

University of Louisville Sport Administration Program Fall 2016 Internship Handbook



UNIVERSITY OF
LOUISVILLE.

SPAD 402 Internship in Sport Administration

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OVERVIEW

Welcome to the Internship experience for Sport Administration students at the University of Louisville. This course integrates valuable supervised working experience with professional development academic assignments. This internship is designed to provide the student with a closely supervised real world hands-on experience working with a successful sport organization. Students should focus on experiences that will help them to improve their professional business skills and prepare them for their chosen career paths. Your SPAD 402 Internship requires you to complete a minimum number of hours working for an approved sport organization AND to successfully complete several professional development assignments demonstrating each student's business, professional, and academic skills and knowledge.

REQUIRED ON-SITE WORK HOURS

All **undergraduate students** must work at least 200 hours at their pre-approved internship site for every 4 hours of academic credit they will receive. Undergraduate students are required to complete 8 credit hours for their degree program resulting in 400 contact hours. Students may complete all 8 credit hours in a single academic semester, or they may split 4 credit hours in one semester and complete a second internship for 4 credit hours in another semester.

CRITERIA FOR EVALUATION

This internship course is graded on a standard letter grade basis. In order to receive a passing grade, students must complete all assignments **AND** turn in bi-weekly timesheets and activity logs reflecting the required number of work/contact hours for their internship and describing their internship activities.

Reminder: ALL ASSIGNMENTS AND COURSE EXPECTATIONS MUST BE COMPLETED IN ORDER TO RECEIVE A PASSING GRADE REGARDLESS OF THE POINT VALUES FOR ANY INDIVIDUAL ASSIGNMENT. ANY STUDENT WHO FAILS TO COMPLETE ANY REQUIRED ASSIGNMENT OR FAILS TO MEET THE EXPECTATIONS OF A SPORT INDUSTRY PROFESSIONAL WILL RECEIVE A FAILING GRADE FOR THE INTERNSHIP.

Incomplete (I) grades will only be available to students who have satisfactorily completed all assigned work, but were unable to accumulate enough intern work hours during the defined semester dates. The intern must complete the necessary hours by the end of the semester immediately following the semester in which he/she enrolled in the internship or the (I) will automatically convert to a failing grade (F).

Graded Elements

Assignments & Activities

Mandatory Orientation Meeting	20
Organizational Overview and Major Project Proposal	10
Time Sheets, Activity Logs, & Article Summaries	40
Site Supervisor Evaluations (2 @ 20 points each)	40
Faculty Site Visit	20
Major Project Portfolio	50
Presentation/Exit Interview/Resume Review	30
Student Final Evaluation & Reflection	20
Faculty Supervisor Professional Development Evaluation	20
Total Points	250

COURSE TEXT

- *SportsBusiness Journal* – 12-week or 16-week subscription, Due dates are stipulated in the syllabus. Go to sbjcollege.com/subscribe to purchase.

COURSE REQUIREMENTS

The internship is a closely supervised academic experience that is intended to provide a student with practical work experience together with relevant class assignments and projects. These assignments and projects should stimulate the intern to maximize his or her internship experience and integrate classroom learning with real world application.

Mandatory Internship Orientation

Students **must** attend the Mandatory Internship Orientation at the beginning of the semester in which they are completing an academic internship, SPAD 402. The date/time/location of the orientation is always posted on the online schedule of classes. **All students registered for SPAD 402 must attend the orientation in order to begin the internship and be eligible to receive academic credit for their internship experience. Students who plan on completing an internship out of state should contact the faculty internship supervisor well in advance to ensure that they attend the orientation session prior to departing.**

During the Mandatory Internship Orientation we will review course requirements, establish internship goals and expectations, and conduct professional development self-assessments.

E-Mail

Each student is required to have Internet access and to check his or her University of Louisville e-mail account frequently. Notification of assignments is often sent via e-mail. Students are required to use Blackboard to access announcements, class materials, the Intern Handbook and to send/receive email from the instructor and classmates.

Bi-Weekly Timesheet, Activity Logs, & Article Industry Analysis

Timesheets

Students will complete a Bi-Weekly Timesheet (an example is attached) containing hours worked for each two-week period of the internship. The timesheet is due on the Monday following the two-week period being reported. These reports will be used to keep track of the number of hours worked by the student. It is **HIGHLY** recommended that the student retain copies of the timesheets and monitor the number of hours worked.

Timesheets may be faxed or emailed if the internship site is **not located in the Louisville area**; however, the original timesheets may be requested at any time containing original signatures of the site supervisor and intern. **A maximum of 50 hours per week (100 per two week timesheet) can be counted towards the total hours required to complete the internship.**

Activity Logs & SBJ Article Analysis

Students will also keep a log of their activities and submit the log every two weeks during the internship along with the timesheet. Log entries should identify the intern's activities and reflect on managerial decisions made during the two-week period being reported. All activity logs must be typed and should be at least **one page single-spaced**.

The activity log **MUST** also include analysis of at least one article from a current issue of SBJ or an approved trade journal relevant to the intern's sport industry segment. The analysis should briefly explain the article and how/why it is relevant to the intern's previous two weeks experiences or activities. It is not necessary to attach a copy of the article, just include the appropriate APA citation.

Students will not receive credit for hours that are not accompanied by an activity log and proper literature references and industry analysis. Student interns will be deducted 2 points for each day the timesheet/ activity log is late. Incomplete timesheets/ logs will not be accepted.

Site Supervisor Evaluations

Site Supervisors are requested to complete evaluations of the intern's performance in several areas. Student will be evaluated on communication skills, initiative, dependability, and professional behavior. The evaluation should help the students identify their strengths and weaknesses and provide feedback for improvement. The Site Supervisor must evaluate students twice during the semester. Both a mid-term and final site evaluation will be sent directly to the Site Supervisor via email. It is the student's responsibility to remind the Site Supervisor of the due dates. Due dates can be found in the course syllabus.

Major Project Portfolio

Students will complete a Major Project as part of the academic requirements for the internship. The Major Project is described later in this Handbook beginning on page 13. The due date will be set at the beginning of each semester as provided in the course syllabus. The Major Project should enable the intern to demonstrate his or her contribution to and understanding of the organizational, financial, operational, marketing, legal, or managerial workings of his or her site. The information in the Major Project requires the student to research his or her organization and apply principles learned in previous coursework.

Faculty Site Visit

The Faculty Internship Supervisor will also observe students at least once during the semester. **It is the student's responsibility to schedule the site visit.** Students should provide the Faculty Internship Supervisor with several available dates and times for the site visit and confirm that their Site Supervisor will be available to meet with the Faculty Internship Supervisor during the visit. The site visit typically lasts between 15-20 minutes to observe and discuss the intern's work performance and reflect on the internship program as a whole.

Student Final Evaluation & Reflection

Students will complete a Final Evaluation and Reflection of the Internship experience and Major Project. The Final Evaluation and Reflection should be typed using standard 1" margins, 12- point font (Times New Roman). An outline for the Final Evaluation and Reflection is included in this Handbook. Due dates will be set at the beginning of each semester as provided in the course syllabus.

Final Exit Meeting, Presentation and Resume Review

Students will be asked to present a summary of their experience to the other students in an informal, roundtable discussion format. Presentation content and format is provided in this Handbook. **Dress is business casual.**

Faculty Supervisor "Professional Development" Evaluation

Faculty Supervisors will evaluate and assess each intern's professional development including attitude, behavior, and communication expected of a young business professional. Examples include: demonstrating a cooperative and helpful attitude, effectiveness and quality of communication with Site and Faculty Supervisors, ability to follow directions, timely response to emails and phone calls, professional conduct, appropriate attire and grooming, and other areas deemed appropriate. Points will be allocated by the Faculty Supervisor at the end of the semester when a final grade is calculated.

RESPONSIBILITIES OF THE STUDENT INTERN

Work Site Attendance

As an intern, you are a member and should contribute to the organization's work team. You must be on-site whenever you are scheduled in order to maximize your experience.

As a student intern, you are required to attend all scheduled work days and times. IF, FOR ANY REASON YOU MUST BE ABSENT, YOU MUST NOTIFY THE SITE SUPERVISOR. You should discuss communication methods with your site supervisor for being notified of your work schedule and for your notification to your site supervisor in the event of delay or absence. Extended periods of illness, etc., may necessitate dropping the internship.

Professional Conduct & Communication

While working at the Internship site, you are considered a representative of that organization, and need to conduct yourself ethically and according to professional standards. You are representing yourself, the internship site, the University of Louisville, and the Sport Administration Program. Communication with site and faculty supervisors is essential. Use appropriate and professional communication methods (texting is not appropriate for formal messages). Be sure to wear the appropriate attire for your position. Leave an impression whereby employers will want to hire you as a regular employee.

Termination of the Internship

Circumstances may arise which would cause an intern to desire or need to terminate an internship prior to the scheduled end date. If for any reason a student feels that early termination of the internship may be desired or needed, the student **MUST** meet with the Faculty Internship Supervisor and discuss the student's situation, desires, and needs.

Under no circumstances should a student prematurely terminate an internship without first notifying and discussing their concerns with the Faculty Internship Supervisor.

RESPONSIBILITIES OF THE SITE SUPERVISOR

Each student should fully discuss with the Site Supervisor the role the Site Supervisor plays throughout the internship process. Supervising an intern is a tremendous responsibility for the Site Supervisor. Each student should carefully consider whether the experience will benefit both the student and the organization. The Site Supervisor's responsibilities include but are not limited to the following:

1. The Site Supervisor should provide students the opportunity to grow professionally and to accept appropriate responsibilities at the Internship Site.
2. The Site Supervisor is the person to whom the student directly reports.
3. The Site Supervisor schedules the student's work responsibilities and assignments.
4. The Site Supervisor oversees all activities/projects/assignments.
5. The Site Supervisor provides regular contact with the student, including regularly scheduled conferences to provide ongoing feedback.

6. The Site Supervisor is responsible for completing electronic mid-semester and final written evaluations of the student. The mid-semester and final evaluation will be reviewed by the Faculty Internship Supervisor and discussed with the intern if needed. It is encourage that the Site Supervisor review both evaluations with the student inter. The Faculty Internship Supervisor will notify the Site Supervisor of the due dates for the evaluations and send them an electronic communication with a direct link to the midterm and final evaluations forms.
7. The Site Supervisor oversees and verifies the hours worked by the intern, and signs/approves the intern's Timesheets.

RESPONSIBILITIES OF THE FACULTY INTERNSHIP SUPERVISOR

The Faculty Internship Supervisor has the following responsibilities:

1. During the Internship, the Faculty Internship Supervisor will communicate regularly with the student intern and evaluate the student, via an in-person or electronic site visit (depending on distance).
 2. The Faculty Internship Supervisor is responsible for assigning the student the final grade for the course, based on the student's work, the Site Supervisor's input, and the on-site visits. The Faculty Internship Supervisor is available to offer assistance, encouragement, support, and professional direction to the student during this experience.
 3. The Faculty Internship Supervisors are available to the Site Supervisor for any questions or concerns the Site Supervisor may have about an individual intern's performance or the internship program as a whole.
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UNIVERSITY of LOUISVILLE

Sport Administration Internship Program

INTERN TIMESHEET

Intern Name _____ Semester/Year: _____

Intern Site _____ City, State: _____

Week One	Date	Hours Worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		
Week Two	Date	Hours Worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		
		Total Hours

Signature of Site Supervisor

Date: _____

Signature of Student

Date: _____

INSTRUCTIONS FOR COMPLETING THE ACTIVITY LOG

An Activity Log **MUST** accompany each Intern Timesheet. They may be sent as an email attachment or by fax **ONLY** for interns located outside the Louisville area. All local interns should attach Activity Log and Article Review to every timesheet submitted.

You must type at least a **one page single-spaced** discussing your internship experiences during the previous two weeks. Entries should be both objective [who, what, when and where] and subjective [how and why]. Record events, issues, topics discussed, concerns, outcomes, decisions, etc. Make a note of the environment in which an activity or interaction occurred, and how people behaved and responded. Analyze and suggest alternative ways of handling interactions. Step back and ask yourself:

- a. Did I describe these activities specifically?
- b. What were my options for responding?
- c. Why did I choose the option I took?
- d. How might I have handled it differently?
- e. Why did the staff respond as they did?
- f. What did I contribute to the activities?
- g. What have I learned?
- h. How can I relate any of this to courses I have taken?

The Activity Log should include the information requested above, and must also contain a discussion of current SBJ article or approved substitute trade journal relevant to the internship industry segment. The discussion should explain at least one current SBJ article and how/why it is relevant to the intern's previous two weeks experiences or activities. It is not necessary to attach a copy of the article. **A proper APA citation must be used.**

Activity Log EXAMPLE

Jessica A. Smith

9/16/2015

Activity Log #1, Green Bay Packers

The last two weeks at the Green Bay Packers organization have been challenging and eye-opening. I finally started working “officially” in the equipment office as an Assistant Equipment Manager following my training. My first task was to create an Excel spreadsheet list and scan in every piece of equipment received. I think the previous two weeks of training in the equipment and operation office were very helpful for me to understand the equipment room organization, lay-out, and equipment handling process. The training really helped me understand the process from start to finish. We scanned, sorted, inventoried, and organized more than 200 boxes of equipment over the past week. The process is efficient and was very easy once I got the hang of it.

My Supervisor, Gordon “Red” Batty is in his 23rd season with the Packers and has been eager to share his knowledge with me. We have spent many hours discussing his career and how he has been so successful. My favorite thing is when he talks about how he works closely with the NFL to communicate with all other equipment managers related to equipment used in photo shoots. The highlight of my week was when a few players came in and the entire staff worked on sizing the players. I felt like I had a “behind-the-scenes” look at the new equipment that was going to be used this upcoming season and understood the decision making that goes into those choices.

The article I read discussed the new and more protective helmet design coming out this season to protect players. I choose this article as it relates directly to the work that we are doing on a daily basis. With so much conversation around the CTE study and the effects on NFL players, this is an important issue that the NFL is taking very seriously. The article described how players have the opportunity to choose their any helmet as long as the league approves it. The new helmet is produced by a company named “Vicis” and has angel investors who are current and former NFL players. It is not on the market yet, however funding from “Head Health Initiative” has helped it to be a viable player in the helmet safety market. This article relates directly to my daily work as we are constantly talking about the improvement of all equipment in the building. I also think that this article represents that current player do have an investment in the safety of the equipment they are using. If this helmet becomes available, it may make a significant impact on the health and safety of the players on the field.

Reference

Kaplan, D. (2015, August 21). ‘Soft’ helmet to debut in NFL this fall. *Sports Business Journal*, 19, 1-3. Retrieved from <http://sportbusinessdaily.com/Journal/Issues/2016/League>.

Organizational Overview and Major Project Proposal Instructions

Every student must submit an Organizational Overview and Major Project Proposal before starting on his or her Major Project. The Organizational Overview will provide some foundational knowledge about your internship organization so that you gain a better understanding of your organization's structure, mission, and values. Your project proposal will provide a detailed description and outline for the major project you have proposed as your major project. The Major project is something **"in addition"** to the normal duties and work expectations of the intern. For example, if one of your assigned duties is to prepare game notes for the media – that is not a major project, that is simply your intern duties. However, if your site supervisor thought future interns or media directors could benefit from a portfolio of specifically chosen and designed media game notes illustrating specific aspects and purposes of the game notes, that might be a meaningful major project because it is something (1) you would not have created as part of your normal intern duties, (2) you could use during a future interview to demonstrate your work at this organization; and (3) would be useful to the organization going forward. You should consult with your site supervisor to determine a task for which you can have independent responsibility or combination of tasks that will make a meaningful impact to the organization

The Organizational Overview & Project Proposal must include the following elements:

A. ORGANIZATIONAL OVERVIEW

- 1. INTRODUCTION:** Provide a brief description of your company and the industry to which it belongs. Provide as much detail as is readily available to you.
- 2. COMPANY DESCRIPTION:** List the company name, type of business, location (full address, telephone #, fax, e-mail and web address), and legal status, e.g., corporation, sole proprietorship, partnership. Include organizational charts when available.
- 3. STATEMENT OF MISSION:** Include an existing concise statement of company purpose and the company's mission and value statements.

B. SUMMARY OF PROPOSAL: The major project proposal should be one page in length, describing your major project, documenting the issue/problem of the organization, how you intend on completing the project within the semester and details on the structure of the project. It is recommended that you include a tentative outline or table of contents for your major project when appropriate. Additionally, you should document the impact the project will have on the organization. You must justify why your proposal is worthwhile for the organization. The site supervisor must also sign and approve the proposed project.

MAJOR PROJECT PORTFOLIO INSTRUCTIONS & GRADING CRITERIA

The Major Project is designed to consist of documentation of the tangible work and/ or product produced suitable to demonstrate the elements of the Hallmark Assessment Task (HAT), meet the rubric requirements and demonstrate the intern's professional development. This Major Project will be completed and turned in at the final exit meeting.

Students must follow the instructions and requirements below:

- ❑ Undergraduate Students will complete a Major Project as described herein for each intern location regardless of the number of credit hours he/she is seeking. For example, if a student seeks internship credit hours at different internship site locations, he/she must complete a Major Project for **each** such site. In addition, if a student divides his/her internship credit hours over multiple semesters, at multiple locations, he/she would have to complete two projects. If the student divides the internship over two semesters at the same location, only one Major Project is required during the first semester.

- ❑ The Major Project should include an appropriate cover page identifying the Student's Name, Semester, Project Title, and Internship Site Location.

MAJOR PROJECT PORTFOLIO

- ❑ **EXECUTIVE SUMMARY:** Each Major Project should contain a one-page double spaced Executive Summary providing a brief overview of the Major Project submitted. All projects should also contain a table of contents, headings, sub-headings, and page numbers and be assembled in a professional manner.

- ❑ **BODY OF PROJECT:** Students must offer a portfolio of work on the project created. The body of the project should contain all material necessary to fully illustrate the comprehensive work done throughout the semester. The goal of this project is to provide the student a "hard" example of work done in the field that can be presented to future employers as documented experiences beneficial to the sport industry.

- ❑ **RESUME:** Students will also submit an updated Final Resume with their Major Project which has incorporated the skills and experiences from their current internship and addressed the feedback provided by the Faculty Supervisor.

SAMPLE MAJOR PROJECTS

Students have completed a variety of major projects. Just a few examples of Major Projects include:

- ❑ Facility Usage Study
- ❑ Facility Usage Guide
- ❑ Promotional Materials Design & Implementation Strategy
- ❑ Marketing Plan
- ❑ Social Media Integration Plan
- ❑ Consumer/Customer Survey Analysis
- ❑ Report of Consumer Research and Response Strategies
- ❑ Sponsorship Development Plan and/or Agreements
- ❑ Program Development Plan and Evaluation Strategies
- ❑ Media Guide
- ❑ Organizational Strategic Plan
- ❑ Policies and Procedures Manual
- ❑ Cost Analysis
- ❑ Facility or Program Needs Analysis
- ❑ Fundraising Plan
- ❑ Grant Writing
- ❑ Community Relations Activities
- ❑ Crisis Management Plan
- ❑ Event Manual

FINAL EXIT MEETING, PRESENTATION, & RESUME REVIEW

Students will be asked to present a summary of their experience to the other students in an informal, roundtable discussion format. Presentation content and format is provided in this Handbook. **Dress is business casual.**

Each student intern will prepare a PowerPoint presentation identifying their internship site/supervisor, summarizing their internship duties and responsibilities, summarizing the key points from their Student Final Evaluation and Reflection, and providing a general description and significance of their Major Project. Final Resumes' and resume skills will also be discussed.

The presentation must be 6 slides (including the cover/title page) and should use Microsoft PowerPoint presentation software. Students do not need to bring a digital version of your presentation; instead, the presentation should be printed out using the 6 slides per page print settings in PowerPoint. Color printing is optional. The student should bring at least 10 copies to the presentation to share with other students and the Faculty Intern Supervisor.

Students should avoid delivering an item-by-item survey of their presentation slides, but rather the goal is to provide for an interactive discussion among the other students. On average each student will only have about 5-10 minutes to summarize his or her experience, so plan accordingly.

STUDENT INTERN FINAL EVALUATION AND REFLECTION ASSIGNMENT

Students will complete a Final Evaluation and Reflection of the Internship experience and Major Project. The Final Evaluation and Reflection should be typed using standard 1" margins, 12- point font (Times New Roman).

Please provide the information requested and answer the questions fully and completely. The more information and insight you can provide will not only help you to evaluate your experience and guide you in your future professional career choices, but it will also aid future Sport Administration students. The final evaluation is typically **2-4 pages in length**, but if you have a lot to say and share, please feel free to write as much as you wish.

I. INTERNSHIP SITE LOCATION INFORMATION

- ❑ Include Site Supervisor's full name, title, company name, mailing address, phone number, and email

II. REFLECTION ON MAJOR PROJECT

- ❑ Students should reflect on the goals of their Major Project and provide rationale for each of the areas below:
 - a. **SIGNIFICANCE:** Did the project address a significant organizational issue? Did the project identify a long-lasting impact on eliminating or improving the issue? (Relevance & Significance)
 - b. **KNOWLEDGE & SKILLS:** Did the project incorporate elements of sport administration core content or SPAD coursework? Did the project make the connection between the appropriate sport administration skills and the situation?
 - c. **CRITICAL THINKING:** Did the project present significant new ideas? Did it present a depth of understanding of the problem, and a comprehensive understanding of the organization issues and solutions?
 - d. **COMMUNICATION:** Did you communicate the depth of the project to the solution? Was the impact of the project communicated effectively?
 - e. **TECHNOLOGY:** How did the project incorporate technology into your project?
 - f. **CONCLUSION &/OR SUMMARY:** Provide a wrap-up of the major project and how it benefits the organization. Include your primary role and responsibility in the outcome of the Major Project. Summarize the overall impact.

III. INTERNSHIP EVALUATION:

- ❑ Write a brief description of your overall internship experience.

- ❑ Did the internship experience meet your personal expectations?
- ❑ What strengths have you developed through participation in this internship?
- ❑ How has this internship helped you in your career goal(s)?
- ❑ Would you recommend this site to future internship students?

Major Project Portfolio Rubric

	clearly evident	evident	occasionally evident	not evident
Significance KY-UL-i2a.16 Significance	A significant organizational issue has been identified and the major project has a significant and long-lasting impact on eliminating/improving on the issue.	An organizational issue has been identified and the major project has a long-lasting impact on eliminating/improving on the issue.	An organizational issue has been identified and the major project has a moderate impact on eliminating/improving on the issue.	No significant organizational issue has been identified and the major project does not have a long-lasting impact on eliminating/improving on the issue.
Knowledge and skills KY-UL-I2a.6 concepts KY-UL-I2A.14-breadth	Frequently makes the connection between the appropriate skills and the situation. Covers the breadth of concepts and ideas related to the topic and explains them in depth , demonstrating a comprehensive understanding of the topic.	Sometimes makes the connection between the appropriate skills and the situation. Covers most of the concepts and ideas related to the topic and somewhat explains them, demonstrating a fairly good understanding of the topic.	Has difficulty connecting appropriate skills to the situation. Covers few concepts or ideas and/or information and/or demonstrates inadequate understanding of the topic.	Does not grasp the connection between appropriate skills and the situation. Does not demonstrate an understanding of the topic.
Critical Thinking and Problem Solving KY-UL-I2a.8 implications KY-UL-I2a.12 relevance	Applies relevant thinking skills (e.g. comparing, contrasting, classifying, abstracting, analyzing, criticizing) in presenting information. Develops solutions by using all available and applicable information. Identifies and clearly discusses implications and consequences, considering relevant assumptions, contexts, data, and evidence.	Applies relevant thinking skills (e.g. comparing, contrasting, classifying, abstracting, analyzing, criticizing) in presenting information with reference to context, assumptions, data, and evidence. Suggests implications and consequences but without development.	Applies relevant thinking skills (e.g. comparing, contrasting, classifying, abstracting, analyzing, criticizing) in presenting information but without clear reference to context, assumptions, data, and evidence.	Does not develop an argument based on available information or evidence. Does not identify the key assumptions and/or evaluate the given information that underlies the issue.
Communication KY-UL-i2a.1—purpose	The writer's purpose is clear throughout without irrelevant digressions. The tone and evidence are appropriate to the intended audience. Body of paper is logically arranged and precisely adheres to format structure provided in syllabus.	The writer's purpose is clear, but not universally consistent. Irrelevant information occasionally appears. The tone is generally appropriate for the audience. Body of paper is fairly logically arranged	The writer identifies a purpose, but it is not always consistent. There may be irrelevant digressions or conflicting statements of purpose. The tone may be inconsistent. Random structure of paper.	The purpose of the text is unclear. Either the writer does not articulate a purpose or provides many conflicting statements of purpose. The evidence and tone are inappropriate for the audience. Paper does not adhere to format structure provided in syllabus
Technology	Incorporates a variety of technologies in appropriate settings.	Incorporates some use of technology.	Has difficulty incorporating technology.	Demonstrates little or no technology skills.