

# Sports as a Template To Develop Research and Memo Writing Skills

## Authors:

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## Introduction

This module introduces a versatile assignment template designed for adaptation across diverse subjects, instructional levels, and institutional types. Developed during the June 2026 APSA Sports and Politics Symposium, the module reflects the collaborative efforts of a working group ranging from graduate students to full professors. The group consisted of faculty from a variety of academic institutions, running the gamut from tier-one research universities to regional institutions with a primary emphasis on teaching.

The core template, originally created by Blair Thomas of Western Kentucky University to teach detailed memo writing, effectively balances rigorous pedagogical goals with efficient classroom management.

## The Original Version: Sports Memo Assignment

*(Blair Thomas, Western Kentucky University — Appendix 1)*

The basic template is reflected in each of the subsequent examples. It offers a highly structured approach to a memo-writing assignment and is notable for the clear guidance it provides to the student. Any student who reads the memo will have a full understanding of what needs to be done to complete the assignment, including the specific questions to answer, the required citation style, deadlines, and the AI usage policy.

This original memo serves as the foundation upon which four unique exercises are built, highlighting how a strong structure can be used to teach about sports across a variety of subjects and academic levels.

## The Four Variations

The variations can be found in sequential appendices at the end of this document. Below is a summary of each variation and how it differs from the original memo. The original assignment shows the power of a well-structured foundation, while the variations demonstrate how that framework can be adapted for a wide array of topics within a single theme.

### Variation One: Research Memo

*(Noah Vanderhoeven, Western University — Appendix 2)*

In this version, students write a memo synthesizing the existing sports and politics literature. This exercise teaches them how to craft a literature review, identify foundational works, and track the evolution of academic discourse. Specifically, students must outline the field's major findings, dominant theories, research questions, and prominent methodologies. By doing so, they learn to identify gaps in the literature and develop unique, potentially publishable research questions. The grading rubric prioritizes proposing these new, grounded questions over the summary itself. This assignment also scales well for graduate students, serving as a template to pitch a new research design or dissertation proposal.

### Variation Two: Scalable Non-Profit Memo Exercise

*(Sarah Young, University of South Carolina at Aiken — Appendix 3)*

In this version, the original memo is adapted into a real-world needs request for a sports or athletic nonprofit, designed to build highly sought-after workplace skills. The module is highly scalable across instructional levels. At the undergraduate level, it fits seamlessly into an *Introduction to the Nonprofit Sector* course using the core assignment developed from the original framework. At the graduate level—ideal for a *Public Sector Financial Management* class—the assignment is expanded by requiring a full budget proposal as an addendum to the standard memo materials.

### Variation Three: Public Policy Memo, Marketing, and Messaging Plan

*(Ken Cosgrove, Suffolk University — Appendix 4)*

Designed for an upper-level Public Policy Writing course, this module equips students with the communication, research, and entrepreneurial skills necessary to work for nonprofits, interest groups, elected officials, or to launch their own organizations. The exercise centers on a publicly funded arena project: the potential relocation of the Boston Celtics to Eastern Massachusetts or Southern New Hampshire.

Students select a specific jurisdiction and its relevant decision-makers to evaluate the economic, logistical, and ethical challenges of the move. Drawing on domestic and international comparative cases, students apply Bardach's eight-step policy analysis model to this controversy of sports governance, municipal finance, and mixed-use real estate development. Ultimately, students must conduct a SWOT analysis, identify at least two ethical trade-offs, deliver actionable recommendations to an institutional leader, and create a comprehensive brand and media plan to build public support for their site.

### Variation Four: Sport, Spectacle, and Political Legitimacy Memo

*(Marcos Caetano da Silva Filho, Harvard University — Appendix 5)*

Designed for a graduate seminar, this version pivots the core memo toward the international governance of sport and the ethics of mega-events. It requires students to select an audience to

whom they write and analyze a contemporary controversy in host selection, public financing, human rights, or sportswashing. What distinguishes this variation is its comparative and historical reach; it pushes students to examine how sporting mega-events have been used by authoritarian regimes to establish political legitimacy, utilizing case studies from two distinct historical periods.

## Conclusion

Ultimately, this module demonstrates the exceptional versatility of the core assignment template. Its highly scalable framework allows instructors to easily adapt the baseline requirements across a wide variety of disciplines, subjects, and course levels. While the structure is robust enough to be applied to almost any public policy or nonprofit scenario, it is particularly well-suited for sports-focused classes, where the intersection of governance, economics, and community impact provides a rich environment for student research. Full details, instructions, and materials for all the assignment variations discussed above can be found in the appendices.

## Appendix One

### The Original Version:

#### Sports Memo Assignment (Blair Thomas, University of Western Kentucky).

##### Sport Memo Paper

Students will write a professional policy memo (2.5–3 double-spaced pages, excluding references and appendices) addressed to the head of a major sport organization or a public institution that intersects with sport and public policy. The memo should analyze an ethical controversy involving sport governance, regulation, or public policy and offer a clear, actionable recommendation.

Memos must follow a conventional memo format; they must be well organized and must not contain excessive typographical or grammatical errors. Three different cited sources must be included in this memo. Memos and all other written assignments must be prepared in accordance with academic honesty provisions (see below) and the APA Publication Manual. A cover page, “running head,” abstract, or table of contents ARE NOT required for this assignment. You are allowed to use Chat GPT for this assignment (though it is not mandatory), but you must highlight where you used it on your paper and the rationale for using it. It can be no longer than 25% of your memo, or else it will be considered as plagiarized. The memo is worth 15 points and is 15% of your grade. It is due online by **Sunday of Week 6.**

Paper Author: \_\_\_\_\_ Point Total \_\_\_\_\_ % \_\_\_\_\_ Grade: \_\_\_\_\_

**Introduce Purpose of Memo (6 points):** \_\_\_\_\_

- Clearly identify who the memo is addressed to (e.g., league commissioner, federation president, agency director).
- Explain the institutional role and authority of the recipient.
- Clearly articulate:
  - o The policy or ethical issue in sport
  - o Why this issue requires action or reconsideration
  - o Why it is appropriate for this specific leader or institution to address it

**Identify Potential Ethical Issues (6 points):** \_\_\_\_\_

- Identify and explain at least two ethical issues relevant to the case.
- Issues may involve (but are not limited to):X
  - o Athlete welfare
  - o Equity and inclusion
  - o Public accountability
  - o Use of public funds
  - o Governance transparency
  - o Human rights
  - o Commercial vs. public interests

**Plan Recommendation (3 points):** \_\_\_\_\_

- Propose a specific, actionable recommendation the institution could realistically implement.
- Address:
  - o How the recommendation mitigates or resolves the ethical issues
  - o Potential trade-offs or limitations
- Identify at least three stakeholder groups affected by your recommendation (e.g., athletes, fans, communities, sponsors, governments).

**AI Explanation (0 points):** \_\_\_\_\_

- As **Appendix A** (separate page), explain each instance where AI was used in preparing the memo
  - o State the purpose of using AI
  - o Describe how it assisted your work
  - o Do this for each AI use you highlighted in your memo
- Highlight where AI was used, if you did use it, to complete the assignment
  - o Up to 10 points will be deducted if you fail to highlight or provide an explanation

**Grammar, Spelling, APA Style (0 points):** \_\_\_\_\_

- Points will not be given for this! However up to all 5 points may be deducted for poor grammar, poor spelling, and not following directions
  - o You will lose half credit for not reaching at least 2.5 pages double spaced (Not including memo formatting)
- For "To" use the name(s) of the head of the organization and their official title
- Follow relevant memo formatting practices (produce some sort of memo type headline; also provide in text citations if you are using research)
- Include Works Cited page on its own sheet at the end of the paper before Appendix A
  - o Are there at least three cited sources in the memo?
  - o There will be a 1.5-point penalty for each missing one

The basic template will be reflected in each of the following variation. They highlight the way in which a strong structure can be used to teach about sports across a variety of subjects and at a variety of academic levels.

## **Appendix Two – Noah Vanderhoeven**

### **Sport and Politics Research Memo Paper**

Students will write a sports and politics research memo (2.5–3 double-spaced pages, excluding references and appendices) addressed to a public audience to mobilize research findings. The memo should analyze a single paper or body of literature.

Memos must follow a conventional memo format; they must be well organized and must not contain excessive typographical or grammatical errors. Three different cited sources must be included in this memo. Memos and all other written assignments must be prepared in accordance with academic honesty provisions (see below) and the APA Publication Manual.

A cover page, “running head,” abstract, or table of contents ARE NOT required for this assignment. You are allowed to use Chat GPT for this assignment (though it is not mandatory), but you must highlight where you used it on your paper and the rationale for using it. It can be no

longer than 25% of your memo, or else it will be considered as plagiarized. The memo is worth [BLANK] points and is [BLANK]% of your grade. It is due online by: [BLANK]

**Paper Author:** \_\_\_\_\_ **Point Total** \_\_\_\_\_ **%** \_\_\_\_\_ **Grade:** \_\_\_\_\_

**Introduce Purpose of Memo (3 points):** \_\_\_\_\_

- Clearly identify the topic of your chosen paper or area of literature.
- Explain the contribution of your chosen paper or area of literature.
- Clearly articulate:
  - The research question
  - Why this topic requires research attention
  - Why the public should be informed about this topic

**Identify Potential Research Gaps (6 points):** \_\_\_\_\_

- Briefly Identify and explain the theory (or theories this research uses), the research method(s) and the findings from your chosen paper or body of literature.
- Identify at least ONE gap in the paper or area of literature you chose.
- Gaps may involve (but are not limited to): X
  - Case selection
  - Methodological choices
  - Equity and inclusion
  - Ethical concerns
  - Omitted connections to other bodies of literature

**Future Direction (6 points):** \_\_\_\_\_

- Propose a specific, actionable, direction for future research on your chosen topic from the paper or body of literature you focused on.
- This should involve a brief research proposal explanation about a new case and/or method you want to apply to the research question you identified earlier, a body of literature you want to connect this existing research to, or proposed way to address an equity or ethical concern.
- Address:
  - How the future research direction addresses the gap from the previous section
  - At least ONE potential trade-offs and ONE potential limitation of your proposed new direction
- Identify how the public would be better informed by further research along the lines of your proposed future direction.

**AI Explanation (0 points):** \_\_\_\_\_

- As **Appendix A** (separate page), explain each instance where AI was used in preparing the memo
  - State the purpose of using AI
  - Describe how it assisted your work
  - Do this for each AI use you highlighted in your memo
- **Highlight where AI was used, if you did use it, to complete the assignment**
  - Up to 10 points will be deducted if you fail to highlight or provide an explanation

**Grammar, Spelling, APA Style (0 points): \_\_\_\_\_**

- Points will not be given for this! However up to 5 points may be deducted for poor grammar, poor spelling, and not following directions
  - You will lose half credit for not reaching at least 2.5 pages double spaced (Not including memo formatting)
- For “To” use the name(s) of the head of the organization and their official title
- Follow relevant memo formatting practices (produce some sort of memo type headline; also provide in text citations if you are using research)
- Include Works Cited page on its own sheet at the end of the paper before Appendix A
  - Are there at least three cited sources in the memo?
  - There will be a 1.5-point penalty for each missing one

**Appendix Three****Sarah Young****Sports Needs Memo Paper- Tailored for an Intro Non-Profit Sector or Public Finance Course**

Students will write a professional memo (2.5–3 double-spaced pages, excluding references and appendices) addressed to the officer of a sports non-profit or player foundation. The memo should analyze an area of need involving sports, athletics, or physical fitness resources and offer a clear, actionable recommendation for how the targeted organization should assist with resource provision, outreach, or sponsorship.

You will assume the role as chair of a community advisory committee on recreation and athletics programming. As chair you are charged with identifying barriers in your community that limit residents’ access to needed resources for athletics or recreation. Your role is to advocate for these resources – whether they be funding, technical assistance, media/outreach, or materials/equipment. Your committee

actively seeks partnerships with funding organizations and foundations that provide assistance to fill gaps in needs for athletics and recreation programming. The memo will serve as a formal request for assistance for these needed resources.

Memos must follow a conventional memo format; they must be well organized and must not contain excessive typographical or grammatical errors. Three different cited sources must be included in this memo, in addition to a website for the targeted sports organization. Memos and all other written assignments must be prepared in accordance with academic honesty provisions (see below) and the APA Publication Manual. A cover page, "running head," abstract, or table of contents ARE NOT required for this assignment. [*Instructor discretion*: You are [allowed/ not allowed] to use Chat GPT for this assignment (though it is not mandatory), but you must highlight where you used it on your paper and the rationale for using it. It can be no longer than 25% of your memo, or else it will be considered as plagiarized.] The memo is worth 15 points and is 15% of your grade (undergrad version). OR: The memo and budget proposal is worth 25% of your final grade (graduate version). It is due online by insert

### **Paper Author:**

#### **Introduce Purpose of Memo (6 points): \_\_\_\_\_**

- Clearly identify the organization to which the memo is addressed (player foundation or non-profit executive director or grants director).
- Identify your role as chair to an advisory committee and the neighborhood or jurisdiction you serve. Also identify any particular group or organization you are hoping to fund (example: a school athletics program, an AAU team, a social service provider etc.)
- Describe the population of need in your community. What do they lack? What is their background or relevant demographic description? Is this more of a broad community need?
- Clearly articulate:
  - The need related to athletics, recreation, or physical fitness
  - Why this issue requires support and resources from the targeted organization
  - Why it is appropriate for this foundation or non-profit to address it. You must link this directly to the mission statement of the non-profit and the types of assistance it provides. (Important: do not ask for grant funding if the organization does not provide grant funding. Link to the mission and existing programs offered by the organization).

#### **Identify ethical considerations of the identified need (6 points): \_\_\_\_\_**

- Identify and explain at least two ethical issues relevant to the identified need.
- Needs may involve (but are not limited to):X
  - Athlete welfare
  - Equity and inclusion
  - Gaps in public funds- funds exist but are not sufficient
  - Lack of visibility or prioritization of the needed population
  - Health and safety concerns – for individuals or the overall community
  - Affordability- programs are present but too expensive for individuals to access

#### **Plan Recommendation (3 points): \_\_\_\_\_**

- Propose a specific, actionable recommendation for how the non-profit could meet the need.
- Address:
  - How the proposal mitigates the resource limitations or meets the need of the population
  - Remember that you do not have to ask for funding or material donations (though you can). Requesting partnerships for publicity and visibility or technical and training assistance may also be ways to meet the athletics needs of your community population

- o **For undergraduate Non-Profit Sector class:** If asking for funding, identify areas needed for funding and a fund-raising goal overall, and the total amount you are requesting from the agency.
- o **For graduate level class in Public Financial Administration.** Students must create a full budget request to accompany their needs memo well, using the attached template. (Additional 10 points)
- Identify at least three stakeholder groups in your community affected by your recommendation (the particular population of need is already noted – but also consider secondary stakeholders).

**AI Explanation (0 points): \_\_\_\_\_ [Optional]**

- As **Appendix A** (separate page), explain each instance where AI was used in preparing the memo
  - o State the purpose of using AI
  - o Describe how it assisted your work
  - o Do this for each AI use you highlighted in your memo
- Highlight where AI was used, if you did use it, to complete the assignment
  - o Up to 10 points will be deducted if you fail to highlight or provide an explanation

**Grammar, Spelling, APA Style (0 points): \_\_\_\_\_**

- Points will not be given for this! However up to all 5 points may be deducted for poor grammar, poor spelling, and not following directions
  - o You will lose half credit for not reaching at least 2.5 pages double spaced (Not including memo formatting)
- For “To” use the name(s) of the head of the organization and their official title
- Follow relevant memo formatting practices (produce some sort of memo type headline; also provide in text citations if you are using research)
- Include Works Cited page on its own sheet at the end of the paper before Appendix A
  - o Are there at least three cited sources in the memo?
  - o There will be a 1.5-point penalty for each missing one
  - o

**Examples of non-profit organizations that offer community funding in South Carolina and Georgia:**

- Innersole <https://www.innersole.org/>
- A’ja Wilson Foundation <https://www.ajawilsonfoundation.org/>
- South Carolina Tennis Foundation  
<https://sctennis.com/the-south-carolina-tennis-patrons-foundation/>
- Georgia Sports Foundation <https://www.gagives.org/organization/Georgia-Sports-Foundation>

**Graduate Level Course Budget Template for grant:**

| Tips for using the budget template |                                                                                                |
|------------------------------------|------------------------------------------------------------------------------------------------|
| •                                  | You may add rows under Sources of Funds and Uses of Funds as needed to reflect your project    |
| •                                  | The sum of Sources of Funds and Uses of Funds should be equal                                  |
| •                                  | You are welcome to attach additional documentation if that would be helpful to grant reviewers |

**Athletics Foundation Grant Application Budget Template**

|                        |  |
|------------------------|--|
| <b>Project Name</b>    |  |
| <b>Project Contact</b> |  |
| <b>Email</b>           |  |

| Sources of Funds                                               |               |  |
|----------------------------------------------------------------|---------------|--|
| <b>Funding Category</b> (update as needed to fit your project) | <b>Amount</b> |  |
| Foundation Grant Request                                       |               |  |
| Existing Operating Budget that is already dedicated to project |               |  |
| Other Grant Funding Obtained/Anticipated                       |               |  |
| Expected revenues (if program is revenue generating)           |               |  |
| Other                                                          |               |  |
| <b>Total</b>                                                   | <b>\$0</b>    |  |

| Uses of Funds                                                                                    |                   |                                  |               |
|--------------------------------------------------------------------------------------------------|-------------------|----------------------------------|---------------|
| <b>Expense Category</b> (update as needed to fit your project. You may not need all line items.) | <b>Individual</b> | <b>Number of positions/units</b> | <b>Amount</b> |
| Salaries (Itemize for each hired position)                                                       |                   |                                  |               |
| Base compensation                                                                                |                   |                                  |               |
| Fringe bens (est. 30% of base compensation)                                                      |                   |                                  |               |
|                                                                                                  |                   |                                  |               |
| Materials/ Equipment                                                                             |                   |                                  |               |
|                                                                                                  |                   |                                  |               |
| Travel costs                                                                                     |                   |                                  |               |
|                                                                                                  |                   |                                  |               |
| Contract costs                                                                                   |                   |                                  |               |
| <b>Total</b>                                                                                     |                   |                                  | <b>\$0</b>    |

Template adapted from Boulder County Parks and Open Space Foundation Grant Proposal Materials.  
See

<https://bouldercounty.gov/news/parks-open-space-foundation-accepting-applications-for-2025-project-funding/>

**Appendix Four**

**Ken Cosgrove**

# **The Public Policy, Ethics, & Sports Real Estate Memo**

**Value:** 15 Points (15% of Final Grade)

**Due Date:** 11:59 PM May 7<sup>th</sup> (final exam date)

**Format Requirements:** 2.5–3 double-spaced pages (excluding references and appendices), APA Style.

# Objective

To apply a structured public policy analysis model to evaluate an ethical controversy involving sport governance, municipal finance, and mixed-use real estate development. Students will build a strategic case for a new sports arena project, confront the ethical trade-offs, and offer a clear, actionable recommendation to a specific institutional leader.

## The Scenario & Ethical Controversy

The Boston Celtics are seeking to develop a dedicated, team-owned arena to move out of their long-term tenancy at TD Garden (owned by Delaware North). A modern arena project requires an anchored, 365-day mixed-use real estate district to secure long-term revenue.

Because projects of this scale require significant public coordination, they inherently create **ethical and public policy controversies**. The Celtics are seeking public financing, infrastructure improvements, and zoning variances. This creates a tension between the commercial interests of a private sports franchise and the equitable use of public funds, community displacement, and urban planning.

## Part I: The Target Audience

You must address your memo directly to the **head of a major sport organization or a public institution** that intersects with this project. Your policy analysis must be framed for their specific institutional role and authority.

Choose **one** specific leader:

- **Wyc Grousbeck / Bill Chisholm** (Lead Owners, Boston Celtics) – *Focus: Brand equity, revenue control, ethical community integration.*
- **Mayor Michelle Wu** (City of Boston) – *Focus: Tax base expansion, gentrification, equitable use of public infrastructure.*
- **Governor Maura Healey** (Commonwealth of Massachusetts) or **Governor Kelly Ayotte** (State of New Hampshire) – *Focus: Regional transit impact, macroeconomic growth, use of state public funds, interstate economic competition.*
- **A Specific Municipal/Town Leader** (e.g., Mayor of Everett, Mayor of Salem, NH, or Braintree Town Leadership) – *Focus: Local zoning, environmental impact, community benefits.*

## Part II: Evaluate the Strategic Locations

You must analyze the feasibility and ethical implications of a sports-anchored development at one of the following sites:

| Location                                                           | Overlapping Jurisdictions & Regulatory Hurdles                                                                                                                 |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Suffolk Downs</b> ( <i>East Boston</i> )                     | City of Boston, Commonwealth of Mass, United States Government (FAA (airspace constraints)).                                                                   |
| <b>2. Former Gillette Facility</b> ( <i>South Boston/Seaport</i> ) | City of Boston, Commonwealth of Mass (especially Departments of Revenue and Environmental Protection), United States Government (USPS, FAA, EPA) (waterfront). |
| <b>3. Everett Adjacent Site</b> ( <i>Everett</i> )                 | City of Everett, City of Boston, Commonwealth of Mass, EPA, FAA (adjacent to soccer stadium/Encore Casino).                                                    |
| <b>4. Salem, NH Site</b> ( <i>Salem, NH</i> )                      | City of Salem, Rockingham County, State of New Hampshire (out-of-state relocation dynamics).                                                                   |
| <b>5. South Shore Plaza</b> ( <i>Braintree, MA</i> )               | Town of Braintree, Commonwealth of Mass (suburban retail mall redevelopment, highway infrastructure strain, local zoning).                                     |

**Comparative Precedents:** Your analysis must cite at least **three distinct sources** and reference how similar mixed-use real estate cases played out (e.g., *Atlanta Braves' Battery*, *Dallas Cowboys' The Star*, *Golden State Warriors' Thrive City*, *Chicago Bears' lakefront friction*, *Oklahoma City development*, *Norman*, *Oklahoma Rock Creek Entertainment District*, *t, Oakland/Las Vegas Raiders*, *Oakland A's* or *the Tennessee Titans' East Bank megaproject*).

## Part III: The Analytical Framework

As you construct your memo, you must use Eugene Bardach's **Eight-Fold Path to Policy Analysis** to structure your argument and arrive at your recommendation. Keep these steps in mind as you outline your paper:

1. **Define the Problem:** Identify the core friction between tenant status, revenue limitations, and the necessity of public-private infrastructure cooperation.
2. **Assemble Evidence:** Gather data on real estate footprints, transit access, tax implications, and historical precedent.
3. **Conduct a SWOT Analysis:** Evaluate the Strengths, Weaknesses, Opportunities, and Threats of your chosen location regarding both municipal impact and the Celtics' business/brand model.
4. **Construct Alternatives:** Identify at least three distinct courses of action (e.g., specific site selection, staying at an upgraded TD Garden, or varying levels of public infrastructure dependency).
5. **Select Criteria:** Establish the core values that matter most to your chosen audience (e.g., economic efficiency, political feasibility, community equity, brand preservation).
6. **Project Outcomes:** Forecast the direct and indirect impacts of each alternative course of action.
7. **Confront Trade-offs:** Explicitly weigh the friction points (e.g., higher public funding vs. public backlash; pristine suburban space vs. lost historic urban core identity).
8. **Decide & Frame:** Make a definitive, data-backed recommendation and frame the narrative specifically for your target audience.

## Part IV: Deliverables & Grading Rubric (15 Points)

Your core submission is the Policy Memo, which will be graded on the following criteria. *(Note: A cover page, running head, abstract, or Table of Contents are NOT required).*

### 1. Introduce Purpose of Memo (6 Points)

- **Audience:** Clearly identify who the memo is addressed to by name and official title.
- **Authority:** Explain the institutional role and authority of the recipient.
- **The Issue:** Clearly articulate the policy/ethical issue, why it requires action, and why it is appropriate for this specific leader to address it.

### 2. Identify Potential Ethical Issues (6 Points)

Identify and explain **at least two ethical issues** relevant to your chosen location. Issues may involve:

- The use of public funds for private enterprise.
- Equity, inclusion, and the risk of community displacement/gentrification.
- Public accountability and governance transparency in public-private partnerships.
- Environmental justice or commercial vs. public interests.

### 3. Plan Recommendation (3 Points)

Propose a **specific, actionable recommendation** the institution could realistically implement based on your Eight-Fold Path analysis. You must address:

- How the recommendation mitigates the identified ethical issues.
- The potential trade-offs or limitations of your proposal.
- **Stakeholders:** Identify at least three stakeholder groups affected by your recommendation (e.g., fans, local communities, municipal governments, taxpayers).

### Grammar, Spelling, Format, and APA Penalty (Up to -5 Points)

- No points are awarded for this, but up to 5 points will be deducted for poor grammar, spelling, or failing to follow directions.
- **Length Penalty:** You will lose half credit for not reaching at least 2.5 pages double-spaced (not including memo formatting headers).
- **Citation Penalty:** You must include a Works Cited page on its own sheet at the end of the paper. There is a 1.5-point penalty for each missing source (minimum 3 required). You must use in-text citations.

### Artificial Intelligence Policy & Appendix A (Penalty Up to -10 Points)

You are allowed to use AI for this assignment, though it is not mandatory. If you choose to use it, you must adhere to the following strict guidelines:

1. **25% Limit:** AI-generated content can be no longer than 25% of your memo. Exceeding this will be considered plagiarism.
  2. **Highlighting:** You must explicitly highlight the text in your paper where AI was utilized.
  3. **Appendix A (AI Explanation):** On a separate page at the very end of your document, explain each instance where AI was used. State the purpose of using AI and describe exactly how it assisted your work.
- *Failure to highlight AI use or provide Appendix A will result in up to a 10-point deduction.*

## Part V: Portfolio Attachments

In addition to the core policy memo, include the following as supplementary attachments to complete the real-world simulation:

1. **Identity & Visual Branding:** A conceptual name and visual logo concept for the proposed sports district.
2. **Media & Community Talking Points:** 3 to 5 highly polished, strategic talking points tailored for press releases or town halls to promote your chosen option.
3. **Broadcast Script:** A conversational script (structured for a 5-to-10-minute segment) providing talking points for an appearance on a local sports talk station or sports business podcast defending your policy.

### Appendix Five

Marcos Caetano (Harvard University)

Sport, Spectacle, and Political Legitimacy Memo

Designed for a graduate seminar, this version turns the core memo toward the international governance of sport and the ethics of mega-events. Students address a leader of a global sport body or public institution, such as the president of FIFA or the International Olympic Committee, and analyze a contemporary controversy in host selection, public financing, human rights, or sportswashing. What distinguishes this variation is its comparative and historical reach. Students set present-day cases such as Qatar 2022 or the 2034 World Cup

alongside earlier moments in which sport conferred legitimacy on authoritarian and populist regimes, from Argentina in 1978 to Brazil in 1970, and they read those cases through the course lenses of cultural mediation, legitimacy as circulation, and soft power. Building on Bardach's eight-step model, students identify at least two ethical issues, weigh trade-offs and stakeholders, and deliver an actionable recommendation, then translate it for a public audience through a short branding, talking-points, and broadcast package. The rubric rewards original ethical analysis and a defensible recommendation over summary, which makes the exercise a strong foundation for a seminar paper or a doctoral proposal in the politics and history of sport.