

Characteristics	Application/Reference Items	Evaluation
Rating Details Indicators for rating narratives and references	Question xx on application and xx on reference	Rate how strong this candidate is in each area, considering both qualitative and quantitative evidence 4 = very strong 3 = somewhat strong 2 = somewhat weak 1 = weak
Passion — <i>deep interest in the mission of your organization.</i>	Application #12 Reference #1	4= very strong: well articulated and substantiated passion in line with the mission of the Academy 3= somewhat strong: demonstrates understanding of the mission of the Academy and passion somewhat substantiated 2= somewhat weak: developing understanding of the mission of the Academy; unsubstantiated passion 1= weak: poorly articulated passion or passion not aligned with the mission of the Academy
Vision and Leadership — <i>ability to see the big picture; courage to set direction to achieve the organization's mission.</i>	Application #11, #12 Reference #2	4= very strong: well articulated vision; demonstrates understanding of current and future key issues and approach in alignment with the Academy; vision and approach are expressed in an inspiring manner 3= somewhat strong: has vision; understands current and future key issues in alignment with the Academy; acceptable approach or direction for addressing key issues 2= somewhat weak: lacks vision; developing understanding of key issues; unclear or lacking approach or direction for addressing key issues 1= weak: poorly articulated vision and key issues; or not in alignment with the Academy
Stewardship & Advocacy — <i>the integrity to serve the interests and pursue the goals of your organization, as well as the interests of the public and your organization's intended beneficiaries.</i>	Application #9, #12 Reference #3, #4	4 = very strong: extensive experience and engagement as a leader in advocacy for the profession 3 = somewhat strong: some experience and engagement in advocacy for the profession 2 = somewhat weak: limited experience and engagement in advocacy for the profession or some experience with other organizations 1 = weak: no experience and engagement in advocacy
Diligence — <i>dedication and commitment to fulfilling your organization's goals.</i>	Reference #5, #6	Rate according to references (both scores and comments)
Collegiality — <i>possessing sincere and respectful attitude toward colleagues and diverse views; possesses strong verbal/written/interpersonal communication skills</i>	Application #13 Reference #8, #9, #10	4 = very strong: demonstrates strong and thoughtful conflict resolution, consensus building, communication, and respectful approach to diverse views 3 = somewhat strong: Shows evidence of skills in conflict resolution, consensus building, communication, and/or respectful approach to diverse views 2 = somewhat weak: Evidence of limited skills in conflict resolution, consensus building, communication, and/or respectful approach to diverse views 1 = weak: Evidence of poor skills in conflict resolution, consensus building, communication, and/or respectful approach to diverse views
Financial Management , <i>Fiscal Responsibility</i>	Application #10 Reference #7	4= Very strong: develops and manages an organizational budget 3= Somewhat strong: contributes and monitors part of an organizational budget 2= Somewhat weak: familiar with organizational budget and budget development 1= Weak: no exposure to organizational budget
Governance - <i>experience, Organizational Knowledge</i> ,	Application #7, #8	4= Very strong: Board / Executive position, leading organization decision-making 3= Somewhat Strong: experience as committee chair and with organization decision-making 2= Somewhat Weak: experience with committee service and with organizational operations 1= Weak: no prior governance experience
Critical Thinking - <i>Problem solving, Decision making</i>	Application #14 Reference #14, #15	4 = Very Strong: Able to identify the root cause of a problem and determine and implement a solution. 3 = Somewhat Strong: Able to identify the cause of a problem and implement a solution with limited assistance. 2 = Somewhat Weak: Limited ability to articulate a problem and/or the solution suggested doesn't align with identified problem 1 = Weak: Poorly articulated or inability to recognize a problem or solution.

<p>Diversity - <i>Practice settings, Educational background, BIPOC, disability, different perspectives, etc .</i></p>	<p>Application #15</p>	<p>4 = Very Strong: Exemplifies a breadth of diversity dimensions of value to the Board. 3 = Somewhat Strong: Brings diversity in 2 or more dimensions, such as marginalized groups or work environments/settings. 2 = Somewhat Weak: Brings diversity in either marginalized groups OR work environments/setting and/or lived experience. 1 = Weak: None expressed, noted, or poorly articulated.</p>
<p>Discretion — <i>Maintains confidentiality of board discussions; speaks with one voice when representing the organization.</i></p>	<p>Reference #16</p>	<p>Rate according to references (both scores and comments)</p>