To: Graduate Department/Program Heads, Graduate Coordinators, and Graduate Assistants

From: Monica Corbett

Date: July 4, 2018

RE: 2019-2020 Vanier Canada Graduate Scholarship (Vanier CGS) Competition

DEADLINE TO SGS: OCTOBER 10, 2018 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, 2019 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-Agency), 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.

Vanier CGS program: NEW, 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 - Equity, Diversity and Inclusion (EDI)
The Vanier CGS program encourages equity, diversity and inclusion, as part of the Tri-Agency’s broader commitment to excellence in research and research training in Canada. The Vanier website has been updated to add resources about EDI for applicants, institutions, referees and the selection committees. Applicants are encouraged to review the resources before they begin writing their application.

NEW – Indigenous Research
If an applicant’s proposed research involves or impacts Indigenous communities, they are asked to include the following text, in bold, at the beginning of their lay abstract “This research involves Indigenous Peoples”. The program administrator for each selection committee (CIHR, NSERC, SSHRC) will then endeavor to make recommendations to ensure that the primary or secondary reviewer on these nominations has expertise in Indigenous research in order to appropriately and effectively review the nomination.

NEW – Institutional Nomination Letter – Selectivity and Diversity (See also Appendix A)
In their letter, institutions must comment on their commitment to fostering equity, diversity and inclusion as part of the recruitment and nomination processes. Refer to the new Equity, Diversity and Inclusion section of the Vanier website for further information (http://vanier.gc.ca/en/equity_diversity_inclusion-equite_diversite_inclusion.html).

UPDATE – Multiple applications regulation
Eligible candidates can apply to both the Vanier Canada Graduate Scholarship program and other agency-specific doctoral-level scholarship/fellowships programs (whether to the same or a different federal granting agency) 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. Since eligibility, evaluation criteria and competition deadlines are different, applications submitted to Vanier CGS are not considered in agency-specific doctoral award competitions. 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.

UPDATE – Personal Leadership Statement document
The intent of this section of the application is to eliminate systemic barriers to applying for the Vanier CGS, to encourage a better understanding of how career interruptions can be potentially beneficial to a nominee’s career path, and to better align the Vanier CGS with other prestigious international scholarships. The Vanier Secretariat will eliminate applications that do not present a Personal Leadership Statement that meets the stated criteria and/or do not follow the instructions for this section.

This is updated language that applicants will see in the Personal Leadership Statement section of the application instructions:

This document should present to the (Selection) Committee a clear statement of what challenges and opportunities have shaped your doctoral research.
Before crafting your Personal Leadership Statement, review that instructions that the Selection Committee will use to evaluate this section:
When crafting your Personal Leadership Statement, consider the following points:
• Leadership can take many forms. When crafting this statement, be sure to outline not just your accomplishments for the committee, but how those accomplishments required you to leverage your leadership skills to achieve your goals.
• The selection committee considers that volunteerism, outstanding achievement in sports or the arts, and employment in leadership positions do not demonstrate leadership in and of themselves. When including leadership in these and other areas in your Personal Leadership Statement, be sure to outline how you have gone above and beyond the expected norms in those areas in order to overcome obstacles, foster others, spearhead change, or otherwise demonstrate leadership.

• Define your career goals and trajectory, and outline for the committee the ways in which you have created opportunities for yourself and others, how you have overcome obstacles to your vision, and how your PhD research, knowledge dissemination and mentorship activities will help accomplish those goals.

• How have you fostered your ability to lead others, and how have you leveraged that skill?

• What led you to doctoral research? How have your life experiences and personal circumstances (which may include administrative responsibilities, maternity/parental leave, childrearing, illness, cultural or community responsibilities, socio-economic context, trauma and loss, or health-related family responsibilities) shaped your academic, research, and leadership choices, challenges, and successes?

• How has your life driven you to share and disseminate your research?

• How does your nominating institution provide an environment that nurtures your leadership skills?

Your academic transcript, your CCV, and your reference letters will provide details of your commitments and accomplishments, but this essay gives you the opportunity to present the overarching narrative about your life, leadership accomplishments, and research goals.

Vanier CGS program reminders (summary of all other important reminders are provided in Appendix B)

**REMEMBER – Implicit/Unconscious Bias in the Selection Process**

Equity and diversity must be considered at all levels. The selection process for Vanier scholars can be impacted by implicit bias at any level. When selecting applicants to nominate for the Vanier CGS competition, the Vanier-Banting Secretariat requests that universities consider the possibility of implicit (or unconscious) bias at every level: departmental recommendation, institutional selection and recruitment, and the review and endorsement process.

The Vanier-Banting Secretariat is actively engaged in increasing awareness of implicit (or unconscious) bias with their own selection committees, and recommend the following links for information:

1. [Equity, Diversity and Inclusion webpage](#)
2. [Overview on unconscious bias that was developed by Westcoast Women in Engineering, Science and Technology (WWest)](#)
3. [Harvard Test on Implicit Bias: Gender – Science test, and/or the Gender – Career test](#)
4. [CIHR’s Training Module for Reviewers on Implicit Bias](#)
5. [Reducing unconscious bias in the review process](#)

**REMEMBER - 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 2019-2020 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 2019-2020 Vanier CGS competition is now available. Applicants should go to the following websites for complete instructions:


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

**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 2019-2020 Vanier CGS,


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

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.

**DEPARTMENTAL INFORMATION, 2019-2020 VANIER CGS COMPETITION**

1. **Queen’s University Vanier CGS quota, 2019-2020:** This year, Queen’s University may nominate the following number of applications to each agency’s Vanier CGS competition:

<table>
<thead>
<tr>
<th>CIHR Vanier CGS</th>
<th>NSERC Vanier CGS</th>
<th>SSHRC Vanier CGS</th>
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<tr>
<td>maximum of 4</td>
<td>maximum of 6</td>
<td>maximum of 6</td>
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</tbody>
</table>
Nationwide, only 166 Vanier CGS will be awarded between all 3 agencies in 2019-2020. 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 10, 2018.

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 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, 2019 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 will start all calculation of the number of months completed at the beginning of the first term of PhD with the following exceptions:

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

Example: If you started full-time doctoral studies as of January 1, 2018, with no interruptions during this period, the Secretariat will consider you as having completed 16 months of doctoral studies as of May 1, 2019. If, during this period, you were on leave from your program for four months, the Secretariat will consider you as having completed 12 months of doctoral studies. If, in addition to having taken one semester off, you had been registered part-time for one semester (i.e., four months), the Secretariat will consider you as having completed 10 months of doctoral studies.
Notes:
1) The Vanier-Banting Secretariat (the Secretariat) will count two months of part-time study as one month of full-time study.
2) The Secretariat considers each of these programs 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. No other information included in this document will be forwarded to the committee. All information about interruptions to your academic career, choice of nominating institution, and mobility should be included 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 Appendix C and Table 1.

4. Highlighting Leadership in a Vanier CGS Nomination: There are five opportunities in the nomination 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. Other Letters of Reference: Applicants identify the 2 faculty members who will submit letters of reference on their behalf, via the process outlined in ResearchNet. The referees are contacted by ResearchNet, and submit their references online via ResearchNet. Note that these referees are given a slightly advanced deadline, usually about 48 hours earlier than the institution’s deadline. This earlier deadline for the referees is necessary so that the applicant has the references prior to their own submission deadline.

6. Letter from Head of Graduate Department/Program of the nominee: After October 10, 2018, 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.

7. 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 10, 2018 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.

8. 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:

11. Contact information: Email: vanier@cihr-irsc.gc.ca

ResearchNet technical support: Tel.: 613-941-9080
Email: 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) or Erfan Aghdasi (ext. 77307, email aghdasie@queensu.ca), or me (email 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/Program 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 (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).

In the Nomination Letter, 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.)
   - 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:
   o Outline how the institution's research environment will foster the student’s research interest and leadership skills.
   o Elaborate on the commitment from the department or university as to what kind of benefits they will offer the potential scholar.

4. Recruitment:
   o Comment on how the institution’s nomination of the candidate promotes the recruitment of new foreign or Canadian candidates to Canadian institutions.
   o 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:
   o Comment on the university’s commitment to fostering equity, diversity and inclusion as part of the recruitment and nomination processes.
   o Refer to the new [Equity, Diversity and Inclusion](#) section of the Vanier website for further information.
Reminders

A. Additional Leadership Reference Letter

The Vanier CGS application package requires two letters of reference for the Leadership criterion. This additional letter will allow the candidate to include a broader spectrum of referees, which will in turn provide the committee more information when assessing the Leadership selection criterion. The leadership letters are to be uploaded by the students in the same fashion as in the past via ResearchNet. However, they will have to upload one letter at a time under the same task. The letters are a maximum of two pages each. For more information on this task, please refer to our instructions page on our website.

B. Special Circumstances

In the past, nominees who were staying in the same institutions were encouraged to use the Special Circumstances document to justify the lack of mobility. Now, all nominees will draft a Personal Leadership Statement which includes reasons for choosing to undertake their PhD at the nominating institution. The Special Circumstances document must only be used to outline the calculation of the number of months completed for combined undergraduate and doctoral program for VBS staff. Additional information will be removed from the nomination.

Website


C. Instructions for Referees Page on Vanier CGS Website

All Vanier nominations must have two referees. We have now added a new page to our website that is intended to provide instructions for referees. The page outlines the assessment criteria for the Vanier program and other information useful for the referee. The Secretariat has curated a list of resources to help applicants, http://vanier.gc.ca/en/information_for_referees-information_a_l_intention_des_repondants.html http://vanier.gc.ca/en/equity_diversity_inclusion-equite_diversite_inclusion.html
Appendix C: Vanier CGS Selection Criteria

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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. 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 gender of the candidate. For example, single-authored vs multi-authored publications should be valued similarly regardless of gender.

Evaluate excellence/productivity commensurate with the career stage of the candidate, work-family balance and other special circumstances that can lead to delays in research and dissemination of the results (e.g. career interruptions for child bearing and raising impacting publication records). These personal circumstances must be considered on a case-by-case basis; careful consideration must be given to these gender-based 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.

New for 2018-19 – considerations for reviewing applications involving Indigenous research

**Indigenous research:** Nominees whose proposed research involves or impacts Indigenous communities are asked to include “*This research involves Indigenous Peoples*” (in bold) at the beginning of their lay abstract. 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 nominations (primary reviewer, secondary reviewer and, if applicable, third reader) are expected to consult and take into consideration the guidelines outlined for reviewing applications involving Indigenous research. These guidelines, along with other important considerations, are available through the new [Equity, Diversity and Inclusion](#) page.

See also Table 1, Vanier Selection Criteria.
Table 1

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Indicator</th>
<th>Source</th>
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<tbody>
<tr>
<td><strong>Academic Excellence</strong></td>
<td>Past Academic Results</td>
<td>University transcripts</td>
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<tr>
<td></td>
<td>University comments</td>
<td>Institutional Nomination letter</td>
</tr>
<tr>
<td></td>
<td>Scholarships/award (competitiveness, amount, duration and prestige)</td>
<td>Common CV</td>
</tr>
<tr>
<td></td>
<td>Duration of previous studies</td>
<td>Academic Background section—Common CV University transcripts Research Program Personal Leadership Statement</td>
</tr>
<tr>
<td><strong>Research Potential</strong></td>
<td>Academic training and relevant work experience (co-op included)</td>
<td>Work Experience section – Common CV Personal Leadership Statement Referee assessments</td>
</tr>
<tr>
<td></td>
<td>Contribution to research and development</td>
<td>Research contributions Referee assessments Common CV</td>
</tr>
<tr>
<td></td>
<td>Research Proposal (feasibility, merit and significance)</td>
<td>Research Proposal</td>
</tr>
<tr>
<td></td>
<td>Critical thinking, application of knowledge, judgment, originality, initiative, autonomy, enthusiasm for research</td>
<td>Personal Leadership Statement Referee Assessments Institutional Nomination letter</td>
</tr>
<tr>
<td><strong>Leadership (Potential and Demonstrated Ability):</strong></td>
<td>Personal achievement</td>
<td>Impactful involvement and achievement in professional programs/association such as sports, arts, science, business etc</td>
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<td></td>
<td></td>
<td>Entrepreneurial achievement (start-up company, establishing an NGO or charitable initiative, establishing arts/sports based festivals/competitions); Foreign study</td>
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The candidate’s research history and the impact of their activities in their area of expertise to date are important indicators of their potential as research leaders of tomorrow. In the case of health professionals, consideration should be given to standards of research productivity, etc. for their level of experience/qualifications relative to a PhD student. For applicants who have relevant work experience, scientific productivity prior to graduate school should be considered.

When evaluating this criterion, reference the instructions provided to candidates.

More information on leadership is available in the SSHRC-funded study, Leadership at the Graduate Studies and Postdoctoral Levels [PDF (260 KB)].
When assessing the leadership criterion, consider how the nominee has gone above and beyond the expected norms in order to overcome obstacles, foster others, spearhead change, or otherwise demonstrate Leadership.

<table>
<thead>
<tr>
<th>Involvement in academic life</th>
<th>mentoring/teaching; supervision experience; involvement in student government and in the institution community, including committees, teams, senate, boards, ethics committees, etc.; project/lab management; roles in academic/professional societies; organization of conferences, meetings, courses etc.</th>
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<tr>
<td>Volunteerism/community outreach</td>
<td>involvement in charity or not-for-profit organizations.</td>
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<tr>
<td>Civic engagement</td>
<td>parliamentary page positions and internships; political activity; elected positions</td>
</tr>
<tr>
<td>Goal achievement</td>
<td>a clear vision of what they want to accomplish; a developed personal vision for the future that defines a impactful/meaningful change for the community or a group, cause or organization; strategizes on how to achieve desired outcomes and has specific, realistic and timely goals.</td>
</tr>
<tr>
<td>Self-management</td>
<td>knows how to prioritize and complete tasks to reach the desired outcome and is confident of success; establishes learning goals and tasks; reaches goals in an efficient, organized and innovative way; and is constantly working on self-improvement</td>
</tr>
<tr>
<td>Integrity</td>
<td>acts consistently with core ethical and personal values and convictions; and accepts personal accountability for the consequences of their actions/decisions.</td>
</tr>
<tr>
<td>Other characteristics</td>
<td>is creative and takes initiative; is curious; deals well with complexity; has a strong sense of reality; is courageous; is strategic, a big-picture thinker; focuses on solutions, not problems; is capable of producing extraordinary results; and is able to solve real problems and create real products.</td>
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<tr>
<td></td>
<td>knows how to develop positive relationships with a diverse range of people; cares about and listens to what others say and gives feedback;</td>
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### Vanier CGS Selection Criteria

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| Social skills | knows how to motivate individuals; is persuasive; is supportive of peers; is able to negotiate; is viewed as trustworthy, ethical and dependable; is well-respected; and displays mastery of presentation skills and public communications. |

*This list is not intended to include all possible categories and is provided for guidance only.*