



2027 NIH CTSI K12/IMPACTS (Integrated Mentorship to Promote Advancement in Clinical and Translational Science) Program

New K12/IMPACTS Program Overview & Requirements

The Clinical and Translational Science of Greater Wisconsin (CTSI) invites applications for the IMPACTS Program by October 30, 2026.

Over nearly the past 15 years, the Clinical and Translational Science Institute (CTSI) of Greater Wisconsin has enjoyed considerable successes and learned important lessons while developing junior faculty into independent investigators across the translational research spectrum through its CTSA-funded KL2 career development award program. Leveraging our experience, we have designed the new CTSI **IMPACTS** (Integrated Mentorship to Promote Advancement in Clinical and Translational Science) program on four central “pillars” (see below, [more details can be found here](#)).

- (1) Foundational KL2 Institutional Strength
- (2) Structured Career Development in a Safe, Supporting Environment
- (3) Integration of the IMPACTS scholars and program into the Innovation of the MCW CTSI Ecosystem
- (4) Translating Research into Community Impact

These pillars integrate the lessons we have learned from our long-standing KL2 program, building on the successes during the previous CTSA award period that built bridges to integrate our community into a translational research process, with structured yet individualized career development programs designed to ready our scholars not only for application of independent grant funding (e.g., NIH R01), but also to be leaders in their scientific disciplines, a seamless integration of the IMPACTS program into the CTSI of Greater Wisconsin 4.0's Targeted Translational Teams (T3) with strong emphasis on training scholars to focus on how to move their research to the next translational steps toward the clinic and community.

IMPACTS has integrated formal training for participating mentor faculty in the program as well as structured mentor evaluation. The IMPACTS program also integrates 360 evaluations of the mentor and mentee training relationships on a regular basis that will help optimize each scholar's individual training environment. While all scholars will benefit from specific core didactics (e.g., grant writing, manuscript formation and publication, translational team science, leadership training), additional coursework and workshops are available through the CTSI and its participating institutions that are tailored to each specific scholar's needs. Emphasis is additionally placed on developing leadership skills for our IMPACTS scholars. Rigorous metrics have been identified and delineated to track the progress of IMPACTS scholars as individuals and for the IMPACTS program's overall performance.

Scholars will be expected to focus on their own mentored research project and the development of a major grant proposal. Awardees will have opportunities to attend national meetings that can enhance their career and provide networking opportunities, and to participate on institutional research-related committees, such as IRBs or other scientific review committees.

Scholars will be provided 75%* (9 calendar months) protected time (*see page 4, *Accommodation for Certain Surgical Specialties*). The department chair must agree and provide a statement in the application documenting

that this 75%* of time will be protected for research and training for a period of 2.5 years. This award supports up to \$150,000 (direct costs) annually, to cover:

- **Salary Support** (limited to \$120,000 – NIH salary cap, not including fringe benefits; cost-share is required if 75%* FTE exceeds this amount)
- **Scholar Research and Development Support** of up to \$30,000 per year (examples include 1. research expenses, such as supplies, equipment, and technical personnel; 2. tuition and fees related to required career development courses and activities; 3. travel to scientific meetings or training that the institution determines to be necessary for the individual's career development experience; and 4. statistical services including personnel and computer time)

Scholars must propose a budget for how funds will be utilized; the budget is approved by the IMPACTS Program Directors.

The candidate must name a lead and co-mentor, who, together with the applicant are responsible for the planning, directions, and execution of the program. The mentors should be recognized as accomplished investigators in the proposed research area and have track records of success in training independent investigators in clinical and translational research. The mentors should have sufficient independent research support to cover the costs of the proposed research project in excess of the allowable costs of this award. Candidates must also create a mentorship committee, made up of three additional members, as appropriate to the goals of the program. One member of the team is required to be external to MCW and at least one member of the committee must have a clinical background. Additional information on the mentorship committee requirements is listed on page four and five under "Career Development and Mentoring Plan". The candidate and mentors must describe a career development program with an emphasis on clinical and translational research that maximizes the use of relevant research, educational resources, and qualified faculty as mentors in clinical and translational research.

All mentors and those on the mentorship committee should review their expectations to understand the scope that will be required of them in their respective positions.

- [IMPACTS Mentor Expectations](#) (Lead and Co-Mentors)
- [IMPACTS Committee Member Expectations](#)

Awarded IMPACTS scholars are expected to be [engaged in the required activities](#) during and after the 2.5-year award period. Please make sure to budget for the coursework/trainings appropriately.

Key Dates

Three awards are available for this RFA. Please note it is recommended that you attend one of the two virtual RFA info sessions (see dates/times below).

<i>Application Release Date</i>	October 1, 2026
<i>RFA Info Session (2:30-3pm via Zoom) – email hbrittna@mcw.edu for more info</i>	October 7, 2026
<i>RFA Info Session (3:30-4pm via Zoom) – email hbrittna@mcw.edu for more info</i>	October 20, 2026
<i>Application Submission Deadline</i>	October 30, 2026
<i><u>Strongly Recommended IRB Submission Deadline</u></i> • It is strongly recommended that all applicants submit to the IRB by this date, as (if funded) you cannot begin human subjects research until you have IRB approval <u>and</u> NCATS prior approval.	October 30, 2026
<i>Notification of application status</i>	December 3, 2026
<i>IRB Approval Deadline</i>	January 31, 2027
<i>NCATS Prior Approval</i>	March 31, 2027
<i>Anticipated start date</i>	April 1, 2027

Dates above are subject to change, based on IMPACTS (K12) grant approval.

- **The three awards available under this RFA will be contingent upon the receipt of our IMPACTS parent award (K12), which will undergo its review process concurrently with this RFA's timeline.**
- Funding for IMPACTS program is provided by the National Institutes of Health (NIH) National Center for Advancing Translational Sciences (NCATS). This research project will be a sub-award of the NIH-funded CTSI IMPACTS (K12) parent award.
- CTSI is supported by the National Institutes of Health (NIH) National Center for Advancing Translational Sciences (NCATS). As such, NIH expects that all sites participating in multi-site studies, which involve non-exempt human subjects research funded by the NIH, will use a single Institutional Review Board (sIRB) to conduct the ethical review required for the protection of human subjects. (<https://grants.nih.gov/policy/humansubjects/single-irb-policy-multi-site-research.htm>). Please be sure to reach out to your respective IRB Reliance Office if needed.
- CTSI is required to submit documentation based on IRB approval for each applicable IMPACTS project that has been recommended for funding. NCATS requires IRB approval and all related documentation at least 30 days before the project start date. To accommodate this timeline, it is highly recommended that IRB is submitted by October 30, 2026. As described further below (page 8), NCATS prior approval documentation (including approved IRB) must be submitted to CTSI 45 days prior to the anticipated start date.

Eligibility Criteria

Full-time junior faculty (Instructor or Assistant Professor level) from any of the CTSI of Greater Wisconsin participating institutions (Medical College of Wisconsin, University of Wisconsin-Milwaukee, Marquette University, and Milwaukee School of Engineering) and must be active for the entire 30 months of their program appointment. Applicants must hold a professional doctoral degree (e.g., MD, PhD, DDS), US citizenship or permanent residency (Green Card holders), and a documented commitment to clinical and translational research are eligible. *Adjunct and part-time faculty are not eligible to apply.* Individuals with pending NIH R01/R01-equivalent or career development (K07/K08/K22/K23/VA CDA) applications with fundable scores that would require early IMPACTS termination at the time of selection committee consideration will not be eligible for IMPACTS. Ineligible individuals also include faculty who have had previous similar training awards (e.g. NIH K awards, VA Career Development Awards), or who have served as Principal Investigator on any peer-reviewed research grants (NIH or other funding agencies) that are in excess of \$100,000/year direct costs, or who are project leaders on sub-projects of a program project or center grant.

Application Format

The application must address the following areas. A template with the required sections can be downloaded [here](#). Please note that a successful application will integrate [the four pillars of the IMPACTS Program](#) within the research strategy and career development/training plans.

Body of the Application, #1-5 – not to exceed 7.5 pages.

1. Specific Aims

The Specific Aims page is an abbreviated version of the grant proposal. This section should include an introductory paragraph with what is known and current gaps in knowledge. Include an explanation of how your proposed research can address the gap(s), the goal(s), hypothesis, and rationale of the proposed project. The Specific Aims should address the identified need and be related to the overall project goals without being highly dependent on one another.

(1 page)

2. Candidate

Provide a statement detailing your accomplishments to date, career goals and plans towards an independent academic career in clinical and translational research (C&TR). Provide background information relevant to your interest and experience in C&TR and indicate how the IMPACTS program will help you achieve your future goals in C&TR. Include a description of all your current professional activities/responsibilities in the institution and elsewhere and show how these will help ensure career progression to achieve independence as an investigator conducting C&TR.

Include a statement indicating your commitment to 75%* effort to the program and related career development activities.

(No more than 1 page)

- *Exceptions may be made for surgeons or procedure-intensive specialties (see below).*

*Accommodation for Certain Clinical Specialties

To remain consistent with NIH guidelines (see links below for additional detail), it is acknowledged that individuals in medical specialties that require significant clinical activity in order to maintain specialty clinical competency skills may be unable to devote the required minimum of 9 person months of effort (i.e., 75% of full-time professional effort). The IMPACTS sub-award will allow certain clinical specialties (e.g., surgical and procedure-intensive specialties) to request less than the required 9 person months of effort for the specific purpose of maintaining specialty clinical competency skills. Applicants may request a minimum of 6 person months (50%) of effort in the application. A clear justification for the reduced level of effort must be included.

- <https://grants.nih.gov/grants/guide/notice-files/NOT-AG-21-019.html>
- <https://grants.nih.gov/grants/guide/notice-files/NOT-CA-21-054.html>
- <https://grants.nih.gov/grants/guide/notice-files/NOT-HL-22-022.html>
- https://grants.nih.gov/grants/policy/nihgps/html5/section_12/12.3.6_level_of_effort.htm

3. Career Development and Mentoring Plan

Provide a description of your needs for career development, including activities and external enrichment experiences that may be beneficial to your success. The candidate and their mentors are jointly responsible for the preparation of the career development plan. *Include a timeline for your career development with intermediate and final goals, including the required IMPACTS activities (coursework, trainings, etc.).* Indicate any prior completion or recent acceptance into any advance didactic programs in C&TR or equivalent education and/or training. For e.g., indicate prior education/training or plans to participate in courses such as: data management, epidemiology, study design, hypothesis development, drug development, conflict of interest, responsible authorship, policies for handling misconduct, etc., as well as the legal and ethical issues associated with research on human subjects.

The creation of a mentorship team is required for the IMPACTS award and must be outlined in the application. Each scholar must have two mentors and oversight by a mentorship committee that includes the mentors and three other members with expertise in an area of research related to the proposed project (see Figure 1). **One member of the team will be required to be external to MCW and at least one member of committee must have a clinical background.** When forming mentorship committees, close attention should be paid to assuring representation by faculty at a variety of career stages. For more junior mentors, we strongly consider a “co-mentoring” structure where the junior mentor and a more senior faculty pair to mentor the scholar.

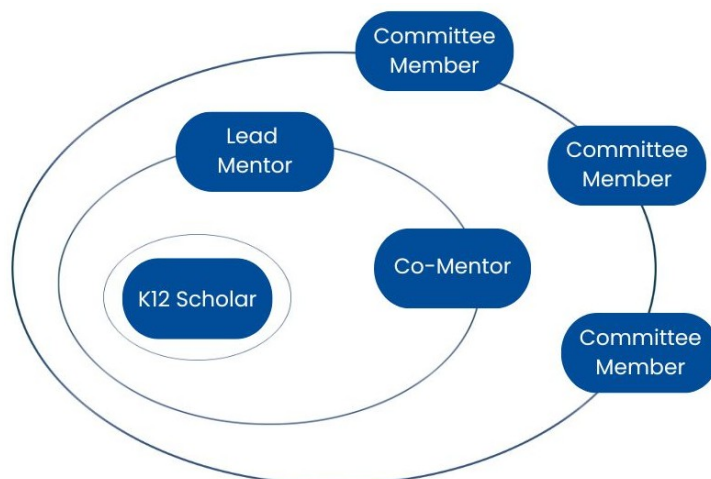


Figure 1: IMPACTS Mentorship Committee Structure (one mentor/member must be external to MCW and one must have a clinical background).

Required Training in Responsible Conduct of Research: Include a description of a program to receive formal or informal instruction in scientific integrity or the responsible conduct of research. Applications without plans for instruction in the responsible conduct of research will be considered incomplete.

Please note that a successful application will integrate the four pillars of the IMPACTS Program within this section.

(1-2 pages)

4. Research Strategy

Describe your planned research while in the program, providing a vision of your research program. The research plan should represent a 2.5-year research program. The Research Strategy should include background and significance, innovation, research design and methods/approach, sample size/Power, plan for statistical analysis, pitfalls and alternative strategies, and a timeline. The candidate should consult with mentors regarding the development of this section. Studies that involve clinical trials (biomedical and behavioral intervention studies) must include a description of the plan for data and safety monitoring of the research and adverse event reporting to ensure the safety of subjects.

Please note that a successful application will integrate the four pillars of the IMPACTS Program within this section.

(3 pages)

5. Plan for Interaction with CTSI Resources

Provide a description of your planned interaction with and use of CTSI resources/modules/training programs.

(½ page)

Additional required items not included in 7.5-page limit:

6. Human Subjects and/or Vertebrate Animals

Include Protection of Human Subjects (5-page maximum) and/or Vertebrate Animals (2-page maximum) documents. See NIH [Protection of Human Subjects](#) and [Vertebrate Animals](#) instructions for further information.

(See page limits above)

7. References

Include citations for all sources.

(No page limit)

8. Biographical Sketch (NIH format) – applicant, lead and co-mentors

Please use the Biographical Sketch Common Form* via SciENcv from the [SF424 \(R&R\) Application and Electronic Submission Information](#) page on the NIH website.

**Biosketches submitted in an older format may result in the application being considered incomplete*

9. Statements by Lead and Co-Mentors, Mentorship Committee Members

Lead and Co-Mentor: The application must include a jointly signed statement from the lead and co-mentors indicating; a) research qualifications and previous experience as a research supervisor; 2) mentoring plan describing the nature of the supervision and mentoring that will occur during the proposed award period; and, 3) plan for transitioning the candidate from the mentored phase of their careers to the independent investigator phase during the project period of the award. The lead and co-mentors must agree to provide annual evaluations of the candidate's progress for the duration of the award.

(6-page limit)

Mentorship Committee Members: Signed statements must be provided by the three other members of the mentorship committee, confirming their participation in the project and describing their specific roles. They generally do not need to provide their biographical sketches, however information should be provided that clearly documents expertise in the proposed area(s) of mentoring/consulting/collaboration.

(6-page limit)

10. Institutional Commitment to Applicant's Research Career Development (required)

Provide Letter(s) of Support from your Department Chair and Division Chief (if relevant) indicating acceptance of the terms of this award (commitment to them for 30 months of training with at least 75% protected time – at least 50% protected time for those in procedural specialties – for the IMPACTS activities). Provide internal research support service center agreement, if applicable. Applicants from UWM, Marquette, and MSOE must also submit a Letter of Intent from their institution indicating their acceptance of terms of the award.

(1 page)

11. Detailed budget and budget justification.

This award supports up to \$150,000 (direct costs) annually. Recipients should budget for:

- Salary support (limited to \$120,000 – NIH salary cap, not including fringe benefits; cost-share is required if 75%* FTE exceeds this amount)

- Research-related costs of up to \$30,000 per year (examples include 1. research expenses, such as supplies, equipment, and technical personnel; 2. tuition and fees related to required career development courses and activities; 3. travel to scientific meetings or training that the institution determines to be necessary for the individual's career development experience; and 4. statistical services including personnel and computer time)

A reminder to budget for appropriate required IMPACTS scholar activities.

Provide the salary and fringe benefits requested and a detailed description with justification or all equipment, supplies and research personnel that will be used to help achieve the career development and research objectives of this award. Please note that salary support for the mentors or administrative support personnel is not allowed. Funding cannot be used as "bridge funding" for lapsed grants from any extramural source and is intended to be used for new projects. Each recipient should budget salary support for 75%* protected time for research and training (subject to the current NIH salary cap). The CTSI will support up to \$150,000 (direct costs) annually towards salaries, fringe benefits, and research expenses/travel for up to two-and-a-half years of supervised career development activities and mentored clinical and translational research. Applicants are allowed to budget for indirect/F&A costs at a percentage of up to 8%, pursuant to NIH guidelines. Departments may be asked to leverage funds for their selected scholar.

Budget Form: NIH PHS 398 budget Form 4, Form 5, and detailed budget justification

Complete Form 4 for the first year in the program and include a detailed budget justification form. Form 5 should include the cumulative numbers from each category of Form 4 for year one and include the total budgeted amount for each category for year two of the award. If there is a significant change in a category from the previous year this change should be justified in the box at the bottom of Form 5. A significant change is defined as increase or decrease $\geq 25\%$. The budget template can be found [here](#) and within the [application template](#).

12. Letters of Recommendation (3 required)

Three letters of reference should be submitted from well-established scientists addressing the above areas and any other evidence that the candidate has a high potential for becoming an independent investigator in clinical/translational research. Please note that lead or co-mentors may not submit a letter of reference (committee members may). All letters of reference should be submitted by the applicant within the REDCap application form.

(No page limit)

13. Letter(s) of Support for Ancillary Clinical Trial (if applicable)

If applicable, please include any letters outlining support for needs of your clinical trial.

(No page limit)

How to Prepare Your Application, Submission Process

Items (1 – 11, 13) are to be submitted electronically together to the CTSI as a single PDF file or Word Document (.doc or .docx) through the [IMPACTS Program Application form](#). The document should be formatted according to standard NIH submission guidelines, including font size no smaller than 11 pt. and at least .5" margins. A template with the required sections can be downloaded [here](#). All letters of reference should be submitted by the applicant within the REDCap application form.

Other Application and Funding Criteria: (NIH/NCATS)

NCATS Prior Approval for Studies Involving Human Subjects or Animals

- If recommended for funding, CTSI will request documentation for NCATS Prior Approval in accordance with federal requirements. The following conditions must subsequently be met:
 - ✓ NCATS requires IRB/IACUC approval at the time of submission for Prior Approval
 - ✓ NCATS requires receipt of documents at least 30 days before the project start date; therefore, CTSI requires that all documentation be provided and the NCATS survey be completed no later than 45 days prior to the anticipated project start.
 - ✓ Pls will utilize the REDCap repository to upload the required NCATS documents.
- To accommodate this time restriction, CTSI ***strongly recommends*** that all IRB applications be submitted to each respective IRB by October 30, 2026 to comply with the timeline above.

Restriction of Clinical Activity Beyond the end of Phase IIB

- *In accordance with section 479(b) of the Public Health Service Act (as amended by the Consolidated Appropriations Act, 2012, Public Law 112-74 and by the 21st Century Cures Act, 2016, Public Law 114-255), NCATS is authorized to use current fiscal year funds to provide infrastructure and resources for all phases of clinical trials research, but can only support clinical trials through the end of Phase IIB (with the exception of certain clinical trial activities involving treatment of a rare disease or condition; consult NCATS program staff for additional information). Therefore, unless specifically authorized via Revised Notice of Award, with attendant specific Terms of Award, **no** clinical trial activity beyond phase IIB may be supported using approved NCATS funding support. However, all phases of clinical trials may utilize infrastructure and resources provided through the CTSA.*

Stem Cells

- *The proposed project must not involve human embryonic stem cells.*

Human/Animal Subjects Restriction

- *It is understood that no clinical research scholar or mentor will be permitted to work on any project involving live vertebrate animals or human subjects that has not been approved by the IACUC and/or IRB, as appropriate.*
- *If any scholar undertakes a project which includes human subject research studies, these must conform to the NIH policies on the inclusion of women, minorities, and children in study populations.*

Human Subjects Education Certification Requirement

- *This award reflects the NCATS' acceptance of the certification that all key personnel have completed education on the protection of human subjects, in accordance with NIH policy, "Required Education in the Protection of Human Research Participants," found here:*
 - ✓ *(<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-00-039.html>).*
- *Any individual involved in the design and conduct of the study that is not included in the certification must satisfy this requirement prior to participating in the project. Failure to comply can result in the suspension and/or termination of this award, withholding of support of the continuation award, audit disallowances, and/or other appropriate action.*

Restriction: Data Safety and Monitoring of Clinical Trials

- *The scholar must ensure that each clinical trial has an approved DSM plan or Data and Safety Monitoring Board, as appropriate, before any scholar participates in or resources are used to support the clinical trial. This plan must be approved and documentation submitted to CTSI before the project can be submitted for NCATS Prior Approval. All investigators must comply with the approved DSM plan for the applicable clinical trial. The NIH policies for DSM can be found at the following websites:*
 - ✓ *<http://grants.nih.gov/grants/guide/notice-files/not98-084.html>*
 - ✓ *<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-00-038.html>*

Award Review Criteria

Overall Impact

Reviewers will provide their assessment of the likelihood for the candidate to maintain a strong research program, taking into consideration the criteria below in determining the overall impact/priority score.

Scored Review Criteria

Reviewers will consider each of the review criteria below in the determination of scientific merit and give a separate score for each. An application does not need to be strong in all categories to be judged likely to have major scientific impact.

Candidate

- Does the candidate have the potential to develop as an independent and productive researcher focusing on clinical/translational research?
- Are the candidate's prior training and research experience appropriate for this award?
- Is the candidate's academic, clinical, and (if relevant) research record of high quality?
- Is there evidence of the candidate's commitment to meeting the program objectives to become an independent investigator focusing on clinical/translational research?
- Do the letters of reference from at least three well-established scientists address the above review criteria, and do they demonstrate evidence that the candidate has a high potential for becoming an independent investigator?

Career Development Plan/Career Goals & Objectives

- What is the likelihood that the plan will contribute substantially to the scientific development of the candidate leading to scientific independence?
- Is the candidate's prior training and research experience appropriate for this award?
- Are the goals and scope of the plan when considered in the context of prior training/research experience and the stated training and research objectives, appropriate?
- Are the content and duration of the proposed didactic research activities /trainings during the proposed award period clearly stated and appropriate? **Please note the required IMPACTS activities.**
- Are there adequate plans for evaluating the candidate's research and career development progress?
- If proposed, will the clinical trial experience contribute to the applicant's research career development?

Research Plan

- Are the proposed research question, design, and methodology of significant scientific and technical merit?
- Is the research plan relevant to the candidate's research career objectives focusing on clinical/translational research?
- Is the plan for developing/enhancing the candidate's research skills appropriate and adequate?
- Is the prior research that serves as the key support for the proposed project rigorous?
- Has the candidate included plans to address weaknesses in the rigor of prior research that serves as the key support of the proposed project?
- Has the candidate presented strategies to ensure a robust and unbiased approach, as appropriate for the work proposed?
- Has the candidate presented adequate plans to address relevant biological variables, such as sex, for studies in vertebrate animals or human subjects?
- Is the research plan appropriate to the candidate's stage of research development and as a vehicle for developing the research skills described in the career development plan?
- If proposed, will the clinical trial experience contribute to the research project?

Plan for Interaction with CTSI Resources

- Does the applicant describe their planned interaction with and use of CTSI resources/modules/training programs? Please see the [required IMPACTS scholar activities](#) for more information.

Lead Mentor, Co-Mentor, Committee Members

- Are the qualifications of the mentors/members in the area of the proposed clinical/translational research appropriate?
- Do the mentors/members adequately address the above review criteria including the candidate's potential and his/her strengths and areas needing improvement?
- Is there adequate description of the quality and extent of the mentors'/members' proposed role in providing guidance and advice to the candidate?
- Is the mentors'/members' description of the elements of the research career development activities, including formal coursework adequate?
- Is there evidence of the mentors'/members' previous experience in fostering the development of independent investigators?
- Is there evidence of previous research productivity and peer-reviewed support focusing on clinical/translational research?
- Is active/pending support for the proposed research project appropriate and adequate?
- Are there adequate plans for monitoring and evaluating the career development awardee's progress toward independence?
- Has a mentorship committee been described, comprised of one lead mentor, one co-mentor and at least three other members with expertise in an area of research related to the proposed project? *Note that one member will be required to be external to MCW and a least one member of the committee must have a clinical background. See Figure 1 on page 5 for more information.*
- If the applicant is proposing to gain experience in a clinical trial as part of his or her research career development, is there evidence of the appropriate expertise, experience, and ability on the part of the mentor(s) to guide the applicant during participation in the clinical trial?

Environment & Institutional Commitment to the Candidate

- Is there clear commitment of the sponsoring institution to ensure that a minimum of 75%* of the candidate's effort will be devoted directly to the research and career development activities described in the application, with the remaining percent effort being devoted to an appropriate balance of research, teaching, administrative, and clinical responsibilities?
- Is the institutional commitment to the career development of the candidate appropriately strong?
- Are the research facilities, resources and training opportunities, including faculty capable of productive collaboration with the candidate adequate and appropriate?
- Is the environment for scientific and professional development of the candidate of high quality?
- Is there assurance that the institution intends the candidate to be an integral part of its research program?

Additional Review Criteria (Unscored)

- Human Subjects documentation
- Vertebrate animal documentation

Additional Review Considerations

- Training in Responsible Conduct of Research
- Budget and Period of Support

The scoring system uses a nine-point scale based on the rating scale used by the National Institutes of Health. The nine-point rating scale is anchored according to the following descriptions:

Range	Score	Descriptor	Characteristics
High	1	Exceptional	Exceptionally strong with essentially no weaknesses
	2	Outstanding	Extremely strong with negligible weaknesses
	3	Excellent	Very strong with only some minor weaknesses
Medium	4	Very Good	Strong but with numerous minor weaknesses
	5	Good	Strong but with at least one moderate weakness
	6	Satisfactory	Some strengths but also some moderate weakness
Low	7	Fair	Some strengths but with at least one major weakness
	8	Marginal	A few strengths and a few major weaknesses
	9	Poor	Very few strengths and numerous major weaknesses