

**Writing 3015–90 & –91 (online in Canvas) ~ Spring 2019**  
**Professional Writing**  
Community Engaged Learning (C.E.L.) Designated

<b>Instructor:</b>	Pamela Balluck, Ph.D., Associate Instructor, Department of Writing and Rhetoric Studies (DWRS, in LNCO 3700)
<b>Office &amp; Hours:</b>	(a tiny “cubicle” before actual cubicles in) LNCO 2930, one of the rooms across from the elevator; Tuesdays 12:30-1:30 p.m. & by appointment
<b>Contact:</b>	Use Canvas “Inbox”; when you email me in Canvas, I will additionally receive a Notification at my Umail address (p.balluck@utah.edu), which you should otherwise use as a last resort; I want to keep electronic class communications organized in Canvas whenever possible. You may expect in most cases a reply from me on weekdays within 24 hours and within 48 hours over weekends and holidays.
<b>Phone:</b>	You may not reach me by phone directly, but you may phone DWRS at 801-581-7090, and someone will get a message to me.
<b>Canvas Help:</b>	tacchelpdesk@utah.edu; <a href="http://learn-uu.uen.org">http://learn-uu.uen.org</a> ; 801-585-5959, M–F, 8:00 a.m.–6:00 p.m. and Saturdays 9:00 a.m.–12:00 p.m.
<b>Computer Help:</b>	<a href="http://it.utah.edu/help/">http://it.utah.edu/help/</a> ; 801-581-4000 x 1

---

**NOTE:** This is a rigorous course, *especially* online. See Schedule beginning p. 11, late-paper policy on p. 7, & “I Understand & Agree” on p. 4.

### **COURSE DESCRIPTION**

Writing 3015, Professional Writing, aims to prepare students for **on-the-job writing** in technical and business professions (different from Business Writing, WRTG 3016). Students will practice (**individually and on a team**) writing a variety of professional documents, such as resumes, letters, and memos, including proposals and reports.

Two key assumptions behind this course are:

- (1) Writing (like speaking) is **rhetorical** in the ways writers appeal to their readers’: *logos*, logic; *pathos*, sympathy, empathy; and, *ethos*, ethics. Effective communicators consider the audiences they are addressing and the purposes of their documents as they plan, draft, and revise to be persuasive.
- (2) Workplace audiences are very different from academic ones in how they read and respond to written communications.

The objectives of WRTG 3015 are for every student to be able to:

- analyze a writing task and its rhetorical **context**, including the purpose of the written communication, its intended (and unintended) audience, intended (and unintended) uses, and constraints.
- study the basic features of professional writing **genres** (emails, letters, resumes, memos, reports, proposals, etc.) and learn how to modify these features in response to audience and situation.
- write useable, persuasive, clear, accurate, and readable documents.
- develop a professional style of working in teams and managing team projects.
- learn to read carefully and respond accurately to written texts and instructions.

## REQUIRED TEXTS

All texts will be made available to students electronically via Canvas. I am *not* requiring students to buy a textbook. My scans *from* textbooks may not be pretty PDFs but are readable. I use “**Modules**” like a file cabinet for texts I’ve introduced. A lot of reading is compliments of the *Purdue OWL* (Online Writing Lab): [owl.purdue.edu/owl/purdue\\_owl.html](http://owl.purdue.edu/owl/purdue_owl.html).

Students should be able to access assigned readings and other course materials **independent of an Internet connection** once they have initially accessed them. I recommend you **download, save, and print** material once it’s been assigned. If it’s available in PDF or in Word, download it to a hard-drive folder you create for this course.

## COURSE REQUIREMENTS

<b>INDIVIDUAL ASSIGNMENTS</b>	<b>% OF FINAL GRADE</b>
Job-Search documents (Cover Letter; Resume; References)	20
Policy Recommendation Memo	15
Mid-Term Progress Report	10
Quizzes (*see below)	5
Individual Participation	5
Team (Group) Participation (**see under “Grading Scale,” p. 7)	10
<b>TEAM ASSIGNMENTS</b> (Community Engaged Learning, C.E.L.)	
Researched C.E.L. Annotated Bibliography Memo	15
Final: C.E.L. Grant Writing	20
	—
	<b>100</b>

Please note that major assignments incorporate a number of smaller (Complete/Incomplete) assignments (including research, updates, potential progress reports, reviews of drafts) that will count toward Class Participation (see above, under Individual Assignments).

\***QUIZZES**, which are *not* weekly throughout the whole semester, are to confirm that students have read assigned texts and are up to speed for what's next. If you don't do well on a Quiz, that indicates the reading you must return to and understand in order to be able to contribute productively in class. Quizzes will be open/available at 12:00 a.m. the beginning of each week they are scheduled and will lock by midnight on the dates they're due, often by midnight *Sunday*, but if an assignment is due on Sunday, sometimes the Quiz will close by midnight *Friday* when it contains reminders about the assignment, leaving you time to do something about it. Each Quiz is based on assigned reading up through that due date, including course handouts, even this Syllabus. Once you open/begin a Quiz, you will have three (3) hours in which to complete it; people who have done the reading usually shouldn't need more than 20 or 30 minutes, if that much time, but I leave three hours in case you need to do the reading then and there. You'll have one try once you begin a Quiz, so make sure you have time to finish and submit it within three hours. Each question will be worth one point (there are no partial points; either all right or not), and the number of questions in each Quiz will vary (Quizzes might be short or long). At the end of the semester, Quiz scores will be totaled and converted into the above percentage. **Quizzes cannot be made up** (not even if you miss the first one because of a late Add, etc.).

## **COURSE POLICIES AND PROCEDURES**

This online section of WRTG 3015 is **asynchronous**, which means there is no portion during which students and I have to be online together at the same time. If students want to meet with me in real time we might Chat (which I can reveal on the menu bar) in Canvas. It would be rare for me to depend on communicating in real-time with online students. I don't foresee it and you won't be required to.

I will *not* be communicating via video or audio. Class communications will be in writing. I will concentrate a great deal on whether students are ***responding accurately and professionally to written instructions*** (I will harp on this, because so much of your success and credibility in the professional world will depend on how well you follow written instructions, which translates to how well you consider the needs of your audience).

**At the very beginning of each week**, you should read what I have posted for the "Week" at "Home." I will not be posting the course in its entirety but revealing each Week as we arrive at it, occasionally making two consecutive Weeks available at a time. In my sections of WRTG 3015, students may not leap ahead of others. All the Weeks that have been published are also posted in "Pages" and the current "Week" will be posted as "Home."

If you are not already familiar with Canvas, use the tutorials Canvas provides under Help. If you're well versed in Canvas, my Canvas classroom may look and function differently from others you've navigated. **I am here to teach you online about Professional Writing but not to teach you how to take a course online.** I will explain and direct you on how to do the things I assign as clearly as I can, but I may also point you to **Help desks**. Make sure you customize your Canvas **Notifications** settings, which you can set to tell you when new things are happening in our classroom via email, text, or however you prefer to be notified. When I post or change a Page, I check a box to notify you. When I post in "Announcements," you should be notified. It's up to you how/where.

As the course begins, once you have read, questioned me if needed, and you understand WRTG 3015–90 &/or –91's policies, procedures, and schedule, you will submit a memo to me to that effect (**the "I Understand & Agree" assignment**). If you claim later in the semester that you didn't know about or understand a policy that is right here in the Syllabus, I will probably remind you of your memo that states that you did know. If for whatever reasons you cannot agree to the course policies and/or schedule in this Syllabus, please find another section of WRTG 3015 that will work for you. I also teach two sections of the course face-to-face this semester with a slightly different schedule and policies.

## **FORMATTING, SAVING, AND SUBMITTING DOCUMENTS**

Papers in this course should:

- be on 8 1/2 x 11" pages;
- have **1" margins** all around;
- have **left-aligned** margins (*except perhaps for resumes, which could be "justified"*);
- be **single-spaced**;
- be in a 12-point **font**, preferably Times New Roman or similar (I will share an article with you that suggests 11-point for resumes, but *other than that one assignment*, do not go smaller than 12).
- be black on white (**no color**)

~~~~

You should turn *off* "**Widow / Orphan control**" (found in MS Word at: Paragraph > Line & Page Breaks). When Widow/Orphan is *on*, it will not leave the first line of a new paragraph widowed alone at the bottom of a page and will not leave the last line of a paragraph orphaned alone at the top of a page, and having this *on* will *not* allow you to keep your bottom and top margins at the assigned 1" because it will move a line to another page to make sure a minimum of two lines are left alone at top or bottom of a page. **Turn Widow/Orphan off to maintain 1" margins.**

~~~~

You should have a blank line between paragraphs but *not* an *extra* line; you have to **set Word to not add extra space between hard returns** (found in MS Word at: Paragraph > Indents and Spacing, then check the box *not* to add space).



You should *not* use the function that inserts the current date in your document because the date will thereafter change to the current one every time (date) the document is opened by me and others. Your professional documents should serve in part as *accurate records*. I usually **date drafts the date they are due or sent**.



When you compose or edit documents on a **cloud** (e.g., GoogleDocs) then download and save in Word, your **line spacing** could change from 1 to 1.15 or something else more than single-spaced (*anything not “1” is not single* spaced). *Make sure formatting in documents you write and submit to me as attachments follow the above.*



You should not submit final drafts that are **longer or shorter** than assigned lengths; papers that are too short and papers that are too long are equally erroneous.



#### **Submitting documents as attachments in “Assignments”:**

- Files should be saved in Word (.doc, .docx) or Rich Text Format (.rtf); or PDF (.pdf). I prefer to read and give feedback on the documents that you write in Word over PDFs. If you don't have Word, go to <http://software.utah.edu/> and check out what's free to you as a student. I do not have the capability to give as precise feedback on PDFs as I can on Word docs with “Comment,” “Track Changes,” and multi-color highlighting (including being able to view and comment on your formatting), but I will accept .pdf documents (when they are documents that **you** have written, **I prefer Word**). **When you are assigned to share files with your classmates for feedback**, however, I will not accept PDFs for the documents you have written, because I want everyone to practice using Comment and Track Changes; the Final must be in Word.
- Files should be saved/named with the *student's last name first* (e.g., JonesCoverLetter.rtf, SchwartzResumeDraft.doc, FlemingJobAd.docx, LiJobAd.pdf). **The file name of every attachment submitted to me should begin with the last name of the person submitting it, and . . .**
- In the second half of the semester, when submitting documents as a team of writers, the files should be named beginning with “Team” and then the number I've assigned (e.g., Team3ABMemoDraft.docx).



As stated above, I will give feedback on drafts and on graded papers using **“Comment”** and **“Track Changes”** in Word, and I will be giving you an assignment to help you understand how

to use these functions if you are not already familiar. If you submit your work in .pdf, I can also make comments but, as I mentioned, not as detailed as I can in Word. In whichever format, ***if I return a draft with a note saying I've made comments on it, and you cannot see them, you will need to find out how to View or Review them (I will notice and grade accordingly if my comments are ignored from draft to draft)***. If you can't see my Comments and Track Changes in a Word document, check the "Review" menu for "Show Markup," etc., to reveal them (not sure where to point you on Macs). You can also call Computer Help (801-581-4000) and say you need to know how to reveal your instructor's Track Changes and Comments in Word; or visit Knowledge Commons. You must be able to read my notes; your not knowing how to see them doesn't mean they're not there waiting to be reviewed.

\*\*\*\* When you submit your drafts to me for feedback and grading, they must be **clean drafts**, free of any and all Comment and Track Changes (Markup). Your draft could look clean to you, but if there is any Markup under "Show Markup," it will appear the moment I use either Comment or Track Changes. *I want to look at every draft without distraction, as if I hadn't seen the last.* You will be given information about how to Accept or Reject changes to your document to delete Markup and how to delete Comments to make it "clean." **This is important:** If you turn in papers with traces of past Markup, **you will be graded down for it.** \*\*\*\*

## TECHNICAL PROBLEMS

The contact information for Computer Help and for Canvas Help are on the first page of this Syllabus.

While computer problems do occur, they are usually not valid reasons for failing to turn in assignments on time or within the late-paper acceptance windows (addressed below under "Graded Assignments"). Exceptions may be made in the event of widespread computer viruses or some other large-scale event affecting Utah's computer network, but exceptions will not be made for routine computer problems or computer losses or thefts. **Save Your Work!** As soon as you begin a new document, save and re-save along the way. Lost files and computer meltdowns are not valid reasons for failing to fulfill course requirements. Get into the habit of saving your documents in every stage of drafting: to your hard drive, to a flash drive or CD, as an attachment to Web-based email, or to a free "cloud" backup like Dropbox.com, Google Drive (drive.google.com), or Ubox (box.utah.edu). **There should be no reason for lost work!** I have experienced computer meltdowns and lost files, so I know what it feels like; but, still, you are responsible for turning in assignments and will *not* be excused nor given extensions because of an unfortunate or tragic computer meltdown, theft, or whatever.

## CANVAS "INBOX" ~ ELECTRONIC COMMUNICATION

Writing in this course should be in proper English and not in abbreviated, all-lower-case, casual writing, such as one might use for texting or instant messaging. This is a formal writing course, and your writing should be in good form. Students should proofread and spell-check before

sending or posting communications. Students should address by name (spelled correctly) the person the message is to, and they should sign off by name, and should use whole words, (within reason) not abbreviations. Students should write user-focused Subject lines (see readings on Email in Canvas “Modules”). Please Umail (utah.edu) me only if you cannot contact me via Canvas “Inbox” (as I said on p. 1, I receive Notifications of Inbox messages already at my Umail address). An example of what I mean by a “user-focused” or reader-centered Subject line would be the information that you are in WRTG 3015–90 or –91, plus a specific subject such as a question about an assignment.

### WEEKLY DEADLINES

At the beginning of each week, that Week’s assignments (coinciding with the Syllabus “Schedule” below) will be posted at “Home” a.k.a. “Front Page” (usually by midnight Sundays), reiterating and/or embellishing the details already listed in the below Schedule beginning on p. 11. Deadlines will fall on various days in the week. **When a deadline is “by midnight,” that means by 11:59 p.m. Mountain Time.** Quizzes cannot be made up if the deadline is missed. If you miss a Drafts deadline for peer feedback (it locks for distribution) you cannot make it up for Participation credit but you might still be able to receive feedback from me using Inbox, time permitting. See below regarding my **late-paper policy**.

### GRADED ASSIGNMENTS

**Late papers** will be downgraded *a whole letter grade* for each day (including weekends) late. (An “A-” paper due Sunday and turned in Monday will receive a “B-”; turned in Tuesday will get a “C-”; etc.). Mark due dates in your calendars.

### GRADING SCALE (\*\*see below)

	89-87 <b>B+</b>	79-77 <b>C+</b>	69-67 <b>D+</b>	59-0 <b>E+</b>
100-94 <b>A</b>	86-84 <b>B</b>	76-74 <b>C</b>	66-64 <b>D</b>	
93-90 <b>A-</b>	83-80 <b>B-</b>	73-70 <b>C-</b>	63-60 <b>D-</b>	

\*\*After (team) Final papers are turned in, each team member has an opportunity to confidentially assess (grade) others’ participation. Team members receive the same grades on papers, but if they (and I) assess a certain member as having contributed little or having contributed poorly, that person’s Team Participation grade (worth up to 10 points) will suffer accordingly. Also, if you don’t contribute at all to paper, you won’t share in the grades at all.

## **DROP / WITHDRAW**

To learn more about the University's Drop/Withdrawal Policy, go to:

<http://www.acs.utah.edu/sched/handbook/wddeadlines.htm>. See the Academic Calendar for this semester's deadlines.

## **ACADEMIC HONESTY & PLAGIARISM POLICY**

At all times in this course, you should document and be prepared to prove where you get information you use—especially when you write that information into your own assignments.

Willfully copying another's work and presenting it as if it were your own constitutes **plagiarism**, which is an offense that the U, the Dept. of Writing & Rhetoric Studies, and I take very seriously. If you fail to act responsibly, you will most likely receive a failing grade (E) for the assignment in question, and you will possibly fail the course.

Again: Plagiarism—the copying/presenting of another's work as if it were your own—is considered cheating (stealing, really) and is unacceptable. *The DWRS's standard penalty for plagiarism is a failing grade (E) for the assignment, possibly for the course.* Some examples of plagiarism include:

- using someone else's words or ideas without properly quoting/citing them
- relying too much on someone else's words or ideas, even if you *do* cite them
- submitting someone else's paper in parts or in whole as your own, or having someone else write parts of or the whole of your paper

If you have any doubts as to what constitutes plagiarism, please refer to the Student Code, where you will find:

“Plagiarism” means the intentional unacknowledged use or incorporation of any other person's work in, or as a basis for, one's own work offered for academic consideration or credit or for public presentation. Plagiarism includes, but is not limited to, representing as one's own, without attribution, any other individual's words, phrasing, ideas, sequence of ideas, information or any other mode or content of expression.

(We will discuss when it comes to your Final, in which you will be inhabiting the identity of a non-profit organization in order to write as if on its behalf, the difference between plagiarism and borrowing text from “yourself.”)

## **INCOMPLETES**



### **The University’s “Incomplete” Policy:**

University policy: <http://registrar.utah.edu/handbook/incomplete.php>

An Incomplete is given for work not completed due to *circumstances beyond the student’s control*. The student must be passing the course and have completed at least 80 percent of the required coursework. Arrangements must be made between the student and the instructor concerning the completion of the work.

### **The Department of Writing & Rhetoric Studies’ “Incomplete” Policy:**

The Department of Writing & Rhetoric Studies will offer an Incomplete only under *extraordinary* circumstances. In order for this to apply, you must have completed at least 80% of the required coursework with passing grades. See [www.sa.utah.edu/regist/handbook/incomplete.htm](http://www.sa.utah.edu/regist/handbook/incomplete.htm) for details. It is extremely unlikely an Incomplete will be granted.

## **U OF U’S CONTENT ACCOMMODATION POLICY**

The University recognizes that students’ sincerely-held core beliefs may make it difficult for students to fulfill some requirements of some courses or majors.

It is the student’s obligation to determine, before the last day to drop courses without penalty, when course requirements conflict with the student’s sincerely-held core beliefs. If there is such a conflict, the student should consider dropping the class. A student who finds this solution impracticable may request a content accommodation from the instructor. Though the University provides, through this policy, a process by which a student may make such a request, *\*the policy does not oblige the instructor to grant the request, except in those cases when a denial would be arbitrary and capricious or illegal.\**

**\*My Policy:** No scheduling or content accommodations will be made by me for this course.\*

Non-profit community partners in the C.E.L. portion of this course in past have been as varied as the Muscular Dystrophy Association, the Rape Recovery Center, Noble Horse Sanctuary, and Fight Against Domestic Violence, so students could be dealing in class with issues of disabilities and of physical and emotional abuse. I do not always know at the beginning of the semester who our community partner will be nor its issues. All of my sections of this course will deal with the same community partner.

## **GENERAL STUDENT RESOURCES**

### **University Writing Center**

The University Writing Center offers one-on-one assistance with writing. Tutors can help you understand your writing assignments, help you work through the writing process, and/or help you polish your drafts for all the courses in which you are enrolled. Sessions are free of charge, and you can meet as often as you need. To make an appointment, call 801-587-9122. The Writing Center is located on the second floor of the Marriott Library. Visit the website at [writingcenter.utah.edu](http://writingcenter.utah.edu).

### **English Language Learners**

If you are an English language learner, please be aware of support for your language development and writing through the Department of Linguistics ESL Program (<http://linguistics.utah.edu/esl-program/>).

### **Americans with Disabilities Act (ADA) Statement**

The University of Utah seeks to provide equal access to its programs, services and activities for people with disabilities. If you will need accommodations in this class, reasonable prior notice needs to be given to the instructor and to the Center for Disability Services, 162 Olpin Union Building, 801.581.5020 (V/TDD) to make arrangements for accommodations. Also see <http://disability.utah.edu>

### **Wellness Statement**

Personal concerns such as stress, anxiety, relationship difficulties, depression, cross-cultural differences, etc., can interfere with a student's ability to succeed and thrive at the University of Utah. For helpful resources contact the Center for Student Wellness at [www.wellness.utah.edu](http://www.wellness.utah.edu); 801-581-7776.

### **Addressing Sexual Misconduct**

Title IX makes it clear that violence and harassment based on sex and gender (which includes sexual orientation and gender identity/expression) is a Civil Rights offense subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, color, religion, age, status as a person with a disability, veteran's status or genetic information. If you or someone you know has been harassed or assaulted, you are encouraged to report it to the Title IX Coordinator in the Office of Equal Opportunity and Affirmative Action, 135 Park Building, 801-581-8365, or the Office of the Dean of Students, 270 Union Building, 801-581-7066. For support and confidential consultation, contact the Center for Student Wellness, 426 SSB, 801-581-7776. To report to the police, contact the Department of Public Safety, 801-585-2677(COPS).

## Veterans Center

If you are a student veteran, you should know that the U of Utah has a Veterans Support Center on campus in Room 418 in the Olpin Union Building. Hours: M-F 7-6pm. Please visit the website for more information about support, a list of ongoing events, and links to outside resources: <http://veteranscenter.utah.edu/>.

---

---

### *SCHEDULE*

\* This Schedule will be consistently corrected and updated throughout the semester. \*

You should always check the current “Week” at Canvas “Home.” Updates to this Syllabus past the first day of class will occur electronically in red, and the date of the update will appear in red in a footer.

---

---

#### **WEEK 1 ~ Beginning M 1/7**

**Intro to:** Syllabus

**Intro to:** “I Understand and Agree” assignment

**Intro to:** Job Search assignment

**Intro to:** Comment & Track Changes assignment

~“I Understand and Agree” memo **DUE by midnight *Sunday***

~Quiz 1 **DUE by midnight** (by 11:59 p.m.) ***Sunday***

~Job-ad-target ideas **DUE for my approval by midnight *Sunday***

~Comment & Track Changes assignment **DUE by midnight *Sunday***

#### **WEEK 2 ~ Beginning M 1/14**

**Intro to:** E-mail assignment

~Quiz 2 **DUE by midnight *Friday***

~Drafts of Job Search documents **DUE** in “Assignments” **by midnight *Sunday*** to me and peers

~E-mail assignment **DUE by midnight *Sunday*** via “Inbox”

#### **WEEK 3 ~ Beginning T 1/22**

**Intro to:** Peer-Review Reviews Memo (due Sunday)

~Return feedback to peers **by midnight *Wednesday*** via same “Assignments” dropbox

~Consider feedback and revise

~Quiz 3 **DUE by midnight *Friday***

~Peer-Review Reviews Memo **DUE by midnight *Sunday***

~Job Search assignment **DUE by midnight *Sunday***

**WEEK 4** ~ Beginning M 1/28

**Intro to:** Policy Recommendation Memo

**Intro to:** Peer-Review Reviews Memo (due next week)

~Quiz 4 **DUE by midnight *Friday***

~Draft of Policy Recommendation Memo **DUE by midnight *Sunday*** to me and peers

**WEEK 5** ~ Beginning M 2/4

~Return feedback to peers **by midnight *Wednesday***

~Consider our feedback and revise

~Peer-Review Reviews Memo **DUE by midnight *Sunday***

**WEEK 6** ~ Beginning M 2/11

~Continue researching, writing, and revising

~Quiz 5 **DUE by midnight *Friday***

~Policy Recommendation Memo assignment **DUE by midnight *Sunday***

**WEEK 7** ~ Beginning T 2/19

**Intro to:** Mid-Term Memo assignment

**Intro to:** Collaborative Writing & Community Engaged Learning (C.E.L.)

~Quiz 6 **DUE by midnight *Sunday***

**WEEK 8** ~ Beginning M 2/25

**Intro to:** 1st team-written assignment, Annotated Bibliography Memo

**Intro to:** C.E.L. Team members you'll be working with and sharing grades with for remainder of the semester

~Teams discuss assigned reading on collaborative writing and how to organize teams (perhaps get set up together on GoogleDocs or etc.) ~ make sure you've discussed everything you should before jumping headlong into researching and writing (Rough Draft DUE next week).

**WEEK 9** ~ Beginning M 3/4

~Teams work on the Annotated Bibliography Memo and prepare Drafts for submission

~Mid-Term Memo "Assignments" dropbox opens at noon Wednesday

**F 3/8: LAST DAY TO WITHDRAW**

~(Team) **Rough Draft** of (at least the major formatting of the) Annotated Bibliography Memo **DUE by midnight *Friday*** in Canvas for my feedback

~Mid-Term Memo **DUE by midnight *Saturday***

**WEEK 10 ~**

**~ SPRING BREAK ~**

**WEEK 11 ~** Beginning M 3/18

~Teams discuss my feedback on Annotated Bibliography Memo, research, revise, and edit

~Quiz 7 **DUE by midnight *Friday***

~Annotated Bibliography Memo **DUE by midnight *Sunday***

**WEEK 12 ~** Beginning M 3/25

**Intro to:** (team-written) Between-Projects Memo

~Discuss Between-Projects Memo & begin drafting

~Between-Projects Memo **DUE by midnight *Friday***

**WEEK 13 ~** Beginning M 4/1

**Intro to:** Individually-written Confidential Team-members Evaluation Memo assignment

**Intro to:** (team written) Final, Grant-Writing Memo

**WEEK 14 ~** Beginning M 4/8

~Teams work on Draft of Final for feedback

~(Team) **Rough Draft** of Final **DUE by midnight *Friday*** for my feedback

**WEEK 15 ~** Beginning M 4/15

~Teams discuss my feedback and how to go about editing and revising

**WEEK 16 ~** M 4/22–T 4/23

~Teams work on Final

**FINALS ~ W 5/1**

~Team-Written Finals **DUE by 12:30 p.m. (*noon:30*)** in Canvas

~Individual, Confidential Memos **DUE by midnight** (by 11:59 p.m.) in Canvas