INTRODUCTION TO THE AASLH LEADERSHIP IN HISTORY AWARDS

For more than seventy-five years, AASLH has given Leadership in History Awards to establish and encourage standards of excellence in the collection, preservation, and interpretation of state and local history in order to make the past more meaningful to all people.

Winners of the Leadership in History Award of Excellence serve as models and inspiration for others in the field. We offer awards for many different types of projects (categories listed in TYPES OF AWARDS below). Winners come from all over North America and from organizations of all kinds, sizes, and budgets.

Our awards program (with the exception of the Publications category), is non-competitive, meaning your nomination is not in competition with others for a finite number of awards. We encourage nominations from small and all-volunteer organizations. You do not need to be an AASLH member to apply, and aside from the Individual Lifetime Achievement category, you may self-nominate.

TYPES OF AWARDS

Award of Excellence (Nominations due March 1): This is the main award for which applicants nominate projects or people. It is presented to recognize excellence in the following categories: Exhibits; Multimedia; Public Programming; Rapid Response; Special Projects; Studies; Individual Lifetime Achievement; and Publications. These last two categories have slightly different requirements than the others in this award type. You will find guidelines for Publication nominations, Individual Lifetime Achievement nominations, and Project nominations on the AASLH website at aaslh.org/programs/leadership-in-history-awards.

The Awards Committee may also choose to select candidates from among the Award of Excellence winners for additional recognition. You do not apply for these awards directly.
• The Albert B. Corey Award recognizes primarily volunteer-operated historical organizations that best display the qualities of vigor, scholarship, and imagination in their work. Members of the Awards Committee may recommend any primarily volunteer organization that is nominated for the Award of Excellence. This is an award made at the discretion of the Awards Committee.

• The History in Progress (HIP) Award is a special additional award for an Award of Excellence winner whose nomination is highly inspirational, exhibits exceptional scholarship, and/or is exceedingly entrepreneurial in terms of funding, partnerships, or collaborations, creative problem solving, or unusual project design and inclusiveness. This is an award made at the discretion of the Awards Committee.

Award of Distinction (Preliminary nominations due February 1): This is a higher-level award for recipients who are noted for their contributions to the field of state and local history and are recognized nationally as leaders in the profession. It is given infrequently and only in recognition of long and very distinguished individual service. Past winners have included Lonnie Bunch, Sandra Clark, and John and Anita Durel.

ELIGIBILITY

Who: AASLH encourages organizations to self-nominate for the national Leadership in History Award of Excellence in the categories covered in these guidelines. A nominee does not have to be an AASLH member or a history organization to submit a nomination.

What: Awards are given for demonstrated accomplishment. Ideas, concepts, plans, or programs that have just started are generally not eligible for awards. The Awards Committee must have evidence of demonstrated accomplishments over time. Awards are not given to nominees whose contributions to the field of state and local history are solely or primarily financial in nature.

When: For the most part, awards are conferred on special accomplishments occurring within the eighteen months prior to the March 1 deadline (i.e., September 1, 2021 through March 1, 2023). However, this does not apply to the Studies category, for which projects may have taken place in the past five years. For the other categories, on occasion awards may be given to
notable programs extending beyond the prior eighteen months (for example, nominees whose overall excellent work has occurred over many years, or a project that has gone on for a long time but is now reaching an important milestone or has an innovative new component).

**Where:** Projects are eligible from organizations and individuals in North America (U.S., Canada, and Mexico). Other international applications may be accepted. If you are outside of North America, please contact AASLH before applying to determine eligibility. International applicants will be assigned a Regional or State Representative reviewer. Again, applicants do not need to be AASLH members.

**Why:** Winning an AASLH award brings national attention to all the good work you have been doing! A national award can be a powerful tool for marketing your organization or project, securing grants, fundraising, creating new partnerships, rewarding risk-taking and innovation, boosting staff morale, and raising your project’s profile in your community and on a national level.

**TIMELINE**

(For exact dates see the awards webpage at [aaslh.org/programs/leadership-in-history-awards](http://aaslh.org/programs/leadership-in-history-awards))

**EARLY DECEMBER TO MARCH 1: Nomination Process**

It will take some time to gather the necessary materials for your nomination, so we recommend getting started well ahead of the deadline.

1. **Contact your State or Regional Representative to discuss your nomination.** They can answer questions, provide tips, and help you craft a stronger nomination. You can find a list of representatives and their contact info on the awards webpage.

2. **Read the applicable award guidelines so you know which materials to gather for your nomination.** There are guidelines for Project nominations (which is what you are reading now), Publication nominations, Individual Lifetime Achievement nominations, and Award of Distinction nominations.
3. Complete and submit your nomination form online by March 1 (or February 1 for the Award of Distinction) using the Submittable platform. Note: You will need to create a unique username and password to apply via the Submittable site. You can save and return to your submission to complete/review the form.

LATE MARCH TO SEPTEMBER: Evaluation and Awarding Process

After you have worked with your State and Regional Representatives to put together a great nomination, gathered your nomination materials, and sent everything to AASLH via the Submittable site (by March 1), the evaluation process begins:

1. **By late March,** your State Representative will review your submitted nomination and may reach out to you for additional materials, clarification, or other suggestions to strengthen your nomination. State Reps send comments about your nomination to their respective Regional Representatives. After the March 1 submission deadline, you will need to contact AASLH staff to reopen your nomination on the Submittable site to make any changes the State Reps have suggested.

2. **Throughout April,** the Regional Representatives will review your nominations and the associated comments of State Representatives. Regional Reps may also reach out to you with further suggestions for strengthening your nomination.

3. **In May,** the Awards Committee meets for three days for the final evaluation of all submitted nominations. The Committee discusses each nomination in depth, evaluates the nomination in light of AASLH’s requirements, and determines the year’s award winners by majority vote. The Committee may also choose to recognize select winners with additional honors, such as the Albert B. Corey Award or the History in Progress (HIP) Award.

4. **In June,** AASLH staff notifies all nominees of their award status. Winners are provided with information they can use for local publicity. Those who did not receive an award are also notified and provided with feedback.

5. **In August/September,** the year’s award winners are announced, celebrated, and presented with their award at the AASLH Annual Meeting.

**CRITERIA FOR EVALUATION**

To make effective and consistent evaluations, the following general criteria will apply in evaluating nominations for all award categories:
Is It Good History? The field known as “state and local history” plays a major role in the collection, preservation, and interpretation of the past and present. Each award nomination is to be evaluated in terms of the nominees’ contribution to the advancement of state and/or local history. The importance of that contribution—judged by the standards contained in the guidelines—is a critical factor in making the decisions required in the awards process. Nominations should answer the question, “Is it Good History?” (See the definition of “Good History” in the DEFINITIONS section below.)

Effort: Nominations are encouraged for exceptional and meritorious work. The mere fulfillment of routine functions does not justify an award. Action over and above the ordinary call of duty is a prerequisite for a Leadership in History Award.

Best Practices: Nominations are judged in light of prevailing thought at the time of such nominations, and in terms of the theories, practices, and procedures generally accepted in the field of state and local history, and within the applicable standards of particular disciplines. (See the definition of “Best Practices” in the DEFINITIONS section below.)

Ingenuity: Special consideration is given to calculated risk-taking, new and promising, or well-executed ideas, approaches, collaborations, and innovations that will serve as a model for the field.

Resources: Each nomination is evaluated in terms of the resources that the nominees have at their command. Those resources may include funds, collections, the talents of individuals, or the professional training and experience of an organization’s staff. The essential standard is not how do those resources compare with those of other nominees, but rather what has been done with these resources. Organizations/individuals with access to greater/better resources will be held to higher standards than those organizations that are all-volunteer or have limited resources.

Quality and Professionalism: Consideration is given to both what a nominee has accomplished and to how well the job has been done. Awards shall be made only for genuine, proven accomplishments in the field of state and local history. Projects should reflect professional growth of an organization or individual and enhance the organization’s mission.

PROJECT CATEGORIES FOR THE AWARD OF EXCELLENCE

Note: Many projects can fit under more than one category. It is up to you to decide which category best embodies your project. If you have questions about which category is the most applicable, be sure to contact your State or Regional Representative for assistance. Whatever you end up choosing, please follow the specific requirements for that category.
Community Engagement: This category is for projects where the community itself played a large role in the development, collection, curation, planning, or execution. For example, this could be a project curated by members of the community, or where the objects/stories used are sourced directly from the contemporary community. This could be a project developed in response to a direct community need or concern such as a social issue, natural disaster or tragedy, or economic or social change in the community like the closing of a longstanding employer or school. These projects strengthen relationships and share authority between communities and organizations.

Exhibits: If your exhibit includes public programming, a publication, or an educational/curriculum component that you would like considered, you could apply under the Special Projects category noted below. Whatever category you choose, you should follow its requirements.

Multimedia: This category includes projects in the formats of film, video, DVDs, CDs, podcasts, websites, and other internet-based forms of communication.

Public Programming: Examples here include educational programs, festivals, workshops, performances, etc. These can be in-person or virtual programs.

Special Projects: This category is for projects that do not fit into another category, or projects that have multiple components that the nominee wishes to be considered as a whole. Examples include: an exhibit with related educational and public programming and social media campaign, a collections-based project; or a field services capacity-building project. Alternatively, a nomination may be submitted for only one component of a larger project, such as a specific exhibit or program. In that case the nomination should be submitted in the specific category that matches the format, such as Exhibits. If submitting under the Special Projects category, please adhere to the requirements for each of the components you are including.

Studies: This applies to research projects undertaken in the past five years to increase knowledge of a subject for a defined purpose, such as historic preservation or influencing public policy.

NOMINATION SECTION REQUIREMENTS EXPLAINED

All categories for the Award of Excellence have similar requirements except for section 5, which will differ according to the category you choose for your nomination.

Section 1 – Nomination Narrative

- Overview: Introduce the nominated project or organization, and describe its achievements and impact on the community served. State goals and objectives and how they were met, as well as identify intended audiences and how they were reached. Be
sure to provide the name of your organization or project, rather than the names of individuals involved in your project. You will be able to give their names in Section 4–Project Staffing. Remember that the Awards Committee may not know anything about your organization or project, so be sure to give a good, but concise, overview. (350 words)

- Mission: State how the project or organizational achievement has supported the mission of your institution or group. Include your institution or group’s mission statement. (350 words)
- Good History: Highlight how the project exemplifies Good History (See the definition of “Good History” in the DEFINITIONS section below). (350 words)
- Impact: Describe how you assessed and evaluated success for this project and how you measured impact for this project. How will its impacts be sustained over time? (350 words)

Section 2 – Two Letters of Critical Review with CVs/Resumes of the Reviewers

- This critical testimony, from at least two disinterested professionals not involved with the project or nominee, is required.
  - One of the critical reviews should address the scholarship involved with the nomination.
  - The other critical review should address the outcome and effect of the project on the organization, community, or constituencies served.
  - Reviews published in scholarly journals may be substituted for one letter of critical review, and should reflect either the scholarship or the outcome and effect of the project.
- Qualifications of individuals providing critical testimony either are clearly stated in the testimony itself or in an attached CV/resume. Why and how the critical reviewers are qualified to provide critical testimony should be addressed.
- Local news coverage, general letters of support, press releases, etc., do not qualify as critical testimony.
- Letters should be in narrative form and approximately two pages in length. This letter should not be a letter of support, but should provide critical review of the strengths and weaknesses of the nominated project.
- Be mindful of actual or perceived conflicts of interest between the nominee, the nominated project, and the individual selected to write a letter of critical review. Possible conflicts of interest could include the reviewer working for the same institution as that affiliated with a nominated project, or participating in any aspect of a nominated project (as a participant, scholar, or funder).
- For more detail, see the example critical review letters on the awards webpage.
If there are questions, please reach out to your State or Regional Representative.

Section 3 – One-Page Budget

- Please provide a budget sheet that lists all revenues AND expenses. This can include in-kind contributions.
- If you have questions about providing this information, please contact your State or Regional Representative.

Section 4 – Project Staffing

- Provide a list noting the names and roles/responsibilities of your entire project team. This is your opportunity to showcase the full breadth of involvement of the people that helped you achieve your goals.
- Please provide resumes for only the project’s key personnel.

Section 5 – Project Category Documentation

- See Section 5 in the CHECKLIST GRID OF NOMINATION SECTION REQUIREMENTS below to see what specific documentation is required in your project category.
- Nominations without this documentation will not be considered.

Section 6 – Additional Materials (Not Required)

- This section is for other non-required materials that you feel will enhance your nomination. Examples of appropriate materials include: general letters of support, additional publicity and promotional materials, evaluations, further information, newspaper articles, etc.
- No more than five pages of additional materials, please.

CHECKLIST GRID OF NOMINATION SECTION REQUIREMENTS

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<th>SECTION REQUIREMENTS</th>
<th>Exhibit</th>
<th>Multi-media</th>
<th>Public Program-</th>
<th>Rapid Response</th>
<th>Special Projects</th>
<th>Studies</th>
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## SECTION 1: NOMINATION

### NARRATIVE

#### OVERVIEW (350 words) should address:
- Description of project/achievements
- Goals/objectives
- How evaluation criteria met

#### MISSION (350 words) should address:
- Organization's mission statement
- How project supports mission

#### GOOD HISTORY STATEMENT (350 words) should address:
- How difficult topics dealt with
- How diversity & inclusion met
- How innovation/experimentation/creativity achieved
- How relevance of history demonstrated
- How accessibility achieved

#### IMPACT STATEMENT (350 words) should address:
- Intended audience(s)/how reached
- Methods of assessment/evaluation
- How success and impact measured
- How impacts will be sustained over time

### SECTION 2: CRITICAL REVIEW

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DEFINITIONS AND EXPLANATIONS OF SELECT TERMS

GENERAL:

**State Representative:** Each state in the U.S. has one (or more) representative(s) who serve as a source of information and guidance to nominees in their state. These representatives work with nominees to ensure that all criteria and requirements are provided on their nominations. State Representatives also conduct the initial review of nominations in their states, providing valuable feedback and insight to their Regional Representative and the Awards Committee. They are the first people you should contact as you begin your nomination process. If you are an international nominee, you will be assigned a State or Regional Rep.

**Regional Representative:** For the AASLH Award of Excellence review process, the United States is broken down into fourteen geographic regions. Each region has a Regional Representative. Regional Representatives provide additional information and guidance to nominees and work with their State Representatives to ensure that each nomination meets the outlined requirements. Each Regional Representative serves on the Awards Committee.

**Awards Committee:** The Awards Committee is comprised of the fourteen Regional Representatives and the National Awards Chair. Together, these fifteen individuals review each nomination and meet in May to determine recipients of the Award of Excellence, with input from AASLH staff. The Committee has the discretion to choose winner(s) of the Albert B. Corey Award and the History in Progress Award from the final list of nominees receiving an Award of Excellence.

**Organization:** “Organization” refers to a **formal** organization (museum, historic site, association, university, etc.) or an **informal** organization (ad hoc, committee, community members). Awards of Excellence are generally given to organizations. An exception is made for the Award of Excellence in the Individual Lifetime Achievement category, which recognizes individuals.

SECTION REQUIREMENTS

SECTION 1 (NARRATIVE):
**Best Practices:** Projects should improve an organization’s ability to serve the public, reach new audiences, enhance current programs, inspire civic engagement and dialogue about difficult subjects, follow collections care guidelines, and are part of a permanent commitment to improvement. Reviewers will take into consideration accepted best practices specific to your project when making recommendations for awards.

**Mission:** If your organization is an informal organization and does not have an official Mission Statement, please provide a sentence that provides a broad understanding of the goals of your informal organization. Nominees shall demonstrate how the nominated project connects to the organization/group’s mission. This can include references to a strategic plan or a broader discussion of a general mission and how the project helps further it.

**Good History:** Projects are evaluated on the ability to demonstrate good history. For a complete statement with examples of “Good History,” read the Awards Committee’s [Statement on Good History](#). Good history shall encompass the following:

- Embraces difficult topics by reflecting current scholarship, grounding the work in primary source research, and supplemented with secondary sources to provide context. Provides a genuine contribution to the understanding of history.
- Acts to build diversity and inclusiveness through interpretation that considers race, ethnicity, gender, social class, and geography, and is provocative through presenting contested history and multiple perspectives.
- Cultivates an experimental and creative spirit as a source for imaginative problem solving, exploring new approaches, and resourcefulness, while also looking to others for inspiration. Projects that extend the mission of an organization, demonstrate risk-taking, and offer activities outside conventional boundaries will merit greatest consideration.
- Demonstrates the relevance of history and showcases how the public can make use of the past in discussions of the present and the future.
- Attempts to be accessible to wide audiences with differing learning styles, abilities, and interest in history. These can include eliminating obstacles for those with special needs and/or barriers to attendance due to location and hours of operation. Examples include Closed Captioning or font/color contrast choices for visitors with hearing or visual assistance needs, or online components to assist potential patrons with transportation or mobility restrictions.
**Intended Audience:** The particular group to which the project was aimed. Examples could be broad such as students, families, or local residents; or narrow, such as veterans, a specific community group, or individuals interested in a particular activity.

**Assessment/Evaluation of Your Success:** Examples of ways in which success can be assessed are by number of participants; feedback from the public, participants, or donors; and revenue generated. Methods to show both quantitative and qualitative evaluation include audience counts (did you meet or exceed your attendance projections?), summary of audience surveys, social media comments, letters from visitors or other letters of support, and formal visitor studies.

**Sustainability:** Projects should be sustainable or serve as a stepping stone for furthering the organization’s mission. Nominees should address how the project will continue in the future or how the organization will build upon the project to continue the good work that has been done.

**SECTION 5 (PROJECT CATEGORY DOCUMENTATION):**

**Written Materials** *(Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies)*: Any written materials associated with your project should be provided to reviewers as a Word or PDF upload. This includes but is not limited to the following: all exhibit text panel/artifact label copy, program handouts, scripts or outlines for public programming events, and Closed Captioning or transcripts for any video or audio components. This is your opportunity to share the substantive content of your project with the Awards Committee.

**Videos/Other Related URLs** *(Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies)*: Please provide the URL for any videos, audio, or online components of the nominated project. Scripted video/audio must offer Closed Captions or an accompanying transcript. Please gather URLs into one document if possible. Remember that you shouldn’t rely on links to tell your story. That should be clear throughout your nomination.

**Statement of Works and Resources Consulted/Bibliography** *(Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies)*: This type of documentation shows reviewers the viewpoints and sources that you considered to provide historic context and/or exemplify best practices in your project.
Photographs (Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies): Provide 10–12 images only, showing elements of your process and the end result of the project. These should include any programs and exhibit space. Photos should be in focus, about 2.5-3MB in size (800 pixels or approximately 11” along the shortest side) @ 72 dpi.

Marketing Materials (Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies): Provide upload of marketing materials applicable to the project, such as ads, handouts, social media posts, public service announcements, etc.

Evaluation Information (Exhibits/Multimedia/Public Programming/Community Engagement/Special Projects/Studies): This should demonstrate the impact and results of the nominated project on the target audience/participants and identify how the nominee has or will use the information gathered. The following is a non-exhaustive list of methods to show both quantitative and qualitative evaluation: audience counts, summaries of audience surveys, social media comments, letters from visitors or other letters of support, and formal visitor studies.

Exhibit Open and Close Dates (Exhibits): Please provide the date the exhibit opened and the date it closed (if applicable) to the public.

Exhibit Floor Plan (Exhibits): Provide an upload of the full exhibit floor plan, including square footage. DIY sketches of floor plans are acceptable.

Exhibit Object List (Exhibits): Provide a list of artifacts used in the exhibit. This list should be representative and does not need to include every item. However, please provide enough information for reviewers to understand the artifact’s context in the exhibit (such as a short description of the item).

Formatted Exhibit Text Panel/Label Examples (Exhibits): Please provide examples of formatted text panels and object labels. (All introductory, theme, or section panels, and 5-10 artifact labels.) Ideally, these would take the form of the final PDF files used for production of your panels and labels. However, if a digital document is not available, photographs of the exhibit showing the exhibit panels and labels in place will be acceptable. This requirement is meant to show your exhibit design.
Curriculum/Lesson Plans (Public Programming): If your project includes formal education programming, please upload any curriculum and/or lesson plans developed for your programs.

State Historic Preservation Office (SHPO) or Tribal Historic Preservation Office (THPO) Letter (Special Projects): Projects that deal with the preservation of a historic structure (listed on or eligible for listing on the National Register for Historic Places) must include a letter from your State Historic Preservation Office (SHPO). This letter should address the project’s compliance with the Secretary of Interior’s Standards for the Treatment of Historic Properties. For similar projects on tribal land, please include a letter from the relevant Tribal Council, or Tribal Historic Preservation Office (THPO).

Documentation of Methodology and Community Participation (Studies): Provide documentation showing how your study was conducted and who participated in your intended community.

Any Published Materials Resulting from the Study (Studies): Provide uploads or links to any published materials resulting from the nominated study.

Relevant Components from Other Categories (Special Projects): “Special Projects” either fit none of the existing categories, or are a combination of two or more of them. If the latter, make sure you are clear about which categories are encompassed by your special project, and be sure to include the documentation required for each of them.

TIPS FOR A GREAT NOMINATION FROM THE AWARDS COMMITTEE

Worried your application isn’t competitive? Not sure how to get recognition at the national level? We’ve assembled these tips to help you get started and create a great application. You can also find a sample nomination on the awards webpage.

Before submitting your nomination, be sure that you have read the appropriate guidelines, spoken with your State or Regional Representative, explored the AASLH website, reviewed the instructions and criteria for your type of nomination, and looked at the full Statement on Good History, and Instructions for Critical Reviewers. You can also read articles about previous years’ winners on the AASLH blog.
We realize that you may still have questions, however, so please feel free to contact your State or Regional Representative, or the AASLH office by phone or email at (615) 320-3203 or abain@aaslh.org.

- **Don’t wait** until you have a question to contact your State or Regional Representative, or AASLH staff. We encourage you to get in touch with them prior to starting the nomination process. See contact information immediately above.

- **Watch the free informational webinar** “What Are the Leadership in History Awards?” either live in January each year or via the recording posted to the awards webpage.

- **Be concise:** extraneous documentation does not help a nomination. Remember that the members of the Awards Committee have a lot of nominations and material to go through. The clearer and simpler your nomination is, the easier it will be for the Committee to give your nomination the attention it deserves. If you are uncertain on how much documentation to include, we will be happy to help you decide.

- **Read the instructions carefully, and follow them.** The Committee pays attention to supplying the information and documentation requested (no missing elements), demonstrating best practices in the field, and making a contribution to the field of state and local history. Check your spelling and punctuation, and the logic of your statements. Is what you’ve provided clear and well written? Does your project fit within the stated time frame?

- **Use Section 1, the Nomination Narrative, to make your nomination shine.** This is where the Committee needs to quickly grasp what your project is about, its impact, how it supports your mission, and how you evaluated its success.

- **Brush up on what “Best Practices” and the professional and ethical standards of particular disciplines are.** For example, do you have excessive text for exhibit panels or labels (“book on the wall”)? Are you mounting objects in direct sunlight? Are you paying your interns? (See the definition of “Best Practices” in the DEFINITIONS section above.)

- **Name your attachment files** with the section number under which they fall, and what they are (i.e.: “Section 4-Roles and Responsibilities,” or “Section 5-
Floor Plan”), and make sure you are uploading attachments to the correct section of the nomination form. This will help the Committee navigate them more easily.

- **Cluster materials together.** If you have a variety of marketing or other materials, if possible, group them together in one PDF so that the Committee can move through them with ease.

- **If applicable, provide a sheet of URLs related to online content**, but don’t expect reviewers to only follow them to understand your project. Your descriptions, images, and other documentation should make your project understandable throughout the nomination.

- **Provide dynamic photographs and images** that give a complete overview of your project or exhibit. Are all the important elements shown? Can we see people engaging with your work? (For technical specifications, see the definition of “Photographs” in Section 5 of DEFINITIONS above.)

- **Where to find critical reviewers.** If you are uncertain whom you might ask to provide Letters of Critical Review, contact your local college or university for suggestions, or call a local museum or historical society. Remember that individuals must have professional expertise in the area of your nomination but have no association with your project. Professors, other experts, and teachers or community representatives who toured your exhibit or were served by your project, are all possibilities. If you cannot find a qualified person locally, contact someone at your state level. You can also ask your State Representative or AASLH staff for suggestions. See the awards webpage for suggestions you can give potential reviewers to let them know what AASLH looks for in a letter of critical review.

  **We look forward to learning about your great projects!**