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| **Criterion** | **Exceeds Expectations (PASS)** | **Meets Expectations (PASS)** | **Needs Improvement (FAIL)** |
| **Purpose and Clarity** | - Clearly understands the memo's purpose  - Presents exactly two targeted recommendations that directly address the core problem | - Shows a good understanding of the memo's purpose  - Offers two recommendations that are relevant to the problem (minor overlap allowed) | - Lacks a clear understanding of the memo's purpose  - Offers fewer than two or more than two unrelated recommendations |
| **Content & Organization** | - Content is well-organized and logical  - Strong analysis using **at least** **four** sources  - Explicitly justifies the relevance of each source | - Content is organized with minor lapses  -Provides a coherent analysis with **at least three** sources  - Attempts to justify the sources used | - Content is disorganized, with insufficient analysis  - **Less than** **three** sources used  - Fails to justify the inclusion of sources |
| **Professionalism, Style, & Tone** | - Fully meets the audience's needs with evidence clearly related to them  - Actionable recommendations  - Professional tone, culturally sensitive, clear and concise language | **3 or less of the following:**  - Generally meets the audience's needs with mostly relevant evidence  - Fewprofessional tone slips (Must/have to/ etc.) or (slang, idioms, cliché phrases/words)  - Language is mostly clear (with some wordiness) | - Does not meet the audience's needs, with poorly related evidence and non-actionable recommendations  - Unprofessional or culturally insensitive tone  - Indirect and unclear language, excessive wordiness |
| **Grammar & Mechanics** | - Zero or one minor errors  - Maintains writer's credibility  - Easy understanding | - Some minor errors, but readability and credibility are mostly maintained | - Multiple errors, distracting the reader and hindering comprehension, reducing credibility |
| **Formatting & Conventions** | - Perfectly follows the assignment's formatting instructions, including all required elements and correct citation formatting:  -1” margins, title, header, no indentation,  -12-point Times New Roman or Arial font.    -Single-spaced    -A references page (in APA format) | - Mostly follows the format with minor elements missing (up to two)  - Citations are present but may not follow the exact format | - Does not follow the assigned format (missing **three or more** elements from the Prompt, and the Functional Model)  - No reference page  - No in-text citations |