

University of Utah ~ Summer 2019 ~ Pamela Balluck, Ph.D.
Professional Writing, WRTG 3015–90 & –92
(online in Canvas @ utah.instructure.com)
Community Engaged Learning (C.E.L.) Designated

- Instructor:** Pamela Balluck, Ph.D., Associate Instructor, Department of Writing and Rhetoric Studies (DWRS, in LNCO 3700)
- Office & Hours:** I will be in and out of town; email (“Inbox”) me if you need to Chat.
- Contact:** Use Canvas “Inbox”; when you email me in Canvas, I will automatically 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.
- Phone:** 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.
- Canvas Help:** tacchelpdesk@utah.edu; <http://learn-uu.uen.org>; 801-585-5959, M–F, 8:00 a.m.–6:00 p.m. and Saturdays 9:00 a.m.–12:00 p.m.
- Computer Help:** <http://it.utah.edu/help/>; 801-581-4000 x 1
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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. (If you don’t know what “rigorous,” or anything else means, *please* use a dictionary—dictionaries are our dear friends.)

COURSE DESCRIPTION

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

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 audience (plus unintended—“shadow readers”), 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 Canvas “**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.

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

INDIVIDUAL ASSIGNMENTS	% OF FINAL GRADE
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
TEAM ASSIGNMENTS (Community Engaged Learning, C.E.L.)	
Researched C.E.L. Annotated Bibliography Memo	15
Final: C.E.L. Grant Writing	20
	—
	100

Please note that major assignments incorporate a number of smaller (Complete/Incomplete)

assignments (including research, updates, reviews of drafts, and reviews of reviewers) that will count toward Class Participation (see above, under Individual Assignments). Even if you “Complete” an assignment, how you do so will be reflected in your “**Individual Participation,**” which I independently keep track of throughout the semester and grade at the end.

***QUIZZES**, which are weekly in the beginning but *not* 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 are available at 12:00 a.m. the beginning of each week they are scheduled, and they 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 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 3 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 3 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). **Whether or not you respond accurately to written instructions will be reflected in your Individual Participation grade at the end.**

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. 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. Before I post or change a Page, I check a box for Canvas to notify you when I do. And, when I post in “Announcements,” you should be notified. It’s up to you where and how. Go to: Account (upper left); then click on Notifications and choose.

As the course begins, once you have read, questioned me if needed, and you understand WRTG 3015–90 &/or –92’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 now, 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.

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**)

The above (and the below) formatting is important, and you should make note of it when formatting and before submitting any paper in this course. If not, I will send you right back here.

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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.**

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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).

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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 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**. At the least, you should **update** each draft.

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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 follow the above.*

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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.

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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**). **However, when you are assigned to share files with your classmates for feedback**, 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., Team9ABMemoDraft.docx, Team1BetweenProjectsMemo.rtf, etc.).



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 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 questions or feedback 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 while there is still Markup underneath (see under “Show Markup”) that will appear again the moment I try to use either Comment or Track Changes on your document. It should be free of past Markup because *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 Track Changes 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, my Umail address automatically receives Notifications of Inbox messages). 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 –92, 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. **Papers cannot be made up**, even if missed by—I hope not!—a death in the family or something equally as dire (if I change the policy for one student, I’d be ethically obligated to offer to the same opportunity to all). If you think you’ll be having trouble, please contact me *ahead of time* or immediately after trouble hits so that I can, within the policies and schedule above and below, try to help to keep you on track in this class.

GRADING SCALE (**see below)

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

**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 a paper, you won't share in its grade at all.

DROP / WITHDRAW

See the Academic Calendar for this semester's deadlines. The last day to Drop is before Week 2 is out, and the last day to Withdraw is in Week 6, before C.E.L. collaborative work gets underway. To learn more about the University's Drop/Withdrawal Policy, go to: <http://www.acs.utah.edu/sched/handbook/wddeadlines.htm>.

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 using 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 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. So far this work has not conflicted with a student's core beliefs.

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/.

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 (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 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 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: 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 the left **footer**.

WEEK 1 ~ Beginning M 5/13

Intro to: Syllabus

Intro to: “I Understand and Agree” assignment

Intro to: Email assignment

Intro to: Comment & Track Changes assignment

Intro to: Job Search assignment

~“I Understand and Agree” memo **DUE by midnight** (by 11:59 p.m.) **Sunday**

~Email assignment **DUE by midnight Sunday** via “Inbox”

~Comment & Track Changes assignment **DUE by midnight Sunday** in “Assignments”

~Quiz 1 **DUE by midnight Sunday** (contains reminders about Job-ad assignment; take early!)

~Job-ad-target ideas **DUE** in “Assignments” **by midnight Sunday** for my approval; you may **not** submit drafts next week if I have not approved your target audience and ad first

WEEK 2 ~ Beginning M 5/20 (last day to Add or Drop 5/22)

~Quiz 2 **DUE by midnight Friday**

~Drafts of Job Search documents **DUE** in “Assignments” to me and peers for feedback **by midnight** (by 11:59 p.m.) **Sunday** (see p. 7 of this Syllabus under “Weekly Deadlines”)

WEEK 3 ~ Beginning T 5/28

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

~Consider feedback and revise

~Quiz 3 **DUE by midnight Friday**

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

WEEK 4 ~ Beginning M 6/3

Intro to: Policy Recommendation Memo

~Quiz 4 **DUE by midnight Friday**

~Draft of Policy Recommendation Memo **DUE** to me and peers for feedback **by midnight Sunday** (see p. 7 of this Syllabus under “Weekly Deadlines”)

WEEK 5 ~ Beginning M 6/10

Intro to: Mid-Term Memo assignment

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

~Consider feedback and revise

~Quiz 5 **DUE by midnight Friday**

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

WEEK 6 ~ Beginning M 6/17 (***LAST DAY TO WITHDRAW 6/21***)

Intro to: Collaborative Writing & Community Engaged Learning

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

Intro to: CEL Team members you’ll be working with and sharing grades with for remainder of the semester

~Teams discuss assigned reading on collaborative writing and ways of organizing and running a research-and-writing team ~ make sure you’ve discussed everything you should before jumping headlong in (perhaps get set up together on GoogleDocs).

~Teams discuss the Annotated Bibliography Memo assignment and how to approach it as a team

~Mid-Term Memo “Assignments” dropbox opens on Wednesday

~Quiz 6 **DUE by midnight Friday**

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

WEEK 7 ~ Beginning M 6/24

~Teams work to prepare Drafts for submission

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

WEEK 8 ~ Beginning M 7/1 (minus only 7/4)

~Teams discuss my feedback & continue working on Annotated Bibliography Memo

~Quiz 7 DUE by midnight Friday

~(Team) Annotated Bibliography Memo **DUE by midnight *Sunday***

WEEK 9 ~ Beginning M 7/8

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

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

~Discuss Between Projects Memo & begin drafting

~(Team) Between Projects Memo **DUE by midnight *Sunday***

WEEK 10 ~ Beginning M 7/15

~Teams work on preparing Draft of Final due next week

WEEK 11 ~ Beginning M 7/22

Intro to: Individually-written Confidential Team Members' Evaluation Memo assignment

~Teams work on Draft of Final for feedback

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

WEEK 12 ~ M 7/29–W 7/31

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

FINALS ~ Thursday 8/1

~Team-Written Finals **DUE by *noon*** (11:59 a.m.)

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