

Department of Theatre/Dance Standards for Promotion to Associate Professor with Tenure and for Awarding Tenure to one who already has the Rank of Associate Professor

The candidate must provide evidence of having met the minimum requirements in the following 3 categories: teaching/job performance in non-teaching assignments, research and creative activity, and professional and public service.

***Note:** Since there are many activities where professional judgment must be used to weigh its significance, the candidate and department may sometimes determine if one activity may be substituted for another, as well as under which category an activity should be considered, in conformity with the UW-Whitewater Standard Classification of Performance Data. Whenever such professional judgment is called for, the Promotion and Tenure Review Committee of the department will make an initial recommendation. The tenured faculty will confirm or modify this recommendation and make a final decision. A candidate may ask the department to reconsider such a decision and may present further evidence about the matter to the tenured faculty. However, upon reconsideration, the decision of the tenured faculty shall be final.*

TEACHING

The candidate must achieve a record of effectiveness in teaching, teaching-related activities, advising, and if applicable, non-teaching assignments. The following areas are required.

Positive Peer Reviews: Two tenured faculty, designated by the Promotion and Tenure Review Committee of the department, will separately observe the candidate's teaching once each year. The committee will use these peer observation reports in evaluating the candidate's teaching. Across the probationary period 75% of the peer reviews must be positive. It is expected that the candidate will act upon any recommendations for teaching improvement and that these improvements will be evident in future peer observation reports. Peer reviews will include the following.

- Evaluate teaching based on direct observation and review of instructional materials.
- Evaluate teaching with reference to course organization, classroom presentation,

interaction with students, and mastery of course content.

- The letter must conclude with a statement from the reviewer that the review is or is not “positive” for purposes of promotion.

Student Evaluations: Student evaluations will be given and calculated for every course section within each semester. Every semester student evaluations should have at least an average of 3.7 on a scoring system of 1 to 5, where 5 is the highest. Winterim and summer terms will be included if candidate is teaching courses during those terms. Semester student evaluation averages are calculated by adding average course scores for the semester and dividing that total by the number of courses taught that semester.

Under extraordinary circumstances, such as sick leave or another kind of leave or assignment, a candidate may not be able to teach in a given semester or year and is not evaluated by peers or students. In such a case the lack of evaluations for that period will not be considered prejudicial to the candidate.

If the average semester evaluation scores are below 3.7, a special case must be made based on the distinctive nature of a course or other extenuating circumstances that resulted in these evaluations. The decision as to whether these circumstances warrant an exception to the minimum standard shall be made initially by the committee and then either agreed to or altered by the tenured faculty. The decision of the tenured faculty will be final.

If the average semester score, or the score for an individual course section within a semester, is below 3.7, the department will make recommendations for teaching improvement. It is expected that the candidate will act upon any recommendations for teaching improvement and that these improvements will be evident in future student evaluations.

Syllabi: Copies of syllabi used for all classes taught in rank shall be submitted to portfolio for committee review as evidence of effective teaching.

Additional Evidence to support Teaching Effectiveness: The candidate should also present evidence of teaching effectiveness by submitting any of the following:

- Evidence of attendance at an average of one activity each year designed to enhance teaching (e.g., LEARN center seminars or workshops and the like).
Curriculum development (a class or a program approved through the curricular

process) may substitute for attendance at two (2) activities or more.

- Evidence of development of alternate forms of teaching delivery, either in units or for a whole course (e.g., online courses or units, field trips, travel study courses, learning communities, independent studies, or incorporating undergraduate research projects into the course).

Satisfactory Advising: A candidate must demonstrate a record of effectiveness in advising by all of the following:

- Evidence of attendance at two advising workshops during the probationary or promotion period.
- A record of advising effectiveness documented by positive satisfaction surveys or by other methods, including submitting written student testimonials.

JOB PERFORMANCE FOR NON-TEACHING ASSIGNMENTS

This standard applies to all candidates who have received teaching release time for one or more of the following activities: Department Chair, Assistant Department Chair, Program Coordinator, Advising Coordinator, Assessment Coordinator or other similar activities. This standard *does not* apply to faculty who have received teaching release time for sabbatical or research grants.

The candidate must demonstrate a record of effectiveness in professional effort and responsibility in the non-teaching assignment, and must demonstrate skills and knowledge relevant to the assignment. The following categories must be satisfied:

- *Statement of non-teaching duties and accomplishments:* For each review cycle, the candidate must submit a letter detailing the purpose or nature of position, duties assigned with that position, length of time in the position, and the accomplishments achieved.
- *Positive letters of Recommendation:* For each review cycle, the candidate must receive **one** positive letter of review from the supervisor of the non-teaching assignment, whether that is the Dean, Department Chair, Assistant Chair, or another Coordinator. The candidate must also receive **one** positive letter from faculty or staff who work directly with the candidate on the assignment. The letters should include assessments of the following when applicable:
 - Reports filed accurately and in timely manner (e.g., Audit & Review,

Annual Report, Accreditation, Purple Book support letters, advising, and department forms).

- Effective scheduling.
- Effective budget management.
- Effective committee participation.
- Leadership in personnel and intra-department communication.
- Effective promotion of department, college, or university goals.
- Effective advising.

Letter writers should indicate whether the review of the candidate's performance is a "positive review" or "not a positive review."

RESEARCH AND CREATIVE ACTIVITY

The candidate must achieve a record of scholarship, or its creative equivalent. This record should include evidence that a candidate is in the process of achieving professional recognition in the individual's discipline through scholarly publications, professional papers, presentations, exhibitions or performances, artistic achievement, or other scholarly and creative activities.

Tier One: The candidate must document a **minimum of one (1) Tier One** research/creative activity before application for promotion and/or tenure, to include items from the following:

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement at or with a recognized professional venue or company.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement for a professional film, television, radio, or gaming production company.
- Publication of a scholarly article in candidate's field by a nationally recognized juried journal.
- An edited published book in candidate's field by a recognized press.
- Publication of a substantial written creative/dramatic work by a recognized press.
- Production of a substantial creative/dramatic work by a recognized professional venue, or company or peer academic institution.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement in a recognized professional industrial/commercial project (e.g. corporate training videos, trade show exhibitions, voice-overs, commercial work).
- Creative work awarded the distinction of finalist or semi-finalist in a nationally recognized competition.

- Receipt of a substantial and competitive extramural grant towards furthering research/creative activity.
- Invited fellowship or residency at a recognized artists' colony or workshop, national or international.
- Invited presentation of a workshop in candidate's field at an international conference.
- Published translation of a substantial dramatic/critical text by a recognized press.

Tier Two: The candidate must document **a minimum of two (2) Tier Two** research/creative activities **occurring during each academic year completed:**

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement for a UW-Whitewater Department of Theatre/Dance mainstage/scheduled season production.
- Production of creative/dramatic work by a recognized venue or company of a smaller scale.
- Conference paper or presentation at an international, national, or regional conference.
- Chair of a presentation panel at an international, national, or regional conference.
- Receipt of a less substantial and competitive extramural grant.
- Fellowship or residency at a non-professional or semi-professional venue.
- Shorter creative/dramatic written work published in a professionally recognized journal.
- Shorter literary/critical written work published in a professionally recognized journal.
- Public staged reading of a dramatic work by a professionally recognized venue or company.
- Public workshopping of creative work by a professionally recognized venue or company.
- Documented contribution to a collaborative work (performance, choreographed, written, technical) supported by a professionally recognized venue, company, journal, or press.
- Presentation of a workshop in candidate's field at a national or regional conference.
- Presentation of a workshop in candidate's field sponsored by recognized professional association (non-conference).
- Published translation of a less-substantial dramatic/critical text by a recognized press.

List of optional activities that may be counted towards fulfillment of **Tier Two**. Three activities below equal one (1) Tier Two activity. There may be only one Tier Two substitution per academic year.

- Poster session at an international, national, or regional conference.
- Performance or book review in a recognized journal or media outlet.

- Guest lectures and invited talks at peer academic institutions and venues.
- Receipt of a grant, fellowship, or residency from within the College, University, or System.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement for a UW-Whitewater Department of Theatre/Dance non-mainstage production.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement at/with a community-level (non-professional) or volunteer based venue or company.

Professional Recognition: A candidate must demonstrate that their work is recognized by their peers. The candidate must write a narrative and provide documentation to support peer recognition. Examples of documentation would include letters of support, peer reviews, citations in the work of others, or evidence of special recognition, as when given a research award, invited to deliver a plenary at a national or international conference, or invited to serve as a respondent in a journal or in a plenary session of a national or international conference. All of the above will be used to evaluate professional recognition.

PROFESSIONAL AND PUBLIC SERVICE

The candidate must achieve a record of service at the University, College, Department, Public and Professional Level. The following areas are required:

(Note: First year candidates will not be required to serve on university, college or system committees or task forces).

University: During the review period, the candidate is required to participate meaningfully on an **average of one (1) official University committee each year**. This may include system committees or task forces. While a candidate's term on a given committee may not be completed at the time of application, the candidate should be able to demonstrate University level committee participation well before the final year of the review period.

College: Candidate is required to participate meaningfully on an **average of one (1) official College committee** each year.

Department: Candidate is required to participate meaningfully on an **average of two (2) official Department committees** each year.

Since some committees are more labor-intensive than others and some activities are non-committee service (e.g. coordination of internships and study abroad programs), the

Promotion and Tenure Review committee and tenured faculty may decide that certain committees can be counted as two and/or that non-committee service may substitute for a committee service.

Public Service: Candidate should complete a **minimum of one (1) activity** listed during each academic year completed:

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement at/with a community-level (non-professional) or volunteer based venue or company.
- Pro bono consultation and advising in candidate's field at/with community-based venues and companies.
- Community-based/public guest lectures, workshops, panels, judging, and invited talks.
- Interviews and written commentary in local media outlets supporting activities in candidate's field.
- Workshop and other activities designed for K-12 students and teachers.
- Active participation in public organizations that promotes the Arts and/or Humanities.
- Editorial work for a public or not-for-profit institution.

Professional Service: Candidate should complete a **minimum of one (1) activity** listed during each academic year completed:

- Organizer of a conference panel, session, or workshop.
- Officer or Chair of a recognized professional organization.
- Officer, Chair, or Member of conference organization committee.
- Officer, Chair, or Member of professional organization commission or committee.
- External review of programs or membership for accreditation body.
- Peer reviewer for external promotion and tenure proceedings.
- Peer reviewer of manuscript or journal article.
- Member of an editorial board.
- Member of an adjudication panel or committee.
- Attendance of conference as faculty mentor to student participants.

Department of Theatre/Dance Promotion to Professor with Tenure; Awarding Tenure to One Who Already Has the Rank of Professor

The candidate must provide evidence of having met the minimum requirements in the following: teaching/job performance in non-teaching assignments, research and creative activity, and professional and public service. In addition, the candidate must provide evidence of *an outstanding reputation in at least one of these areas*.

***Note:** Since there are many activities where professional judgment must be used to weigh its significance, the candidate and department may sometimes determine if one activity may be substituted for another, as well as under which category an activity should be considered, in conformity with the UW-Whitewater Standard Classification of Performance Data. Whenever such professional judgment is called for, the Promotion and Tenure Review Committee of the department will make an initial recommendation. The tenured faculty will confirm or modify this recommendation and make a final decision. A candidate may ask the department to reconsider such a decision and may present further evidence about the matter to the tenured faculty. However, upon reconsideration, the decision of the tenured faculty shall be final.*

TEACHING

The candidate must achieve a sustained record of effectiveness in teaching, advising, curriculum development, and other teaching-related responsibilities. Additionally, the candidate must be able to demonstrate a record of innovation in teaching, as described below.

Positive Peer Reviews: The candidate must notify the Promotion and Tenure Review Committee of the department and the department chair at least two (2) years prior to application for Promotion to Professor to ensure peer reviews are conducted in a timely manner.

Two tenured faculty, designated by the Promotion and Tenure Review Committee of the department, will separately observe the candidate's teaching once each year for the last two (2) years in rank. Candidate must have at least **three (3) positive peer reviews** that do all of the following:

- Evaluate teaching based on direct observation and review of instructional materials.
- Evaluate teaching with reference to course organization, classroom presentation, interaction with students, and mastery of course content.
- The letter must conclude with a statement from the reviewer that the review is or is not “positive” for purposes of promotion.

Student Evaluations: Student evaluations will be given and calculated for every course section within each semester. Every semester student evaluations should have at least an average of 3.7 on a scoring system of 1 to 5, where 5 is the highest. Winterim and summer terms will be included if candidate is teaching courses during those terms. Semester student evaluation averages are calculated by adding average course scores for the semester and dividing that total by the number of courses taught that semester.

If the average or an individual course evaluation score is below 3.7 for any semester, a special case must be made based on the distinctive nature of a course or other extenuating circumstances that resulted in these evaluations. The decision as to whether these circumstances warrant an exception to the minimum standard shall be made initially by the Promotion and Tenure Review Committee to be either agreed to or altered by the tenured faculty. The decision of the tenured faculty will be final.

Participation in Activities Designed to Enhance Teaching Skills: The candidate must be able to demonstrate a sustained attention to teaching by evidence of participation in at least **three (3) activities total per year in current rank**. These three (3) activities must be split amongst at least two (2) different categories listed below.

- Activities and programs offered by the department or college, including brown-bag lunches on teaching, and similar activities.
- Activities and programs offered by UWW, including workshops, programs, or conferences offered by the LEARN Center or the Office of Professional and Instructional Development.
- Regional and national conferences, seminars, and workshops focused on pedagogy and pedagogical issues.
- A record of leadership in individual or informal professional development activities or programs related to teaching.

Support of Instructional Goals: The candidate must be able to demonstrate a sustained

commitment to promoting the instructional goals of the department. The candidate should provide evidence of having done **at least three** of the following over the last three years in rank:

- Assuming responsibility for courses needed on short notice (e.g. to fill an unexpected vacancy).
- Supporting department instructional goals and student learning outcomes.
- Acting as a teaching mentor to new faculty.
- Developing alternate forms of teaching delivery, either in units or a whole course (e.g., online courses or units, field trips, travel study courses, learning communities, independent studies, or incorporating undergraduate research projects into the course).
- Developing new courses.

Satisfactory Advising: Service to students must include all of the following activities:

- A record of advising effectiveness documented by positive satisfaction surveys or by other methods, including submitting written student testimonials.
- Evidence of attending two advising workshops within the past 6 semesters.
- An advising load that is at or above the program average each year.
- Other consistent advisory activities, including academic mentorship, such as the teaching of independent study courses or the supervision of undergraduate research projects, and the like.
- Assisting students in the application and acceptance to graduate school and other related programs, including the writing of letters of recommendation for graduate programs, study abroad, jobs, and award/scholarship applications.

Record of Innovation: The candidate must also demonstrate a record of innovation in the area of teaching. The activities or achievements that constitute a record of innovation may include the development of any of the following:

- Professional development projects or workshops that substantially improve teaching or student learning in the candidate's courses.
- Teaching strategies, methods, or curriculum which have been adopted by other faculty in the Theatre/Dance department, the University, or other universities.
- Record of curriculum development that has had a significant impact on Theatre/Dance or on the University.

- Teaching strategies, methods, or curriculum that is recognized by the University, professional organizations, either by publication, award, or adoption.
- Advising materials, methods, or activities that significantly improve communications with majors or minors, increase retention, or meet important identified unfilled needs.

Standard for Outstanding: Candidate demonstrates sustained excellence in **three out of five** of the following areas OR a sustained record of innovation in one area with evidence of dissemination beyond the department, such as the following:

- Development of cross-disciplinary courses or programs.
- Development of units taught in multiple courses throughout the major, minor, or general education classes.
- Development of technology or resource materials that enhance teaching and learning in multiple courses throughout the major, minor, or general education classes.
- Student evaluation scores for at least four of the last six semesters of 4.0 or higher.
- UW-Whitewater or UW-System, or equivalent, teaching/advising award.

JOB PERFORMANCE FOR NON-TEACHING ASSIGNMENTS

This standard applies to all candidates who have received teaching release time for one or more of the following activities: Department Chair, Assistant Department Chair, Program Coordinator, Advising Coordinator, Assessment Coordinator, or other similar activities.

This standard *does not* apply to faculty who have received teaching release time for sabbatical or research grants.

The candidate must demonstrate a record of effectiveness in professional effort and responsibility in the non-teaching assignment, and must demonstrate skills and knowledge relevant to the assignment. The following categories must be satisfied:

- *Statement of non-teaching duties and accomplishments:* For each review cycle, the candidate must submit a letter detailing the purpose or nature of position, duties assigned with that position, length of time in the position, and the accomplishments achieved.

- *Positive letters of Recommendation:* For each review cycle, the candidate must receive **one** positive letter of review from the supervisor of the non-teaching assignment, whether that is the Dean, Department Chair, Assistant Chair or another Coordinator. The candidate must also receive **one** positive letter from faculty or staff who work directly with the candidate on the assignment. The letters should include assessments of the following when applicable:
 - Reports filed accurately and in timely manner (e.g., Audit & Review, Annual Report, Accreditation, Purple Book support letters, advising, and department forms).
 - Effective scheduling.
 - Effective budget management.
 - Effective committee participation.
 - Leadership in personnel and intra-department communication.
 - Effective promotion of department, college, or university goals.
 - Effective advising.

Letter writers should indicate whether the review of the candidate's performance is a "positive review" or "not a positive review."

Standard of Outstanding: To seek the distinction of "outstanding" for Job Performance in Non-Teaching assignments, the candidate must have had this assignment for two or more years, and demonstrate all of the following:

- Leadership in a mentorship or dissemination activity where the candidate extends skills and knowledge in this area to another department, college for professional conference/association, or external constituency.
- Leadership in at least one substantial initiative in the area with measurable, positive impact.
- Satisfaction among the constituency, by faculty satisfaction surveys and academic staff satisfaction surveys, as well as by letters.

RESEARCH AND CREATIVE ACTIVITY

The candidate must achieve a record of professional research, or its creative equivalent and other professional activity. This record should include evidence that the faculty member has achieved significant professional recognition in the individual's discipline

through scholarly publications, professional papers, presentations, exhibitions or performances, artistic achievement, or other scholarly and creative activities. Status of co-authorship is at the discretion of Retention, Promotion, and Tenure Committee.

Tier One: The candidate must have a minimum of **two (2) Tier One** research/creative activities, completed between tenure and application for promotion to professor, to include items from the following:

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement at or with a recognized professional venue or company.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement for a professional film, television, radio, or gaming production company.
- Publication of a scholarly article in candidate's field by a national recognized juried journal.
- An edited published book in candidate's field by a recognized press.
- Publication of a substantial written creative/dramatic work by a recognized press.
- Production of a substantial creative/dramatic work by a recognized professional venue or company or peer academic institution.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production-team level engagement in a recognized professional industrial/commercial project (e.g. corporate training videos, trade show exhibitions, voice-overs, commercial work).
- Creative work awarded the distinction of finalist or semi-finalist in a national recognized competition.
- Receipt of a substantial and competitive extramural grant towards furthering research/creative activity.
- Invited fellowship or residency at a recognized artists' colony or workshop, national or international.
- Invited presentation of a workshop in candidate's field at international conference
- Published translation of a substantial dramatic/critical text by a recognized press.

Tier Two: The candidate must have a minimum of **two (2) Tier Two** research/creative activities, occurring during each academic year completed.

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement for a UW-Whitewater Department of Theatre/Dance mainstage/scheduled season production.
- Production of creative/dramatic work by a recognized venue or company of a smaller scale.
- Conference paper or presentation at an international, national, or regional conference.
- Chair of a presentation panel at an international, national, or regional conference.
- Receipt of a less substantial and competitive extramural grant.

- Fellowship or residency at a non-professional or semi-professional venue.
- Shorter creative/dramatic written work published in a professionally recognized journal.
- Shorter literary/critical written work published in a professionally recognized journal.
- Public staged reading of a dramatic work by a professionally recognized venue or company.
- Public workshopping of creative work by a professionally recognized venue or company.
- Documented contribution to a collaborative work (performance, choreography, written, technical) supported by a professionally recognized venue, company, journal, or press.
- Presentation of a workshop in candidate's field at a national or regional conference.
- Presentation of a workshop in candidate's field sponsored by recognized professional association (non-conference).
- Published translation of a less-substantial dramatic/critical text by a recognized press.

List of optional activities that may be counted towards **Tier Two**. Three activities below equal one (1) Tier Two activity. There may be only one Tier Two substitution per academic year.

- Poster session at an international, national, or regional conference.
- Performance or Book review in a recognized journal or media outlet.
- Guest lectures and invited talks at peer academic institutions and venues.
- Receipt of a grant, fellowship, or residency from within the College, University or System.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement for a UW-Whitewater Department of Theatre/Dance non-mainstage production.
- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement at/with a community-level (non-professional) or volunteer based venue or company.

Professional Recognition: A candidate must demonstrate that their work is recognized by their peers. The candidate must write a narrative and provide documentation to support peer recognition. Examples of documentation would include letters of support, peer reviews, citations in the work of others, or evidence of special recognition, as when given a research award, invited to deliver a plenary at a national or international conference, or invited to serve as a respondent in a journal or in a plenary session of a national or international conference. All of the above will be used to evaluate professional recognition.

Standard for Outstanding: To demonstrate a record of outstanding scholarly/creative achievement the candidate must document a minimum of three (3) **Tier One** activities occurring from tenure date and application to promotion for professor, and a minimum of three (3) **Tier Two** activities during each academic year completed at current rank.

PROFESSIONAL AND PUBLIC SERVICE

The candidate must achieve a record of service at the University, College, Department, Public, and Professional Level. The following areas are required:

University: During the review period, the candidate is required to participate meaningfully on an **average of two (2) official University committees each year**. This may include system committees or task forces. While a candidate's term on a given committee may not be completed at the time of application, the candidate should be able to demonstrate University level committee participation well before the final year of the review period.

College: Candidate is required to participate meaningfully on an **average of one (1) official College committee** each year.

Department: Candidate is required to participate meaningfully on an **average of two (2) official Department committees** each year.

Since some committees are more labor-intensive than others and some activities are non-committee service (e.g. coordination of internships and study abroad programs), the Promotion and Tenure Review committee and tenured faculty may decide that certain committees can be counted as two and/or non-committee service substitute for a committee service.

Public Service: Candidate should complete a **minimum of one (1) one activity** listed during each academic year completed:

- Performance, Design, Choreography, Direction, Playwriting, Dramaturgy and/or other production team level engagement at/with a community-level (non-professional) or volunteer based venue or company.
- Pro bono consultation and advising in candidate's field at/with community-based venues and companies.
- Community-based/public guest lectures, workshops, panels, judging, and invited talks.
- Interviews and written commentary in local media outlets supporting activities in candidate's field.
- Workshop and other activities designed for K-12 students and teachers.

- Active participation in public organizations that promotes the Arts and/or Humanities.
- Editorial work for a public or not-for-profit institution.

Professional Service: Candidate should complete a **minimum of one (1) one activity** listed during each academic year completed:

- Organizer of a conference panel, session, or workshop.
- Officer or Chair of a recognized professional organization.
- Officer, Chair, or Member of conference organization committee.
- Officer, Chair, or Member of professional organization commission or committee.
- External review of programs or membership for accreditation body.
- Peer reviewer for external promotion and tenure proceedings.
- Peer reviewer of manuscript or journal article.
- Member of an editorial board.
- Member of an adjudication panel or committee.
- Attendance of conference as faculty mentor to student participants.

Standard of Outstanding: The candidate must demonstrate evidence of distinctive leadership and substantial accomplishment, with measureable, positive impact in at least three of the five service areas, University, College, Department, Public and Professional. The candidate must provide:

- A reflective assessment that explains the candidate's purposes, goals, and leadership relative to the areas of service, as well as the candidate's specific achievements and impacts in that area.
- At least three positive letters of support, one from each of the three (3) service areas, from persons or groups with first-hand knowledge of the service and its impact.