



NEW SECTOR
ALLIANCE

Leadership Longevity Fellowship

Application Guide

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About the Leadership Longevity Fellowship

Why this Fellowship?

Burnout is endemic to the social impact sector. COVID-19 and the nation's racial and socio-political reckoning have only exacerbated this issue, taking a devastating toll on mission-driven organizations and the communities that they serve. Although some communities have an overabundance of high-quality resources, many employees focused on addressing society's most pressing problems are pressed themselves - overburdened, overtaxed, and unable to set aside time to use available resources. Frontline leaders who serve vulnerable or historically marginalized communities have been hit especially hard.

While private companies are increasingly offering employees perks and programs to support their mental well-being and physical health, social impact employees continue to do more with less. Their commitment is strong, but their organizations lack the infrastructure or multi-year funding needed to offer them the perks of the private sector. If we want to see today's gains in social and environmental progress maintained for the long haul, we must invest in the mental and physical health and well-being of those who power such progress, so that they can build fulfilling careers and lives that allow them to advance their work over a span of decades. Yet research shows that about 30 percent of nonprofit workers are burned out, an additional 20 percent are in danger of burning out¹, and 75 percent of nonprofit leaders are planning to leave their positions in the next 15 years². We must do more.

Pilot Program Overview

With support from committed new investors, New Sector is enthusiastically joining the movement to address the unmet extensive mental health and wellness needs within the social sector workforce and our society at large. As a first step, we are launching the Leadership Longevity Fellowship, a hybrid (in-person and virtual) fellowship program to support mission-driven frontline leaders serving vulnerable or historically marginalized communities. The program will be designed to have a high-touch impact on individual pilot program participants while leveraging technology and other resources to have a large-scale impact on a much broader population.

¹ Nonprofit Quarterly: Avoiding Burnout and Preserving Movement Leadership, 2021

² Building Movement: The Leadership in Leaving, 2013



During the 2022-23 program pilot year, we will designate 12 Leadership Longevity Fellows by selecting frontline and mid-to-executive level leaders committed to changing lives, organizations, and the world. Through our science-based curriculum, small group and 1:1 coaching, community building, and tailored support, participants will not only gain new skills that ensure greater longevity in and joy for mission-driven work, but will be equipped to bring their newfound knowledge back to their communities (see [Extending the Learning](#)).

Extending the Learning through a Community Project

One of the Leadership Longevity program priorities is to have a high-touch impact on individual program participants while also sharing learnings and resources to have a larger-scale impact on a much broader population. With this in mind, as a core part of the program, each Fellow will bring their learnings back to the communities they serve. With support from New Sector program facilitators, technology-enabled solutions, and the entire suite of materials from the Leadership Longevity Fellowship, each Fellow will “pay the learning forward” to a minimum of 10 additional community members. Community members might include: members of their organization; members of a mission-focused faith-based community; those in their broader professional network based anywhere in the United States; those in their peer group or another professional development program; or another community they feel would benefit from the material and support the program aims.

At the close of their own fellowship experience, Fellows will introduce their chosen community members to a selection of content they’ve already experienced as a Fellow with the aim of building others’ awareness of and skills to support their own mental wellness goals. Ideally, this will kickstart a “multiplier effect” within each participating community that is a part of the program.

To fulfill this part of the program requirements, Fellows might offer a training session to one of the groups noted above, launch a peer group for those who want to work through some of the material together, or structure something else that meets the program goals. The New Sector team will support Fellows to determine the best process and format for delivering this content to their communities.



Eligibility Criteria

The Leadership Longevity Fellowship will support leaders who:

- Are currently employed full-time by a mission-driven organization* that:
 - provides direct services or serves vulnerable or historically marginalized communities and
 - has an annual operating budget of between \$100,000 to \$1 million dollars
- Are currently in a “frontline” leadership role, working in close proximity to the individuals, communities, and issues that their organization serves, or a mid-to-executive level leader who has previously been in a “frontline” role
 - Examples of frontline leaders include program staff, community engagement staff, social workers, therapists, attorneys, educators, trainers, etc.
- Have a total of a least three years of experience in mission-driven employment with their current organization or a previous mission-driven organization
- Are at least 21 years of age and have a high school diploma or GED
- Are employed and residing in the United States

** A mission-driven organization can be either a 501(c)(3) nonprofit organization or a for-profit organization formed for a social or environmental purpose, whose primary mission is to address a social or environmental issue over and above the accrual of profit for the organization.*

All of the above criteria must be true in order for a candidate to meet eligibility requirements.

Who is not eligible for the 2022 Fellowship?

- CEOs, Executive Directors or founders who are not working in close proximity to the individuals, communities, and issues that their organization serves
- Employees of private foundations focused primarily on grantmaking instead of operating foundations that create and execute on programming in addition to grantmaking



- Employees at 501(c)(4) organizations
- Board members of an eligible organization who are not also an employee at that organization
- Individuals who are not 21 years of age
- Individuals without a high school diploma or GED

Selection Criteria

Once eligibility requirements above are met, fellows will be selected based on the following:

- Ability to fulfill all program requirements, including travel for the kick-off retreat (**January 17-20, 2023 at Saguaro Lake Ranch in Mesa, Arizona**), virtual bi-monthly Zoom sessions (see program dates below), and travel for the closing gathering (summer 2023, date TBD)
- Ability to reach at least 10 members of their organization, community, or network through their Community Project (see [Extending the Learning through a Community Project](#))
- Support from their direct supervisor to participate in all elements of the program, including the Community Project
- Diversity of educational background, lived experience, type of role, type of organization, size/budget of organization, region, demographics served, ethnic background, gender identity, and type of location served (urban/suburban/rural)
- Ability to serve as a positive ambassador for the inaugural fellowship cohort and provide feedback on the pilot program to support future program development / design

Program Dates

The fellowship application deadline is Friday, September 1, 2022 at 9:00AM Pacific.

Fellows will be selected and notified by Tuesday, November 1, 2022. See details about the application process in the [Selection Process / Application](#) section.



The fellowship program encompasses the following elements:

EVENT	DATE	LOCATION
In-person opening retreat and kickoff	January 17-20, 2023	Saguaro Lake Ranch in Mesa, Arizona
Virtual workshops and small group gatherings*	From 11am to 1pm Pacific on the following Wednesdays: <ul style="list-style-type: none"> ● December 7, 2022 ● January 4 + 18, 2023 ● Feb 1 + 15, 2023 ● March 1 + 15, 2023 ● April 5 + 19, 2023 ● May 3 + 17, 2023 ● June 7 + 21, 2023 ● July 12, 2023 	Virtual, online
1:1 coaching (as desired)**	Once per month, optional; scheduled with coach directly	Virtual, online or phone
Execution of each Fellows' Extending the Learning community project	Scheduled to fit your community's needs / your availability	Your own community
In-person closing retreat and celebration	Late summer 2023, date TBD	TBD

**The first session of each month will be dedicated to delivering our science-based curriculum, and the second will be focused on small group peer coaching and action planning for your community project. Sessions will be led by New Sector's experienced facilitation team and subject-matter experts.*

***Beyond bi-weekly training sessions, Fellows can choose to connect with an experienced New Sector program facilitator or executive coach for a monthly 45 minute coaching session throughout the 9-month program.*

Selection Process / Application

The Leadership Longevity Fellowship application process has 5 rounds:



- **Round 1: Written Application** - The written application is due Thursday, September 1, 2022 at 9:00am Pacific Time via our [online form](#). Sections include:
 - Section 0: Eligibility Screening - This section will help you determine your eligibility for the Fellowship based on our [Eligibility Criteria](#).
 - Section 1: The Basics - This section will ask for basic personal and professional information.
 - Section 2: Essay Questions - This section will ask you to complete **two** required essays, and also ask you to complete an additional **2 of 6 essay questions**.
 - Section 3: More About You - This section will ask more about your demographic information, identity, any accommodations you require, etc.
- **Round 2: Letters of Recommendation** - If you advance to Round 2 of the application process, we will send a request to the 2 people you listed as references to ask them to submit a letter of recommendation.
- **Round 3: Interview** - If you advance to Round 3, we'll invite you to participate in a virtual interview on Zoom with members of the New Sector Alliance team.
- **Round 4: Phone Call with Direct Supervisor** - If you advance to Round 4, we will contact your direct supervisor to discuss program logistics and ensure you will have their support to participate fully in the program and meet all program obligations.
- **Round 5: Confirmation of Acceptance:** You will receive a phone call or email directly from New Sector Alliance with our selection decision by November 1, 2022. In November, you will be asked to complete the welcome packet which includes acceptance paperwork.



Written Application Questions

Our online written application form can be found [here](#). You can find the entirety of the written application questions below. We recommend that you work on your application responses in a separate document until you are ready to submit the entire application at once.

Note: A red asterisk (*) denotes a **required** question.

Section 0: Eligibility Screening

In this section, you will be asked to answer some basic questions to determine your eligibility for the fellowship. If you can answer YES to each of these questions, then you are eligible. If you answer NO to any of the questions, you are not eligible to apply at this time.

Note: You will not be able to complete the rest of the application form if you are ineligible to apply.

1. Are you currently employed full-time by a mission-driven organization that provides direct services or serves vulnerable or historically marginalized communities? *
2. Does your employing organization have an annual operating budget of between \$100,000 to \$1 million dollars? *
3. Are you currently in a “frontline” leadership role, working in close proximity to the individuals, communities, and issues that your organization serves, or a mid-to-executive level leader who has previously been in a “frontline” role? *
4. Do you have a total of at least three years of experience in mission-driven employment in your current organization or a previous mission-driven organization? *
5. Are you at least 21 years of age and have a high school diploma or GED? *
6. Are you employed and residing in the United States? *



Section 1: The Basics

1. First Name *
2. Last Name *
3. Home Street Address *
4. Home City *
5. Home State *
6. ZIP Code *
7. Phone Number *
8. Please provide a recent version of your resume or curriculum vitae (CV) in PDF version. Before uploading, name the file "LastName_FirstName_Resume". *

Tell us about your current employer.

9. Organization Name *
10. Organization Street Address *
11. Organization City *
12. Organization State *
13. Organization ZIP Code *
14. Organization Website *
15. Organization Mission / Primary Focus *
16. Annual Operating Budget of the Organization *
17. As far as you know, is anyone else from your organization or community also applying for this fellowship? *

Section 2: Essay Questions

1. Why are you applying to participate in this program? What are you hoping to gain from participation in a program that supports your leadership development and mental wellness? (250 words or less) *

2. Outline a plan for how you plan to bring lessons and insights from this program back to your community at the close of your fellowship experience. For example, you might make a presentation / offer a training at a local convening of organization partners, employees at your organization, or an existing peer group. Your plan may include a short list of mission-driven organizations you would like to benefit with this work. *If you advance to the interview round, we'll ask you more about your plans for this portion of the fellowship. (250 words or less) **
3. Answer exactly 2 of the following 6 questions in 500 words or less per question. Choose whichever 2 questions resonate with you most. *

If you prefer to “show” us your answers rather than writing your responses, you may also submit a 3-5 minute video application in which you directly answer the 2 questions you’ve selected. Write “see video for response” in each essay question section and refer to the FAQs for more information about how to create and submit your video. Note that this is the only section of the application that may be submitted electronically, and that all other questions on the application must be submitted in writing. See the Application FAQs for more guidance if you'd like to submit a video.

- a. **Option 1:** In what ways do you currently give back to your community/network that empower someone else? What have you learned from this experience?
- b. **Option 2:** Tell us about an intervention, solution, or idea you brought to your organization. What did you attempt to change or accomplish, and what impact did you make on your organization and/or your organization’s constituents?
- c. **Option 3:** In what ways do you work to deepen authentic connections among your co-workers, constituents, or those in your organization’s broader network? Share examples of how you’ve advanced or deepened your community.
- d. **Option 4:** Work activities and personal day-to-day interactions can often be stressful. Tell us about the self-care, faith, and/or spiritual practices that currently support your well-being, or those that you would like to integrate into your life with more intention to support yourself. How has this changed or affected your approach to work and life in general?



Note that Fellows are not required to adhere to or practice a specific religion, or any religion at all. We simply want to understand more about what sustains you or helps you feel like a connected part of the whole.

- e. **Option 5:** In what ways do you utilize the support and advice of others in order to ensure you're being a good steward of your own time and talent, and your organization's and community's resources?
 - f. **Option 6:** Describe the experiences and/or people who bring you joy in your employed work. What is joyful about these experiences and/or people, and how do they sustain you in your work?
4. Before moving forward, confirm that you have completed the first two (required) essay questions AND exactly 2 of the 6 essay questions labeled "Option 1", etc. *
 5. OPTIONAL: You may choose to include one more item that will help us understand your candidacy with greater depth; for example, a blog post you've written, a presentation you've created, research you've conducted, etc. Provide a link below to this material so that we can click on it and access it directly. If online sharing permissions for the destination link are not set to allow us to view the material, it will not be considered as part of your application.

Section 3: More About You

We endeavor to create a diverse community of individuals from varied backgrounds and life experiences. To help us achieve this goal, please share more about you below. Every question is required, but for any of them, you may select "Prefer Not to Share or Self-Described Below".

1. What is your gender? *
2. Do you identify as LGBTQ+? *
3. Do you identify as Transgender? *
4. Please identify your race/ethnicity (check all that apply). *
5. If you prefer to self-describe your identity in relation to any of the questions above, please do so here briefly.
6. Are you an active member of the US military or a US military veteran? *

7. Languages Spoken (other than English) *
8. Were/are you a first-generation college or postsecondary student? *
9. How many years of paid work experience do you have in mission-driven organizations? *
10. Have you completed any postsecondary education (college, university, community college, etc.)? If yes, please share the following information where applicable. *
11. Postsecondary Institution/s
12. Postsecondary Major/s
13. Postsecondary Graduation / Completion Year/s
14. Graduate School/s
15. Graduate Program/s (e.g. MBA, MS, etc.)
16. Graduate Program Graduation / Completion Year/s
17. Have you completed a leadership development program previously? *
18. If yes, please share the name of the program. If other, please clarify.
19. Provide a brief biography that we can use to introduce you to other members of the cohort if you are selected as a Fellow. (250 words or less) *
20. How did you hear about this program? *
21. We want to create an environment where all Fellows can fully participate. What accommodations, if any, do you need to ensure the environment supports your abilities and personal circumstances, or any obligations you have outside of your paid employment?



Section 4: Your Letters of Recommendation

Check the FAQs for more guidance on how to decide on who you'd like to provide your letters of recommendation.

1. Reference #1: Name of Direct Supervisor
2. Reference #1: Title of Direct Supervisor
3. Reference #1: Email of Direct Supervisor
4. Reference #2: Name
5. Reference #2: Title
6. Reference #2: Organization / Employer
7. Reference #2: Email
8. Reference #2: Relationship to You

Section 5: Your Commitments and Final Confirmation

By submitting my application, I confirm the following:

1. I am fully eligible to participate in the Leadership Longevity Fellowship as described in the application materials. *
2. All of the information provided here is true to my knowledge. *
3. I understand the fellowship benefits and requirements, and I am able to fulfill the requirements. *
4. I will maintain strict confidentiality with regard to personal and organizational discussions held throughout the application process and program. *
5. If I advance to Round 2, I will be able to secure 2 letters of recommendation for my candidacy from those in my professional network. *



Frequently Asked Questions

Application Process

When is the application due?

Thursday, September 1, 2022 at 9:00am Pacific Time.

How much time will this application process take?

We suggest that you spend between 2-4 hours on the written application. In addition, we suggest that you contact those who will serve as references should you advance to Round 2 of the application process. Once we notify you that you've been advanced to Round 2, you'll have only 2 weeks to secure letters of recommendation.

Can I mail or email my application to you rather than submitting it online?

At this time we are unable to accept mailed or emailed applications. If you have trouble submitting the application using the online form, please email LLF@NewSector.org with "LLF Application Question" in the subject line. Contacting us via email with your application attached does not represent a submitted application.

We recommend that you work on your application responses in a separate document until you are ready to submit the entire application at once. You can find a preview of all questions on the application form in the section [Written Application Questions](#).

How do I create a video to submit my essay responses for Section 2, Question 3?

You may, if you choose, opt to submit the responses to the 2 essay questions via a video upload. In order to do so, please upload your video to a platform such as YouTube, Vimeo, or Loom, make sure that anyone with the link can access it, and insert the link into the response field for the question the video is answering.

How do I know my application was successfully submitted?

The application form will automatically generate an email notification once you've submitted it. If you do not receive an email notification, your application has not reached us, and you should submit the application again.

When will I need to provide letters of recommendation, and from whom?

If you advance to Round 2 of the application process, we will notify you via email and also will reach out to those you've listed in the application to secure your letters of recommendation. All recommendations will be submitted using an online form with a predetermined set of questions as well as space for additional commentary about your



candidacy or fit for the Fellowship. We will provide 2 weeks for your recommenders to submit their letters.

We will require a letter of recommendation from your direct supervisor. When deciding on a second person to provide a letter of recommendation, you might consider the following:

1. A former or current instructor/teacher or mentor
2. A board member or funder of your organization
3. A colleague in another organization who works with you on cross-organization projects
4. A colleague/teammate or direct report in your current or former organization
5. A faith leader in your community who knows you and your work well
6. A client/former client you have served (someone who has been directly impacted by a program you have worked with)
7. Another person who has familiarity with the elements below

Strong references will be able to share insight into one or more of the following areas:

- The nature of your work and how you contribute to your organization, community, and/or network in positive ways
- The areas in which you might most appreciate and benefit from professional development and mental wellness frameworks through the Leadership Longevity Fellowship
- Your ability to be a strong contributing member of the fellowship cohort and an outstanding ambassador for the program
- Your ability to execute on the community project as part of the fellowship, as described in the fellowship selection criteria

Do I really need a letter of recommendation from my direct supervisor?

Yes, we will require a letter of recommendation from your direct supervisor. It is crucial for us to build a positive relationship with your supervisor upfront, because our ability to do so supports you in taking full advantage of all of the benefits the fellowship can offer you.

For example, we'll ask your supervisor to approve any time you spend on the fellowship experience as paid work time (not vacation or sick time), and we'll ask them to support you in extending the learning to other members of your community (the Community Project noted elsewhere in the program materials). All of this will be provided in a written contract for you and your supervisor to review at length before accepting a fellowship.



If you believe you will be unable to secure support from your direct supervisor, we ask that you not apply at this time. We will assess this requirement after the pilot year and decide if it should be a part of future application processes.

What if my direct supervisor is my organization's board chair? Can I apply?

If you report directly to the board of directors (for example, you are the Executive Director of a small nonprofit with an annual budget between \$100,000-\$1M and you personally are providing direct services to your organization's constituents), then you are eligible to apply. We ask that you list your board chair in sections asking for "direct supervisor".

Is the application process competitive? How many Fellows will you select?

We anticipate receiving hundreds of applications and will accept 12 Fellows.

What do you look for in candidates? How can I ensure my application stands out?

We will review applications only from candidates who meet the eligibility requirements. Thereafter, we'll use the selection criteria noted in the application introduction.

In order to ensure your application has the best chance of success in our review process:

- **Be clear.** Use plain, straightforward language. Avoid using acronyms unless you've defined them somewhere else in your application.
- **Be detailed.** Provide details in your essay responses so we can understand you as a person — not only your actions but your motivations and deeply held beliefs. Paint a picture of yourself for us.
- **Be honest.** The Fellows we select in the application process will have been selected based on their individual qualities as well as how they'll work as a member of the cohort. Your candor and clarity helps us ensure we're creating the best possible cohort to participate together in shared programming.
- **Be focused.** Before you begin your application, write down the single most important thing you want to convey to the selection committee. Be sure to include information that supports this in your application.
- **Give yourself time.** Ensure you've set aside time before the deadline for editing and proofreading your application, and time to allow a friend or colleague to review it and provide feedback to you.

What if I don't meet all the eligibility criteria?

If you do not meet all of the eligibility criteria, we ask that you not submit an application for this round of the Fellowship. If you have questions about eligibility that are not outlined in these FAQs or the application itself, email LLF@NewSector.org with "LLF Application Question" in the subject line.



What kind of feedback will New Sector Alliance provide me if I'm not selected?

Due to the volume of applications, we will be unable to provide feedback for candidates whose application has been declined in Round 1 or Round 2. For candidates who advance to Round 3 (interview) but are not selected for a Fellowship, we will provide brief feedback as time allows and only after we've concluded the entire selection process.

If my application is not selected, can I reapply again in the future?

Yes. As long as you continue to meet the eligibility requirements, you may apply again for future New Sector Alliance fellowships.

If I have participated in previous New Sector Alliance fellowships (including RISE and Summer Fellowships), am I eligible for the Leadership Longevity Fellowship?

Yes. As long as you meet all of the eligibility criteria, you will be able to apply for the Leadership Longevity Fellowship.

Travel Requirements and Health Precautions

Is travel required for this program?

Yes. As a member of the Fall 2022 cohort, you'll travel twice. Expenses for both trips will be covered as a part of the Fellowship.

- The launch of the Fellowship experience takes place in person in a retreat-style format over 4 days. The retreat will take place from January 17-20, 2023 at the Saguaro Lake Ranch in Mesa, Arizona.
- The Fall 2022 cohort will also travel to a reunion event at the end of the Fellowship experience in early August 2023. The event will include retreat-style programming tailored to alumni, a chance to meet the next cohort of Fellows, and more. The retreat location is TBD.

You will also be invited to participate in optional alumni programming beyond 2023. Alumni will be welcome to attend annual retreats after the initial fellowship year. Some scholarships may be available to assist with the associated costs.

What health precautions will be taken for the travel component of the program?

We've selected the Saguaro Lake Ranch in Mesa, Arizona not only for its stunning natural beauty and ease of access for travelers across the country, but because the venue offers us the ability to minimize COVID risk to the extent we can. For example:

- Fellows and New Sector staff will each have individual cabins with a bedroom and bathroom to themselves.



- We'll have abundant outdoor space for group and individual activities offered by the Ranch.
- We'll attempt to eat all meals outside to enjoy fresh air and nature together. It will be January, so bring extra layers of clothing just in case!
- Outdoor classrooms will be set up for us, weather permitting.
- The Leadership Longevity Fellowship group will be the only group of guests staying at the Ranch (in addition to members of the Ranch staff who will be there to support the experience).
- Any members of our group will be welcome at any time to use facial coverings or other personal health protocols, and in some instances (depending on the activity, venue, and nationwide COVID case rates), might be strongly encouraged or required to do so.

Because we know that health precautions and CDC guidance might change between now and January 2023, we reserve the ability to transition to a virtual retreat or otherwise adjust the programming or pre-attendance requirements in order to adhere to health and safety standards.

Do I need a COVID vaccine to attend?

Yes. We require that all Fellows, New Sector staff, and retreat guests be fully vaccinated against COVID in accordance with the most up-to-date CDC guidelines. By January 2023, this might mean an initial 2-dose vaccine plus one or two booster shots. We will ask for official proof of vaccination ahead of the event, as part of your confirmation package (due late November / early December). We will not be able to grant a medical exception instead of a vaccination.

It's important to note that Saguaro Lake Ranch staff members supporting the retreat might or might not be fully vaccinated, and might or might not wear facial coverings indoors.

Do I need proof of a negative COVID test to participate in the retreat?

Yes. We will ask all group participants to provide proof of the following:

- Negative COVID test within 1-3 days before arriving at the retreat
- Negative COVID test on arrival at the retreat site
- Negative COVID test during the retreat, at a time determined by the latest science-based protocol

In short, we're serious about your health and our own. As COVID conditions evolve, we'll continue to build a science-based protocol to respond to the unique, nationwide nature of the group that will be gathered. We'll do everything we can to mitigate our collective risk.



Financial and Other Considerations

What value will I get from participating in this program?

As a participant in all parts of the fellowship program, you'll benefit from training, professional development, wellness support, retreat travel and programming, 1:1 coaching, and more, which we value at approximately \$35,000. There will be no additional compensation.

What are the costs of participation?

There are no costs for participating in year 1 of the fellowship program. Our goal is that you incur no expenses as a Fellow, and receive only benefits from participation. See related information in the question above (*Do I need a letter of recommendation from my direct supervisor?*).

If you choose to attend alumni events beyond summer 2023, you will have the ability to apply for a scholarship to help cover a portion of the costs of attendance, or we can provide a letter of recommendation or other endorsements so that you can request funding from another source (e.g. your local community foundation) in order to reduce or cover your travel costs.

Does this fellowship provide continuing education credits or any certifications?

We are unable to provide CCEs at this time. Fellows who have fulfilled all program requirements will be granted a New Sector Alliance Leadership Longevity Certification of Completion at the end of the program, and an accompanying program credential to add to your LinkedIn profile.

I have more questions. Who can I contact for more information?

If you have read all application materials and these FAQs and still have questions, email LLF@NewSector.org with "LLF Application Question" in the subject line. Please allow up to 2 business days for a response.