

SELECTION CRITERIA	1 -3 MARKS NOT ANSWERED, INAPPROPRIATE, INEFFECTIVE	4-6 MARKS ADEQUATE, COMPETENT, SATISFACTORY	7-9 MARKS EXTRAORDINARY, INSIGHTFUL, STRATEGIC
Leadership	There is no overview of the organization. There is no or little explanation about how the need was identified. The application does not demonstrate how the program, product or service will benefit the organization and association sector. The solution is not relevant or strategic.	The need is identified and there is an overview of the organization and its priorities. There is an explanation about how the program, product or service addresses the need that was identified. There is an understanding about how the solution will contribute to the association sector. The solution is somewhat strategic.	The need is clearly identified using formal and/or informal research. There is a clear explanation of specific changes or challenges that led to the solution. There is an explanation about why it matters to the organization and the impact on the association sector. The solution is relevant and strategic. The key priorities are highlighted and measured to promote association excellence and contribute to the organization's success. The organization has demonstrated outstanding leadership and strategy from planning, development, implementation, learnings, and evaluation
Creativity and Innovation	The organization used an unoriginal approach to finding a solution. The investment and use of	The organization used a standard approach to finding a solution. The investment and use of	The program, product or service is relevant, creative and original. The organization

	resources available (budget, time, employees, consultants, volunteers, equipment, etc.) were not identified or were used inappropriately. The organization did not strategically address challenges. There is no clear explanation about how the project, product, program or service was implemented. The solution was not clearly outlined. There is inconsistent messaging and branding.	resources available (budget, time, employees, consultants, volunteers, equipment, etc.) were used efficiently and effectively. There is an overview of the challenges that occurred during implementation of the program, product or service and how they were addressed. There is consistent messaging and branding.	explores innovative ideas and concepts or new approaches to add value and advance association excellence. The investment and use of internal and external resources contributed to the overall success of the project. There is an overview of how challenges were strategically addressed. There is consistent messaging and branding to enhance the quality of the program, product or service.
Equity, Diversity, Inclusion	The organization has not or has minimally demonstrated a focus on opportunities to promote equity, diversity and inclusion with the program, product, or service.	The organization has demonstrated a focus on opportunities to promote equity, diversity and inclusion with the program, product, or service.	The organization has demonstrated a sustained commitment to promoting equity, diversity and inclusion with the program, product, or service.
Collaboration and Teamwork	The organization does not have a clear understanding of their audience. There is no or minimal research used to identify the need and provide a solution. The organization has not shown a commitment to collaboration and teamwork. There is no explanation about how various roles (i.e., employees, volunteers,	The organization has an understanding of their audience. The organization is focused on collaboration and teamwork. There is an explanation about how various roles (i.e., employees, volunteers, members, Board of Directors, etc.)	The organization has a clear understanding of the audience. Research was used to determine audience characteristics. There is a focused description that demonstrates a clear connection between the need and the solution. The organization has clearly

	members, Board of Directors, etc.), contributed to the success of the project.	contributed to the project.	demonstrated their commitment to collaboration and teamwork. There is a clear explanation about how various roles (i.e., employees, volunteers, members, Board of Directors, etc.) contributed to the overall success of the project. The organization leveraged partnerships and resources collaboratively to advance the association sector.
Continuous Improvement	There is no clear goal and/or the objectives are unfocused. The evaluation measures and critical success factors have not been identified. There was no evidence of benchmarking or use of best practices.	The goal is outlined and there are clear benchmarking measures. The objectives provide a solution for the need. An evaluation process has been developed. There is consideration to the impact of the program, product or service. There is some evidence of benchmarking and use of best practices.	There is a clearly stated goal, linked to the organization's objectives and the need that was identified. The organization has demonstrated their learnings and opportunities for growth and improvement. There are established critical success factors to evaluate the impact and success of the program, product or service. There is clear evidence of benchmarking and best practices.

Achievements	<p>The results are unclear. The outcomes are not measured. There is little or no understanding of the impact of the program, product or service. The key performance measures have not been identified. There is no data or metrics provided to demonstrate the success of the program, product or service. There is no explanation about what was done or why. The support material do not demonstrate the success of the program, product or service.</p>	<p>The objectives were met through a formal evaluation. The evaluation measures were connected to the objectives that were set and the methods of measurement were appropriate. There is an overview of the planning, development, implementation, learnings and evaluation. The support material is used to demonstrate the success of the program, product or service.</p>	<p>There is a clear overview of the evaluation process and the critical success factors were used to measure the success of the program, product or service. Data and metrics were used to evaluate key performance measures. The key performance measures connect with the goal and objectives. There is a clear understanding of how the results were collected. The support material is used effectively to clearly demonstrate the success of the program, product or service. The organization has demonstrated the impact, outcomes and benefits of the program, product or service. The program, product or service advances the association community through added value and provides a knowledge sharing resource for continuous improvement in the association sector.</p>
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ASSOCIATION CENTRE OF EXCELLENCE AWARDS
EVALUATION RUBRIC

Competencies for Association Executives	The program, product or service does not support the Competencies for Association Executives.	The program, product or service supports the Competencies for Association Executives.	The program, product or service demonstrates a clear focus on leveraging the Competencies for Association Executives to advance association excellence.
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