



Office of the Governor

State of South Carolina

Application for Boards, Commissions, and Committees

Your nomination will not be complete until this application is filed. Please return the application to: Office of the Governor, Attn: Katie Philpott, 1205 Pendleton Street, Columbia, South Carolina 29201.

1] Your Name:

Dr./Mr./Mrs./Ms. Millerder Joseph R
Last First Middle

2] Name of Board, Commission, or Committee you are being considered for:

JEDA Board

3] Your Current Address, City, Zip Code and County:

Your Congressional District: 3

319 Hammond Rd
Greenwood, S.C. 29646

4] Home Telephone: 864-223-4091 5] Office Telephone: N/A 6] Fax: N/A

7] Mobile Telephone: 864-990-3332 8] Email Address: millender@eubargmail.com

9] Drivers License # 004608441 10] Social Security #: 247-04-7805

11] Voter Registration # 1 692 084 12] Date of Birth: 9/17/53

13] Race: White 14] Sex: Male / Female

15] Level of Educational Background Completed:

- Some High School
High School graduate or equivalence (G.E.D.) St. Matthews HS
Some College
College graduate BS, ME - Clemson
Professional degree (please specify)

16] Present Employer retired

Address

Current Position

17] Years of residence in South Carolina: 61

18] Have you ever been arrested for a crime other than a minor traffic violation? NO If so, give details.\*

- 19] Have you filed state and federal income tax returns for the past five years? yes If not, give details.\*
- 20] Are you or any company in which you have a controlling interest delinquent in any local, state or federal taxes? NO If so, give details.\*
- 21] Have you ever defaulted on any state or federal student loan? NO If so, give details.\*
- 22] Have you been treated for any alcohol, drug addiction, or substance abuse for the preceding five years? NO  
If so, give details.\*
- 23] Have you been party (plaintiff or defendant) in any state or federal litigation for the preceding five years? NO  
If so, give details.\*
- 24] Have you ever served in the military? NO  
Were you honorably discharged? \_\_\_\_\_ If not, give details.\*
- 25] Have you ever been terminated from employment for cause? NO If so, give details.\*
- 26] Have you or any employer in the preceding ten years been investigated, reprimanded, fined, or suspended for doing business with any state or federal agency? NO If so, give details.\*
- 27] Have you ever been disciplined or fined by the State Ethics Commission? NO If so, give details.\*
- 28] Have you ever been disciplined or fined by any professional or regulatory agency? NO If so, give details.\*
- 29] Do you serve on any local or state board, commission, committee, or elected office? NO If so, list.\*
- 30] Are you a registered lobbyist in the State of South Carolina? NO
- 31] Do you or any member of your immediate family receive any income, compensation or benefits from state and local agencies in South Carolina? yes If so, give details.\* *wife gets retirement from State*
- 32] Do you or any member of your immediate family have any interest in any business that has, is, or will do business with the State of South Carolina or the entity for which you are applying? NO If so, give details.\*
- 33] Are you or any member of your immediate family associated with any business regulated by the entity to which you are applying? NO If yes, give details.\*

34] Have you or any member of your immediate family sold, leased, or rented personal property to any state or local public agency in South Carolina? NO If so, please identify \*:

- a) the type of property,
- b) the name of the agency(s) involved,
- c) the value of the transaction(s).

35] Do you or any member of your immediate family owe a debt in excess of \$500 to any creditor regulated by the entity to which you are applying? NO If so, give details.\* (Do not disclose debt promised or loaned by a bank, savings and loan or other licensed financial institution.)

36] Do you or any member of your immediate family owe a debt in excess of \$500 to any creditor seeking a business relationship with the entity for which you are applying? NO If so, give details.\* (Do not disclose debt promised or loaned by a bank, savings and loan or other licensed financial institution.)

37] Do you or any member of your immediate family receive compensation from any individual or business that contracts with the entity for which you are applying? NO If yes, please identify \*:

- a) the individual or business,
- b) the amount of compensation paid to you,
- c) the nature and amount of the contract,
- d) the governmental entity involved.

38] I, JACOB R. MILLARD, agree that, if I am appointed to the Board JEDA, I will attend all stated or called meetings of this entity. If I am absent from three consecutive meetings, or if I am absent from half of the meetings within a six-month period, then I will resign my appointment. However, if the Chairperson excuses my absence prior to the meeting, in recognition of circumstances beyond my control (illness, family emergency, etc.), then I am entitled to retain my position.

\*Use extra sheet if necessary.

### CERTIFICATION OF APPLICANT

Personally appeared before me, the applicant, who being duly sworn, disposed, and says that all his/her statements are true, accurate and complete: and that he/she knows and agrees that any misrepresentation or omission of the facts may result in his/her being disqualified or being discharged should he/she already be appointed by the Governor. He/she authorizes the State Law Enforcement Division to conduct a background investigation including, but not limited to, a criminal history, driving record and credit check. He/she also authorizes the Governor's Office to provide the nominating authorities with copies of this application, the criminal history and credit report and any other information gathered in processing this appointment.

J.R. Millard  
Applicant's Signature

Sworn and subscribed before me this 3<sup>rd</sup> day of February, Two Thousand and fifteen.

Camela K. Whaddy  
Notary Public for South Carolina

My commission expires Mar. 30, 2016

STATE ETHICS COMMISSION  
STATEMENT OF ECONOMIC INTERESTS FORM

Name of Candidate or Filer: *Last Name, First Name, Middle Initial* Mr. (x) Mrs. ( ) Ms. ( )

M I L L E N D E R J O S E P H R

Mailing Address: 3 1 9 H A M M O N D R D

City: G R E E N W O O D State: S C

Zip: 2 9 6 4 6 Phone: 8 6 4 - 9 8 0 - 3 3 3 2

The following information is required for administrative purposes, only for positive identification of the filer, and will not be released to the public.

Social Security Number:

2 4 7 . 0 4 . 7 8 0 5

NOTE: PLEASE COMPLETE THIS ENTIRE REPORT IN **BLUE** OR **BLACK** INK, OR **TYPE**.

**DO NOT USE PENCIL**  
**KEEP A COPY FOR YOUR RECORDS**

**\$100 PER DAY PENALTY IF FILED LATE**

1

PRINT IN BLACK OR BLUE INK, OR TYPE (DO NOT USE PENCIL)



1. Have you previously filed this form? Yes  No

2. County of Residence: GREENWOOD

3. Name: (Last-First-Middle Initial) MILLENDER JOSEPH R

4. Mailing Address: 319 HAMMOND RD

City: GREENWOOD State: SC

Zip: 29646 5. Phone: 864-980-3332

6. Current \*Status Position, Title, and Agency (If House or Senate, include District #) Term of Office (mo/yr)
(a) Board Member - JEDA From Not Sure To
7. Sought 1/2 (b) BOARD MEMBER - JEDA From Not Sure To

\*Status: 1. Appointed 2. Candidate 3. Employee 4. Elected 5. Employee/Regulated Business Association

8. Date of Hire or Appointment (mo-yr): NOT SURE N/A

CANDIDATES ONLY

9. Date filed as a candidate (mo/da/yr)
10. Election Date(s) (mo/da/yr) Primary General Special
11. NOTE: ALL CANDIDATES MUST ALSO FILE A CAMPAIGN DISCLOSURE FORM. A CAMPAIGN DISCLOSURE FORM MUST BE FILED AT LEAST FIFTEEN DAYS BEFORE EACH ELECTION, EVEN IF NO MONEY IS RAISED OR SPENT. AN INITIAL REPORT MUST ALSO BE FILED WITHIN TEN DAYS AFTER SPENDING OR RECEIVING \$500, EVEN IF THE MONEY PROVIDED IS SOLELY THE CANDIDATE'S OWN FUNDS. AFTER THE CANDIDATE FILES THE INITIAL FORM, A CAMPAIGN DISCLOSURE FORM MUST BE FILED WITHIN 10 DAYS AFTER THE END OF EACH CALENDAR QUARTER. THE QUARTERLY REPORTS MUST BE FILED UNTIL A FINAL REPORT IS FILED (i.e., NO MONEY IN THE CAMPAIGN ACCOUNT AND NO UNPAID DEBTS).
IF THE REPORTS ARE NOT FILED OR IF THE FORMS ARE LATE, A LATE FILING PENALTY, OF \$100 PER DAY, WILL BE LEVIED.
ALL CANDIDATES MUST OPEN A SEPARATE CHECKING OR SAVINGS ACCOUNT, UNLESS THE FILING FEE IS THE ONLY EXPENSE AND IT IS PAID FROM PERSONAL FUNDS.

12. CERTIFICATION: I certify that the contents of this statement are true, correct, and complete to the best of my knowledge and belief. I understand that if this statement is not received within five (5) days of the deadline, a late filing penalty will be levied.

Date 2/1/15 Signature J.R. Millender

FOR OFFICE USE ONLY:
[ ] COMPLETE [ ] INCOMPLETE
[ ] ENTERED [ ] SCANNED
FAXED COPIES WILL NOT BE ACCEPTED
The original must be received no later than 5:00 p.m. on the date of the established deadline.

NOTE: PLEASE PROVIDE ONE ORIGINAL AND ONE COPY OF THIS FORM TO THE APPROPRIATE SUPERVISORY OFFICE, AND KEEP A COPY FOR YOURSELF.

**SEC STATEMENT OF ECONOMIC INTERESTS**

**E5A.2**

(ALL RESPONSES MUST BE FOR THE PRIOR CALENDAR YEARS)

13. INCOME AND BENEFITS FROM STATE AND LOCAL AGENCIES IN SOUTH CAROLINA (Check if none )

Source	Type	Amount/Value

14. REGULATED BUSINESS ASSOCIATIONS (Check if none )

Name of Business	Relationship	Source of Regulatory Involvement

15. REAL OR PERSONAL PROPERTY INTERESTS (Check if none )

Description	Value	Location

Nature and Value of Improvements \_\_\_\_\_

Nature of Potential Conflict of Interest \_\_\_\_\_

Agency Purchasing, Leasing, or Renting the Property\*

\*A copy of the contract, lease, or rental agreement must be attached to this form.

16. BUSINESS INTERESTS (Check if none )

Name of Business	Relationship

**SEC STATEMENT OF ECONOMIC INTERESTS**

**E5A.3**

17. CREDITORS (Check if none )

Name and Address of Creditor	Rate of Interest	Original Amount	Outstanding Amount

18. LOBBYISTS (Check if none )

(a) Name of Lobbyist	Relationship or Association

(b) Name of Lobbyist	Goods/Service Purchased	Amount	Purchased From	Relationship

19. GOVERNMENT CONTRACTS (Check if none )

Contractor Name and Address	Relationship	Nature of Business	Amount	Agency

20. GIFTS (Check if none )

Nature of Gift	Value	Donor	Relationship

21. MEMBERS OF AND CANDIDATES FOR THE GENERAL ASSEMBLY ONLY (Check if none )

Person Represented	Services Rendered	Nature Contact w/Gov. Agency	Fees Earned

**Confidential Financial Statement  
Net Worth**

Provide a complete, current financial net worth statement which itemizes in detail all assets (including bank accounts, real estate, securities, trusts, investments, and other financial holdings) and all liabilities (including debts, mortgages, loans, and other financial obligations).

ASSETS

Cash on hand in banks

- Wells Fargo - \$47,000
- County Bank - \$1,000
- Park Sterling - \$12,000
- Fidelity - \$10,000
- Parada - \$4,000
- Total - \$64,000

Listed securities—add schedule

- IRA - \$503,000
- IRA - \$513,000
- IRA - \$106,000
- Stock investments - \$725,000
- Pfizer stock options currently worth - \$445,000
- Total = \$2,292,000

Real estate owned—add schedule

- 32 Acres in Calhoun County - \$128,000
- 40 Acres in Greenwood County, plus house and assorted buildings - \$700,000
- Condo on James Island, SC - \$145,000
- Rental condo on James Island, SC - \$190,000
- Total = \$1,163,000

Total Assets = \$3,519,000

## LIABILITIES

Notes payable to banks—secured

- Truck loan – Parada - \$18,000
- LOC - \$35,000
- Total = \$53,000

Real estate mortgages payable—add schedule

- Primary residence, Greenwood, SC - \$210,000
- Secondary residence, James Island, SC - \$45,000
- Rental property James Island, SC - \$55,000
- Total = \$310,000

Total liabilities = \$363,000

Net worth = \$3,519,000 - \$363,000 = \$3,156,000

GENERAL INFORMATION

Are any assets pledged? – No

(Add schedule)

Are you defendant in any suits or legal actions? No

Have you ever taken bankruptcy? No

I HEREBY CERTIFY THAT MY ANSWERS ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

Date: 2/3/15

Signature: [Handwritten Signature]

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SENATE CONFIRMATION  
CONFIDENTIAL PERSONAL DATA QUESTIONNAIRE

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NOTICE: The information requested herein is needed to assist the Senate in its screening of candidates. This document is made available to and used by the appropriate Committee of jurisdiction and is not made public. Since this questionnaire is the initial step in the appointment and confirmation process, it should be returned to the Governor's Office as soon as possible. Please use additional sheets as necessary to complete this document.

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Office or Seat to which you are being appointed:  
Board of Directors, JEDA

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1. NAME: Mr. Joseph R. Millender  
Ms.

HOME ADDRESS: 319 Hammond Road  
Greenwood, SC 29646

BUSINESS ADDRESS: 319 Hammond Road  
Greenwood, SC 29646

TELEPHONE NUMBER: (home): 864-223-4091  
(office): 864-980-3332

RESIDE IN SENATE DISTRICT#: 10 CONGRESSIONAL DISTRICT#: 3

2. Date and Place of Birth: 9/17/53; Columbia, SC Social Security #: 247-04-7805

3. Are you a citizen of South Carolina? **Yes**; Have you been a resident of this state for at least the immediate past 5 years? **Yes**

4. SCDL# or SCHD#: 004608441 Voter Registration Number: 1 692 084

5. Family Status: Are you  
single ( );  
married (X);  
widowed ( ); or  
divorced ( )?

(a) If married, state the date of your marriage and your spouse's full name.  
5/15/76; Brenda Rucker Millender

(b) If you have ever been divorced, state the date, name of the moving party, court, and grounds.

- (c) State the names of your children and their ages. If your children are old enough to work, include the occupation of each child.

Jessica Millender Chapman – age 36; Physical Therapist

Meredith Carol Millender – age 34; Commercial Property Manager

Whitney Millender Williams – age 31; Commercial Property Manager

6. Have you ever served in the military? If so, give the dates, branch of service, highest rank attained, serial number, present status, and the character of your discharge or release.  
No
7. List each college and graduate or professional school you attended, including the dates of your attendance, the degrees you received, and if you left an institution without receiving a degree, the reason for your departure.  
Clemson University, Sept 1971 – Dec 1975; BS in Mechanical Engineering
8. List the states in which you have been licensed and/or admitted to a professional practice and the year of each license and/or admission. Also, list any states in which you took a professional license exam, but were never admitted to the practice. If you took an exam more than once in any of the states listed please indicate the number of times you took the exam in each state.  
South Carolina – Professional Engineer License; obtained 1982 and held license for 15 years. Allowed license to lapse and did not renew.
9. List the significant activities in which you took part during your attendance at college, graduate, and/or professional school. Give the dates you were involved in these activities and list any leadership positions you held.  
I worked my way through Clemson; working in the Intramural Department. I was the Student Director for the last two years of college.
10. Briefly describe any continuing education during the past five years. None
11. List all published books and articles you have written and give citations and dates of publication for each. None
12. If an attorney, list all courts in which you have been admitted to practice and list the dates of your admission. Give the same information for administrative bodies which require a special admission to practice. N/A

13. Have you ever held public office? If so, list the periods of your service, the office or offices involved, and whether you were elected or appointed. None
14. Have you ever been an unsuccessful candidate for elective, judicial, or other public office? If so, give details, including dates. None
15. Since completing your education, list any occupation, business, or profession in which you have been engaged other than holding public office. Give details, including a description of your occupation, business, or profession, the dates of your employment, and the name of your business or employer.
- Dow Chemical, Charlotte, NC; Jan 1975 – June 1978; Project Engineer
  - Capsugel, division of Warner Lambert and then Pfizer Pharmaceutical, Greenwood, SC; June 1975 – Feb 2011; started as Process Engineer and finished as Vice President and General Manager of Americas Region. Capsugel is the largest hard capsule manufacturing in the world. I had various responsibilities over 33 years; including Process Engineer, Director of Mfg, Greenwood, Vice President of Global Operations, and finally Vice President and GM of America’s Region.
  - Presently retired and sole owner of JRM Solutions, LLC – consulting with companies to improve operations
16. Are you now an officer or director or involved in the management of any business enterprise? Explain the nature of the business, your duties, and the term of your service.
- JRM Solutions, LLC – sole owner of consulting company for improving operations
  - Board of Directors for Carolina Fabrication Inc., a steel fabrication company in Abbeville, SC
17. Provide a complete, current financial net worth statement that itemizes in detail: (see attachment with details)
- a) the identity and value of all financial assets held, directly or indirectly, including, but not limited to, bank accounts, real estate, trusts, investments, and other financial holdings
- Cash on hand in banks
- Wells Fargo - \$47,000
  - County Bank - \$1,000
  - Park Sterling - \$12,000
  - Fidelity - \$10,000
  - Parada - \$4,000
  - Total - \$64,000
- Listed securities—add schedule
- IRA - \$503,000
  - IRA - \$513,000
  - IRA - \$106,000
  - Stock investments - \$725,000
  - Pfizer stock options currently worth - \$445,000
  - Total = \$2,292,000

Real estate owned—add schedule

- 32 Acres in Calhoun County - \$128,000
- 40 Acres in Greenwood County, plus house and assorted buildings - \$700,000
- Condo on James Island, SC - \$145,000
- Rental condo on James Island, SC - \$190,000
- Total = \$1,163,000

**Total Assets = \$3,519,000**

b) the identity and amount of each liability owed, directly or indirectly, which is in excess of \$1,000, including, but not limited to, debts, mortgages, loans, and other financial obligations.

Notes payable to banks—secured

- Truck loan – Parada - \$18,000
- LOC - \$35,000
- Total = \$53,000

Real estate mortgages payable—add schedule

- Primary residence, Greenwood, SC - \$210,000
- Secondary residence, James Island, SC - \$45,000
- Rental property James Island, SC - \$55,000
- Total = \$310,000

**Total liabilities = \$363,000**

**Net worth = \$3,519,000 - \$363,000 = \$3,156,000**

18. Describe any financial arrangements or business relationships which you have, or have had in the past, that could constitute or result in a possible conflict of interest in the position you seek. Explain how you would resolve any potential conflict of interest. None
19. Have you ever been arrested, charged, or held by federal, state, or other law enforcement authorities for violation or for suspicion of violation of any federal law or regulation, state law or regulation or county or municipal law, regulation or ordinance? If so give details but do not include traffic violations for which a fine of \$125 or less was imposed. No
20. Have federal, state, or local authorities ever instituted a tax lien or other collection procedure against you? Have you ever defaulted on a student loan? Have you ever filed for bankruptcy? If so, give details. No
21. Have you ever been sued, personally or professionally? If so, give details.  
No
22. Have you ever been disciplined or sited for unprofessional conduct or a breach of ethics by any court, administrative agency, bar association, disciplinary committee, or other professional group? Have you ever been the subject of a formal complaint, or is there a complaint pending against you before such a group? If so, give the details and describe any final disposition.

No

23. Are you now or have you ever been employed as a “lobbyist,” as defined by S.C. Code §2-17-10(14)? If so, give the dates of your employment or activity in such capacity and specify by whom you were directed or employed.

No

24. Since being notified of your possible appointment, have you accepted lodging, transportation, entertainment, food, meals, beverages, money, or any other thing of value as defined by S.C. Code §2-17-10(1) from a lobbyist or lobbyist’s principal? If so, please specify the item or items you received, the date of receipt, and the lobbyist or lobbyist’s principal involved.

No

25. Itemize (by amount, type, and date) all expenditures, other than those for travel and room and board, made by you, or on your behalf, in furtherance of your candidacy for the position you seek.

None

26. List the amount and recipient of all contributions made by you or on your behalf to the appointing authority or members of the General Assembly within six months of the filing of this questionnaire.

None

27. Have you directly or indirectly requested the pledge of any member of the General Assembly as to your confirmation for the position for which you are being appointed?

No

28. Have you requested a friend or colleague to contact members of the General Assembly on your behalf? If so, give details.

No

29. Have you or has anyone on your behalf solicited or collected funds to aid in the promotion of your candidacy? If so, please specify the amount, solicitor, donor, and date of the solicitation.

No

30. List all professional organizations of which you are a member and give the titles and dates of any offices you have held in such groups.

N/A

31. List all civic, charitable, educational, social, and fraternal organizations of which you are or have been a member during the past five years and include any offices held in such a group, any professional honors, awards, or other forms of recognition received and not listed elsewhere.

- Lander University Foundation Board
- Piedmont Technical College Foundation Board
- Beyond Abuse Board – Board Chair
- Self Regional Healthcare; Hospital Board – Board Chair
- YMCA, Greenwood Board
- HospiceCare of the Piedmont Board – Board Chair

- United Way of Greenwood and Abbeville County – Board Chair
- Greater Greenwood Clemson Club – Vice Chair

32. List any local, county or statewide board, commission, council or other body on which you currently serve which constitutes the holding of an office under the provisions of Article VI, Section 3 of the South Carolina Constitution, to wit:

No person may hold two offices of honor or profit at the same time. This limitation does not apply to officers in the militia, notaries public, members of lawfully and regularly organized fire departments, constables, or delegates to a constitutional convention.

None

33. Provide any other information which may reflect positively or negatively on your candidacy, or which you believe should be disclosed in connection with consideration of appointment to the position that you seek.

I am involved in various task forces and ad hoc committees to look at local issues. Currently working with PTC to look at improving soft skills to prepare students for work in businesses. Also involved in potential program called the Greenwood Promise. This is a program similar to the Kalamazoo Promise and El Dorado Promise; as well as many others throughout the USA. A spinoff of this is in the Tennessee Promise. I have done considerable research on the promise programs and the need for such a program in SC and specifically for Greenwood County. I am currently a member of a core group who are investigating the possibilities to start a program for Greenwood County. All of these are volunteer efforts.

34. List the **names**, **addresses** and **telephone numbers** of five persons, including your banker, who will provide letters of reference. Letters should be *addressed* the South Carolina Senate and **must be mailed with your completed application to: Office of the Governor, ATTN: Katie Philpott, 1205 Pendleton Street, Columbia, SC 29201.**

- (a) John Patrick  
205 Sproles Ave.  
Greenwood, SC 29649  
864-993-6364
- (b) Jim Medford  
107 Outrigger  
Greenwood South Carolina 29649  
864-923-1952
- (c) Ray Brooks  
Piedmont Technical College  
P. O. Box 1467  
620 North Emerald Rd.  
Greenwood, SC. 29648  
864-941-8301

(d) Jim Pfeiffer  
601 Lodge Drive  
Greenwood, SC 29646  
864 323-2157

(e) Phil Vickery  
105 Woodbury Drive  
Greenwood, SC 29646  
864-377-1639

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YOUR SIGNATURE WILL BE HELD TO CONSTITUTE A WAIVER OF THE CONFIDENTIALITY OF ANY PROCEEDING BEFORE ANY PROFESSIONAL GRIEVANCE COMMITTEE OR ANY INFORMATION CONCERNING YOUR CREDIT.

I HEREBY CERTIFY THAT MY ANSWERS ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

Date: 2/2/15

Signature: 

## Addendum to Question 34 of the Senate Personal Data Questionnaire

Question 34 asks for a list of five individuals willing to provide letters of reference. These letters are required by the Senate before they will consider a nomination. It is the responsibility of the nominee to contact and request a letter of reference from each individual and include the letters with the application materials when they are mailed.

### Tips and Guidelines for Letters of Reference:

1. *It is required by the Senate that one letter come from your banker.* This requirement is somewhat outdated in that, in an era of ATM's and online banking, a good number of people do not have a direct personal relationship with a bank employee anymore. A letter from a branch manager or account manager stating that the banking relationship is sound and that accounts are in good standing will suffice.

2. *Try to get letters from as many different perspectives as possible.* Avoid requesting letters from the same type of individual. For example, letters from a colleague from work, a pastor or fellow church member, a fellow member of a civic or community organization, and a longtime neighbor would give a well rounded perspective of a nominee's involvement in the community. Letters from a nominee's attorney, insurance agent, doctor, or personal friends are also acceptable— anyone with whom the nominee has a longstanding relationship. It is even better if they are a prominent member of the community.

3. *Letters should be addressed to the South Carolina Senate in the following manner:*

South Carolina Senate  
State House  
Columbia, South Carolina

Dear Ladies and Gentlemen of the Senate,

4. *Length and content.* Letters should be brief – one page or shorter. Letters should let the Senate know who the author is, the author's relationship with the nominee, how long the author has known the nominee, and any other relevant information necessary to provide a good reference.

5. *Nominees are responsible for collecting letters of reference.* Nominees should ask that letters of reference be mailed or delivered directly to them. Once all letters are collected, they should be mailed to the Governor's Office with the rest of the application materials.

**\*\*\*Please note: Letters need to be included in your complete application packet, which is returned to the Governor's office. \*\*\***