## Leadership Intensive 2021: Selection Rubric

This rubric will be used by staff of the Association for Opera in Canada and field leaders to evaluate the written application and interviews.

<table>
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<tr>
<th>Selection Criteria</th>
<th>Exceptional Candidates</th>
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| Potential Field Contribution     | Exceptional candidates will have:                                                                                           • A strong grasp of field priority issues;  
                                           • A well-articulated vision for how he/she will lead change in the field;  
                                           • Made commitments to implement change on a personal, departmental, or organizational level; and  
                                           • Already taken steps to develop his/her own learning toward those ends.                                                                                       |
| Demonstrated Leadership          | Exceptional candidates will:                                                                                           • Have proven abilities to solve problems and take initiative;  
                                           • Provide examples of expanding his/her responsibilities within an arts organization or developing growth opportunities outside an organization;  
                                           • Name specific accomplishments in at least one administrative area;  
                                           • Offer “out of the box,” exciting, or intriguing ideas/attitude/energy that serves him/her in leading well-designed/implemented projects and managing staff/volunteers; and  
                                           • Have an endorsement that reinforces these qualities and speaks to skills/accomplishments beyond typically required tasks and administrative functions. |
| Clearly Articulated Goals        | Exceptional candidates will:                                                                                           • Possess a strong dedication to the arts with long-term plans for achieving a dynamic role;  
                                           • Outline clear objectives for professional growth in the short term that align with the Intensive’s curriculum (emphasizing personal development goals rather than organizational benefits or department-specific/administrative learning goals); and  
                                           • Make the case that *this program* is best suited to their learning objectives, as opposed to other OPERA America offerings or academic programs. |
| Career Stage                     | Exceptional candidates will:                                                                                           • Articulate the potential to gain significantly by participating in the program at this point in time and at this phase of his/her career.  
                                           • Show that they can contribute expertise to the peer learning of the cohort, but that by doing so would also grow his/her own leadership capacity. |
| Field Citizenship                | Exceptional candidates offer evidence of past participation or interest in:                                                                                     • Mentoring others in the field;  
                                           • Strengthening collegial connections among leaders; and  
                                           • OPERA America network forums, listserv discussions, or other field learning activities.                                                                  |