

Dear _____ Team:

A term is completed, and we would like to provide you with feedback regarding our impressions of your performance so far. We are basing this feedback on evidence such as drafts you've submitted, formal and informal meetings you've participated in, and the progress you've made toward your goals. You may want to refer to the material we gave you at the first meeting regarding our expectations and grading criteria.

ATTITUDE and COOPERATION: Very good to excellent. You are always enthusiastic and pleasant to meet with, and you seem to respond constructively (if not always in a timely way) to our suggestions.

COMMUNICATION and TEAMWORK: Fair (some seems good; some poor). Your communication with us (which is really the only direct evidence we have here) is appropriate and professional; however, there's often not enough of it. We usually don't hear from you between meetings; this would be fine if you were on schedule and everything was going well, but given that the project seems to have fallen behind the original goals, we would expect you to be asking for help or feedback.

Although we don't see any evidence of teamwork problems in the meetings, the fact that 4 such talented and enthusiastic students haven't been able to produce excellent work yet suggests to us that your teamwork and group processes need help. Even if you're "getting along", you clearly aren't making the most of the team's abilities. The whole is less than the sum of the parts, from our perspective. PLEASE SEEK HELP, either from us or from the Student Development and Counseling Center, which has a lot of experience helping teams learn to improve their performance.

EFFORT and TIMELINESS: Fair? We cannot measure your effort, except indirectly through results and perceptions. It may be that you are working very hard, but in an extremely unproductive and inefficient fashion. What we can say is that your drafts have been late, and that you've fallen quite a bit behind schedule. This evidence would normally suggest that the team hasn't all been putting in the time we had agreed on for the 2/3 units you registered for in A term (35 HPW per person--quite a lot!) Even if you have, it hasn't had the desired results. We'd like to help you, but we need to know what the underlying issues and roadblocks are.

WRITING: Fair to poor. Despite numerous drafts, and despite being three weeks overdue, the report you submitted on Friday 10/24 STILL has not addressed basic issues (illogical organization, use of relevant source material) that we pointed out in previous drafts. To be honest, it is very discouraging and frustrating for us to get a draft in which you haven't addressed issues we raised before. It makes us wonder why we're taking the time to give you feedback. If you don't understand any of our feedback, we would like you to ask so we can explain it. If you disagree with it, or would like to discuss something, we need to discuss that also. Otherwise we are inclined to think you don't care.

We intend to wait for you to address our previous comments before we will respond to another draft. In particular, the organization of the Background chapter still makes no sense, and several sections are either very incomplete, lacking references to relevant literature, or

both. Please go back to our previous comments and ASK if you don't understand what we're getting at.

OVERALL: Looking at the above, we must conclude that so far, the overall performance in A term was fair, which corresponds to a grade of C. We realize you will probably find this disappointing. We do, too.

We believe you are capable of excellent work, and we want to help you achieve it. However, until you can diagnose (with help from us or someone else) what problems are getting in the way, things are unlikely to change. Please consider having an honest meeting among yourselves to answer these questions:

- * did we really put in the time we were supposed to on this in A term?
- * are we communicating honestly and frequently enough to move forward at a brisk rate?
- * do we need help working as a team?
- * do we need help writing?
- * do we need help interpreting and acting on the advisors' feedback?
- * WHAT CAN WE DO DIFFERENTLY IN B TERM TO CHANGE THESE SITUATIONS?

If you have any questions about this, please, let us know. Our sponsor is planning to come to next Monday's meeting, so if you want to discuss this evaluation (which we will not share with him), we should meet separately later this week. Otherwise, please be proactive in thinking about this and developing a plan of immediate action.

Profs. M and V