

**Student Name:** \_\_\_\_\_

**PA 700 Evaluator:** \_\_\_\_\_

**PA 800 Evaluator:** \_\_\_\_\_

	Poor (1)	Fair (2)	Good (3)	Excellent (4)	PA 700 score	PA 800 score	Score +/-
1. A set of specific, relevant PA problems or issues are identified by the student	Offers a laundry list of problems without details; or focuses attention on too few or irrelevant problems	Identifies a limited set of problems with details from the case, but the problems are not relevant to PA	Identifies a limited set of relevant PA problems, but does not clearly or sufficiently develop each problem with details from the case	Identifies and explains a limited set of relevant PA problems, with each problem substantiated clearly with details from the case			
2. The recommendations are consistent with the analysis of the issues	Recommendations are limited and do not closely correspond with the problems analyzed; PA theory and/or research is not used to shape recommendations	Recommendations offered do not address each problem raised; limited PA theory and research is used to develop the recommendations	Clear recommendations are offered for each problem raised; some, but not all, are based on relevant PA research and theory	Clear recommendations are offered for each problem raised in the analysis; all are based on relevant PA research and theory			
3. Stakeholders are closely discussed with the analysis and recommendations	Does not include discussion of stakeholders in the case	Includes a list of stakeholders but does not explain why their interests or perspectives are important	Integrates a discussion of stakeholders with the analysis and recommendations, but does not fully explain the relevance of the stakeholders	Integrates a discussion of stakeholders with the analysis and recommendations, and uses details from the case to carefully explain their relevance			
4. Logical powers are attributed to the government, private and non-profit actors	Attributes illogical powers to the actors in the case, with significant factual errors	Attributes logical powers to actors, with minor factual errors	Attributes logical powers to all actors in the case	Attributes logical powers to all actors in the case, and provides details on legal authority, demonstrating advanced understanding of government and non-profit management			
5. Relevant concepts from D. Kettl's article are applied to analyze the problems or shape conclusions	Fails to reference Donald Kettl's article	References Kettl's article in a tangential fashion; quoted lines or concepts are unimportant	Identifies a central concept in Kettl's article, but does not use the concept to develop the analysis or recommendations	Identifies a central concept in Kettl's article, and uses the concept to develop the analysis or recommendations			

6. Knowledge of important concepts about public administration and policy is demonstrated	Fails to reference relevant PA concepts and research, beyond the required citation to the Kettl article	Makes limited references to public administration research and theory included in the MPA curriculum	References a variety of public administration research and theory included in the MPA curriculum	References a scope of public administration research and theory beyond the MPA curriculum, demonstrating additional reading and mastery of the field			
7. Sources are referenced using the APA style	Fails to include in-text citations and a reference list	Includes in-text citations and a reference list, but does not use the APA documentation format	Includes in-text citations and a reference list, but makes minor APA formatting errors	Includes in-text citations and a reference list, and makes no APA formatting errors			
8. The writing is clear and the arguments are cogent	The argument/s in the memo is/are unclear or illogical	The overall argument is clear and logical but one or more sentences requires revision or clarification	The overall argument is clear and logical; only requires minor clarification	The overall argument is clear and logical; the overall quality of the argument is consistent with graduate-level work			
9. Correct spelling and grammar are used in the memo	Demonstrates a poor command of the language; memo can only be read with great difficulty	Demonstrates a fair command of the language; memo contains numerous spelling and grammatical errors	Demonstrates a strong command of the language; memo contains very few spelling and grammatical errors	Demonstrates a strong command of the language; memo contains no spelling or grammatical errors			
10. The overall memo organization and presentation is professional	Overall, the memo is not formatted professionally; could not be considered graduate-level work and could not be presented to a client organization	Overall, the memo is formatted correctly and professionally; but the organization requires improvements before the work could be presented to a client organization	Overall, the memo is formatted correctly and professionally; demonstrates graduate-level work. The department would endorse this memo as a product to present to a client organization	Overall, the memo is formatted correctly and professionally; demonstrates very high-quality work. The department would endorse this memo as a product to present to a client organization, and as among the best work completed by our students			
Total score							