

Primary and secondary reviewers are asked to identify any nominations whose research respectfully involves Indigenous communities *and that are not identified as such in the lay abstract*. In order to ensure that nominations whose research respectfully involves Indigenous communities receive due attention, the program administrator will then ensure that each of these nominations is reviewed by a selection committee member who has Indigenous expertise.

Table 1: Selection Criteria

Criterion	Indicator	Source
<p><b>Academic Excellence</b></p> <p>The candidate's research history and the impact of their activities to date in their area(s) of expertise and in the communities associated with their research are important indicators of their potential as research leaders of tomorrow. In the case of those with non-traditional academic paths, consideration should be given to standards of research productivity, etc. for their level of experience/qualifications relative to a PhD student.</p>	Past Academic Results	<ul style="list-style-type: none"> <li>University transcripts</li> </ul>
	University comments	<ul style="list-style-type: none"> <li>Institutional Nomination letter</li> </ul>
	Scholarships/award (competitiveness, amount, duration and prestige)	<ul style="list-style-type: none"> <li>Common CV</li> </ul>
	Duration of previous studies	<ul style="list-style-type: none"> <li>Academic Background section— Common CV</li> <li>University transcripts Research Program</li> <li>Personal Leadership Statement</li> </ul>
<p><b>Research Potential</b></p> <p>as demonstrated by the candidate's research history, his/her interest in discovery, the proposed research and its potential contribution to the advancement of knowledge in the field, and any anticipated outcomes.</p>	Academic training and relevant work experience (co-op included)	<ul style="list-style-type: none"> <li>Work Experience section – Common CV</li> <li>Personal Leadership Statement</li> <li>Referee assessments</li> </ul>
	Contribution to research and development	<ul style="list-style-type: none"> <li>Research contributions</li> <li>Referee assessments</li> <li>Common CV</li> </ul>
	Research Proposal (feasibility, merit and significance)	<ul style="list-style-type: none"> <li>Research Proposal</li> </ul>



Criterion	Indicator	Source
	Volunteerism/community outreach	<ul style="list-style-type: none"> <li>• involvement in charity or not-for-profit organizations.</li> </ul>
	Civic engagement	<ul style="list-style-type: none"> <li>• parliamentary page positions and internships;</li> <li>• political activity;</li> <li>• elected positions</li> </ul>
	Goal achievement	<ul style="list-style-type: none"> <li>• a clear vision of what they want to accomplish;</li> <li>• a developed personal vision for the future that defines a impactful/meaningful change for the community or a group, cause or organization;</li> <li>• strategizes on how to achieve desired outcomes and has specific, realistic and timely goals.</li> </ul>
	Self-management	<ul style="list-style-type: none"> <li>• knows how to prioritize and complete tasks to reach the desired outcome and is confident of success;</li> <li>• establishes learning goals and tasks;</li> <li>• reaches goals in an efficient, organized and innovative way; and</li> </ul>

Criterion	Indicator	Source
		<ul style="list-style-type: none"> <li>• is constantly working on self-improvement</li> </ul>
	Integrity	<ul style="list-style-type: none"> <li>• acts consistently with core ethical and personal values and convictions; and</li> <li>• accepts personal accountability for the consequences of their actions/decisions.</li> </ul>
	Other characteristics	<ul style="list-style-type: none"> <li>• is creative and takes initiative;</li> <li>• is curious;</li> <li>• deals well with complexity;</li> <li>• has a strong sense of reality;</li> <li>• is courageous;</li> <li>• is strategic, a big-picture thinker;</li> <li>• focuses on solutions, not problems;</li> <li>• is capable of producing extraordinary results; and</li> <li>• is able to solve real problems and create real products.</li> </ul>
	Social skills	<ul style="list-style-type: none"> <li>• knows how to develop positive relationships with a diverse range of people;</li> <li>• cares about and listens to what others say and gives feedback;</li> </ul>

Criterion	Indicator	Source
		<ul style="list-style-type: none"> <li>• knows how to motivate individuals;</li> <li>• is persuasive;</li> <li>• is supportive of peers;</li> <li>• is able to negotiate;</li> <li>• is viewed as trustworthy, ethical and dependable;</li> <li>• is well-respected; and</li> <li>• displays mastery of presentation skills and public communications.</li> </ul>
<p><i>This list is not intended to include all possible categories and is provided for guidance only.</i></p>		