Master of City Planning
CR/PR/Thesis Handbook

Overview

The capstone project – be it a Client Report, a Professional Report, or a Thesis – is designed to be a significant project that supports your professional development and signifies a level of independent problem solving and work-planning that marks the difference between an undergraduate and a master's degree. It has three goals:

- **Deepen your substantive knowledge of a topic in city planning**. Most of the required coursework in the MCP degree is focused on teaching students a broad set of issues within the four concentrations; a semester is rarely long enough to go into depth on any one issue. The capstone allows students to develop some level of expertise on a topic and/or methodology through more in-depth research.

- **Develop project management skills.** Developing a work plan and hitting key milestones for the capstone requires a higher level of project management skills, including breaking a larger project into smaller, logical pieces, building in time for review and revision, and exhibiting self-discipline to work on it even when other course or work deadlines seem more immediate.

- **Produce a professional level report.** The final product should be professional in every respect, including a professional layout, appropriately designed and sourced graphics, complete references, and proofread and edited for grammar and expositional clarity. This report can be a valuable part of your job application package, demonstrating your writing and analytical capabilities for future employers.

This Handbook is designed to help you with the process, and lays out general guidelines and tips for the DCRP CR, PR, and Thesis options. It also includes a checklist with deadlines that you can use to structure your work plan, as well as a list of the components of a typical report. Dual degree students should refer to the section below on their capstone requirements.

In Fall semester, we offer CYPLAN 290A: Professional Report/Client Report/Thesis Workshop, for 1 unit. This course provides structure and support for students working on their capstone projects. It is a required class. However, students who have already made significant progress on their capstone (e.g. evidence of a first draft), are doing a CR with a client who is providing weekly project support, have a GSI that conflicts with the course, or have taken a similar course in a different department (e.g., School of Public Health) as part of joint degree requirements can waive out of the class with the approval of their CR/PR/Thesis chair. In order to waive this requirement, students should send Carolina Reid, MCP Program Chair, (c_reid@berkeley.edu) an email with the subject line "Capstone Course Waiver", the reason for waiving the course (one of the four exemptions listed above), and the name and email of their capstone chair. Emails must be submitted by the drop deadline: Friday, September 22.

Students who want to take course credit to work on their CR/PR/Thesis can sign up for 299 independent study units. Please complete this form electronically with your capstone chair's digital signature confirming their sponsorship of your independent study unit(s) and send the form back to the GSAOs. After your form is received, the GSAOs will email you the course number(s) to enroll

through CalCentral. It is your responsibility to enroll in these units by the add deadline to avoid the late add fee. The department will not enroll you in these units. Students may view the academic calendar and enrollment calendar [here](#).

Copies of past CR/PR/Theses are available in the [Environmental Design Library](#). They can serve as examples of the diverse projects that students take on as part of their capstone. However, it's important to remember that your capstone will be individual to your interests and professional goals, so it does not need to be similar to those done by past MCP students.

We will hold a 1-day **MCP Symposium** at the end of Spring semester, where MCP students are encouraged to present their capstone project to alumni, friends, and family. We will notify you of the date in mid-January. If your family is travelling here for graduation, please let them know about this event so they can make their travel plans accordingly!

Dual Degree Students

Students pursuing a dual degree have different capstone requirements depending on their program. Below are the requirements for Public Health, Landscape, Architecture, and Civil Engineering. It is the student's responsibility to ensure that their proposed capstone project(s) align with both departments requirements.

MCP/Public Health:

Capstone projects must be supervised by **one ladder rank faculty**, from either DCRP or the School of Public Health. If the ladder rank faculty is in the School of Public Health, the MCP Program Committee Chair, Carolina Reid (c_reid@berkeley.edu), must review the final draft. In addition, all capstone projects must be approved by program co-directors in the student's 5th semester.

Landscape Architecture:

MLA/MCP students have two options:

> (1) A joint University Thesis, for which the committee must include two ladder rank LAEP faculty and one ladder rank DCRP faculty; or,

> (2) Complete a Client Report (CR) or Professional Research Report (PR) in DCRP, following DCRP committee guidelines

> <div align="center">and</div>

> **either** a LAEP University Thesis or Professional Project, **or** the LDARCH 204 Final Comprehensive Studio (the CP 248 studio may be substituted for LDARCH 204, if it is not used to satisfy the MCP curriculum requirements)

Architecture:

MArch/MCP students have three options:

(1) A joint University thesis, with four ladder rank faculty members including two from DCRP and two from Architecture;

(2) An independent study design or research thesis in Architecture **and** a CR/PR in DCRP (following DCRP committee guidelines); or

(3) Complete a design thesis in a thesis studio in Architecture **and** a CR/PR in DCRP (following DCRP committee guidelines)

MS (Transportation/Civil Engineering):

MS students must complete a DCRP CR/PR following DCRP committee guidelines. However, their deadline for submitting the PR/CR is the last day of the fall semester (December) of the year they graduate instead of May.

CLIENT REPORT (CR)

The Client Report (CR) is undertaken for an outside client or agency and aims to satisfy the needs of the sponsoring organization. It provides an opportunity for students to study a real-world planning issue by selecting appropriate analytic methods, evaluating alternative approaches, and recommending an approach or solution. The CR is carried out in a manner demonstrating high professional judgment and competence.

The City Planning CR is written under the supervision of a three-person committee. This committee must be chaired by a ladder-rank or emeritus DCRP faculty member. The second reader can be a ladder rank faculty member, adjunct faculty member, emeritus faculty or lecturer[1] from DCRP or in another department across campus. The third member is generally the Client for whom the report was written.

The format of the CR is determined in collaboration with the Client, and can include non-traditional options (e.g., memos, presentations, web sites, software applications, or podcasts/videos), provided that there is a short memo (2-3 pages) accompanying the final product that describes 1) the motivation and context for the project, 2) the relevance to planning, and 3) how the project contributed to the student's professional development.

Identifying and Setting Expectations with your Client (September)

Often, the most challenging part of the CR is setting the right expectations with the Client. Your client can be the supervisor from your summer or school-year internship, or any other external partner. If you intend to pursue a CR, we highly recommend that you schedule a meeting with your client and establish an MOU that lays out:

> **- The scope of the work.** What will be the deliverable? Make sure you can write a one-page description of what you will be doing and what you will "turn in" as evidence of having completed the required work. Have *both* your committee Chair and your supervisor review the description and approve it.
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> **- The review process**. Identify with your client how often you will be meeting over the course of the project, and at what stages they will want to see draft materials. It can be helpful to set up interim deliverables and deadlines to make sure you're on track.
>
> **- The final product.** For the purposes of the CR, you will need to turn in your independent work to the department by **Monday, May 10 at 5:00 p.m.,** including sign off from your client supervisor and faculty committee. Make sure that the client understands this deadline, even if you will continue to work on the project after graduation and/or they will put it through their own internal production process. If it is meant to be an internal document only, confirm that they approve of you submitting it as a CR (meaning that it will be accessible through the library).

IRB/Human Subjects (September)

In general, CRs do not require IRB review because they are not considered generalizable research. However, all students who are using human subjects in their research must complete the "Course in the Protection of Human Subjects" (referred to as the CITI course) available online:

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[1] Eligible lecturers are those who have taught the student during their degree coursework.

https://about.citiprogram.org and print out the certificate of completion, prior to the start of their research. This certificate must be submitted with their CR. In addition, students intending to collect primary data from vulnerable populations (and/or on sensitive topics), or students who wish to publish their research in an academic journal, should consult with their committee chair or client organization to determine if IRB clearance is advisable.

Finalizing Your Committee (September – October)

If you are doing a DCRP-only CR, your client supervisor will be your primary reviewer and will be the lead sign off on your report. You will also need a 2-person academic committee. One of those will be your Chair, who must be a "ladder-rank" or emeritus faculty member within DCRP. This includes: Charisma Acey, Sai Balakrishnan, Teresa Caldeira, Dan Chatman, Stephen Collier, Jason Corburn, Jason Hosbey, Karen Trapenberg Frick, Marta González, Zachary Lamb, Elizabeth Macdonald, John Radke, Carolina Reid, and Daniel Rodríguez. Emeritus DCRP faculty (e.g., Karen Chapple, Paul Waddell, Jennifer Wolch, Karen Christensen) can also serve in this role. Faculty on sabbatical often will not supervise CRs the semester(s) they are away (the decision to do so is up to the faculty member), so please plan accordingly. The second can be any other professor—ladder rank, adjunct, emeritus or lecturer—in DCRP or in another department across campus. The Chair of the MCP committee can serve as the second campus reader if one has not been identified.

You must submit your CR Declaration Form, including electronic signatures from all your committee members, to the GSAOs by October 28, 2022.

Working on the CR (Fall and Spring Semester)

The Fall PR/CR/Thesis Workshop will provide a structure to help you make consistent progress on your CR and also to receive regular feedback on CR drafts from both the instructor and your peers. That being said, it is critically important that you block off time every week to work on your CR separate from class time. This is often facilitated if you are continuing your internship and have a set work schedule every week. If you don't, you will need to identify time in your calendar to work on your CR. Every person is different in how they work best, but expect to spend at least 4 hours a week on CR activities throughout the year, or more if your project is more ambitious. PUT THAT TIME IN YOUR CALENDAR, AND TREAT IT LIKE A CLASS. WRITING WILL TAKE MORE TIME THAN YOU THINK. If you like working in smaller time periods, you can put aside 1 hour three days a week—if you prefer longer blocks of time, set aside 3 hours on a day that you have fewer classes. You might experiment the first couple of weeks with what works better. But DO NOT schedule other things during that block of time. Work on your CR.

Deadlines

Working with the client and getting feedback on drafts is an important part of professional work products. You will establish a review schedule with your client, but at a minimum, you should expect to turn in drafts and receive feedback according to the following schedule:

October 27, 2023:	Turn in CR Declaration Form to DCRP
End of Fall Semester:	Check in with Client (with draft deliverables as defined by MOU)
	Email your faculty committee with an update on progress and draft deliverable
March 22, 2024:	A full draft of your CR to your Faculty Committee
April 29, 2024:	Final draft incorporating revisions to your Faculty Committee

May 6, 2024:   Final report with title page and signatures submitted to the GSAOs

PROFESSIONAL RESEARCH REPORT (PR)

The Professional Research Report (PR) is undertaken by the student independent of an external client sponsor, but is still focused on an applied policy or planning issue. The objective is to allow a student to explore in-depth an issue of interest to them, and to build additional substantive and analytical skills.

The PR is written under the supervision of a two-person committee. Only ladder-rank faculty (Professor, Associate Professor or Assistant Professor, Emeritus faculty) can serve as Chair of PR committees. The second reader can be a ladder rank faculty member, adjunct faculty member, emeritus faculty or lecturer[2] from DCRP or in another department across campus.

For dual degree students, please refer to the specific requirements for your capstone below:

> Public Health: Capstone projects must be supervised by two ladder rank faculty, one from DCRP and one from the School of Public Health.

> Landscape Architecture: MLA/MCP dual degree students can either choose to do the thesis option (see requirements below), or do a separate MCP CR/PR (along with the required advanced studio in LAEP). If you choose the MCP CR/PR option, you should follow the guidelines for DCRP only students.

> Architecture: MArch/MCP dual degree students can either choose to do the thesis option (see requirements below), or do a separate MCP CR (along with the required advanced studio in Architecture). If you choose the MCP CR/PR option, you should follow the guidelines for DCRP only students.

> MS (Transportation/Civil Engineering): MS students must complete a DCRP CR/PR following the guidelines for DCRP only students. However, your deadline will be December 2023 instead of May 2023.

The format of the PR is determined in collaboration with the student's committee chair. Possible options for the PR include:

- A report the student produced for their internship but, for various reasons, is not a client report.
- An issue the student would like to learn more about, but wasn't covered in-depth in their coursework.
- A project a student worked on in another class (e.g., one of the concentration courses or a studio) that they would like to extend. The student must do additional work – it cannot just be a paper or project turned in for a class.
- A project the student worked on as a GSR.

Students may collaborate on a PR. However, each student's work must be presented in a way that it can be evaluated individually. Each collaborator must submit a 2-3 page preface detailing their individual contributions to the project and field of planning, PR's can include non-traditional options (e.g., memos, presentations, web sites, software applications, or podcasts/videos). In both of these cases, students must individually prepare a short memo/preface to their project that describes 1) the motivation and

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[2] Eligible lecturers are those who have taught the student during their degree coursework.

context for the project, 2) the relevance to planning, and 3) how it contributed to the student's professional development.

Project Proposal (September-October)

Often, the most challenging part of the PR is developing the project proposal: what planning issue do you intend to explore, and how? A PR requires significant independent initiative and thought, since both the idea and execution of that idea is driven entirely by the student. If you intend to pursue a PR, we highly recommend that you schedule a meeting with your faculty advisor at least once during Fall Semester to discuss your ideas to make sure they're feasible within the timeframe of an academic year. Prior to that meeting, you should send your faculty advisor a *draft* PR proposal that lays out:

- The planning issue or problem you wish to investigate: What topic do you want to focus on? What is the goal of the PR?

- The audience for your work: Is this a policy analysis? A more theoretical or academic investigation into a topic, such as a literature review? Who would benefit from this work?

- The format: Are you writing a standard report? Or are you pursuing alternative media? (If you are going to submit a deliverable other than a report, why is this alternative media an effective way to present the research?)

- The data/methodology: How are you going to do the research on this topic?

- A draft work plan with interim deadlines and deliverables

After meeting with your main faculty advisor, revise the proposal to account for any changes that come out of the discussion. You will share that proposal and the revised work plan with your committee.

IRB/Human Subjects (September)

In general, PRs do not require IRB review because they are not considered generalizable research. However, all students who are using human subjects in their research must complete the "Course in the Protection of Human Subjects" (referred to as the CITI course) available online: **https://about.citiprogram.org** and print out the certificate of completion, prior to the start of their research. This certificate must be submitted with their PR. In addition, students intending to collect primary data from vulnerable populations (and/or on sensitive topics), or students who wish to publish their research in an academic journal, should consult with their committee chair to determine if IRB clearance is advisable.

Finalizing Your Committee (September – October)

If you are doing a PR, you will need to convene a 2-person academic committee. One of those will be your Chair, who must be a "ladder-rank" or emeritus faculty member within DCRP. This includes: Charisma Acey, Sai Balakrishnan, Teresa Caldeira, Dan Chatman, Stephen Collier, Jason Corburn, Jason Hosbey, Karen Trapenberg Frick, Marta González, Zachary Lamb, Elizabeth Macdonald, John Radke, Carolina Reid, and Daniel Rodríguez. Emeritus DCRP faculty (e.g., Karen Chapple, Paul Waddell, Jennifer Wolch, Karen Christensen) can also serve in this role. Faculty on sabbatical often will not supervise PRs the semester(s) they are away (the decision to do so is up to the faculty member), so please plan accordingly. If you are building your PR from a course or studio, your Chair should be the faculty

member that taught the class. The second can be any other professor—ladder rank, adjunct, emeritus or lecturer—in DCRP or in another department across campus.

You must submit your PR Declaration Form, including electronic signatures from all your committee members, to the GSAOs by October 27, 2023.

Working on the PR (Fall and Spring Semester)

The Fall PR/CR/Thesis Workshop will provide a structure to help you make consistent progress on your PR and also to receive regular feedback on PR drafts from both the instructor and your peers. That being said, it is critically important that you block off time every week to work on your PR separate from class time. This may be the most challenging aspect of a PR – it feels like May is so far away that any other activity will come first – homework for another class, feeding the cat, napping. The only way to successfully complete the PR and turn in something you are proud of is to identify time in your calendar every week to work on your PR. Every person is different in how they work best, but expect to spend at least 4 hours a week on PR activities throughout the year, more if your project is more ambitious. PUT THAT TIME IN YOUR CALENDAR, AND TREAT IT LIKE A CLASS. WRITING WILL TAKE MORE TIME THAN YOU THINK. If you like working in smaller time periods, you can put aside 1 hour four days a week—if you prefer longer blocks of time, set aside 4 hours on a day that you have fewer classes. You might experiment the first couple of weeks with what works better. But DO NOT schedule other things during that block of time. Work on your PR.

Deadlines

Your PR will be approved by your faculty committee. You should discuss with your committee members what they would prefer in terms of schedule and drafts, but the schedule below provides some guidance of where you should be on your PR throughout the academic year, and good times for check ins with your committee chair.

October 27, 2023	Turn in PR Declaration Form to DCRP
November 27, 2023:	Finalize PR proposal and work plan, send to committee members for review
End of Semester:	Draft deliverable to committee
	*By this point, you should have at least your literature review finished, as well as collected/cleaned the majority of the data you'll be using for your analysis.
March 22, 2024:	A full draft of your PR to your Faculty Committee
April 29, 2024:	Final draft incorporating revisions to your Faculty Committee
May 6, 2024:	Final report with title page and signatures submitted to GSAOs

MASTER'S THESIS

The Thesis is an academic publication that undertakes original research on a topic related to planning. It is most often chosen by students who are considering a PhD degree, and/or students who wish to immerse themselves in an academic research project. Because the MCP is a professional degree program, the curriculum is not designed to accommodate theses; perhaps as a result, only one or two students choose this option each year. Students who would like to pursue a thesis are encouraged to take an urban or planning theory class as a foundation for their work. Theses follow standard academic research paper conventions, including a literature review, an original research question, and the development and execution of data collection and analysis.

Thesis requirements are set by the Graduate Division, and students must comply with the University requirement for the Plan I degree option. Theses are filed with the **Graduate Degrees** Office by the deadlines posted on their website. The Thesis must also satisfy style guidelines set by the Graduate Division.

MCP Thesis committees are composed of **three** ladder-rank faculty members, two of whom must be from DCRP (including the thesis committee chair). This includes: Charisma Acey, Sai Balakrishnan, Teresa Caldeira, Dan Chatman, Stephen Collier, Jason Corburn, Jason Hosbey, Karen Trapenberg Frick, Marta González, Zachary Lamb, Elizabeth Macdonald, John Radke, Carolina Reid, and Daniel Rodríguez. Emeritus DCRP faculty (e.g., Karen Chapple, Paul Waddell, Jennifer Wolch, Karen Christensen) can also serve in this role. Faculty on sabbatical often will not supervise a thesis the semester(s) they are away (the decision to do so is up to the faculty member), so please plan accordingly. It is encouraged (not required) for the third committee member to be a faculty member in another department.

IRB/Human Subjects (Summer, September at the LATEST)

Students pursuing the thesis option, and who are collecting data from human subjects, MUST receive clearance from UC Berkeley's Institutional Review Board (IRB) for their research project. The Committee for Protection of Human Subjects (CPHS) serves as the IRB at UC Berkeley, and reviews and approves the use of human subjects in research. The IRB process is designed to ensure that the rights and welfare of human subjects are protected throughout their participation in research projects. Note that if thesis research includes data collection from vulnerable populations (e.g., children, unhoused individuals or families), the thesis research will not be eligible for expedited review and the full IRB review process can take 4-6 months to complete.

Finalizing Your Committee (September)

Because you will need to establish a formal thesis committee (see requirements above), you should start this process in early September. If you have decided that you want an external reader, it is good to start the process of asking them to participate early on. (This is only recommended and not required.) In general, outside faculty will only agree to sit on a thesis committee if you have taken one of their classes.

You must submit a formal declaration to Graduate Division: Advancement to Candidacy Application by mid-October (exact deadlines have not been posted). The application must be submitted through CalCentral under "My Dashboard." On the right hand side for "Student Resources," you will see an option for the "Higher Degrees Committees form." You will choose "Advancement to Candidacy."

Working on the Thesis (Fall and Spring Semester)

The Fall PR/CR/Thesis Workshop will provide a structure to help you make consistent progress on your thesis and also to receive regular feedback on thesis drafts from both the instructor and your peers. That being said, it is critically important that you block off time every week to work on your thesis separate from class time. This may be the most challenging aspect of a thesis – it feels like May is so far away that any other activity will come first – homework for another class, feeding the cat, napping. The only way to successfully complete the thesis and turn in something you are proud of is to identify time in your calendar every week to work on your thesis. Every person is different in how they work best, but expect to spend at least 4 hours a week on thesis activities throughout the year, more if your project is more ambitious. PUT THAT TIME IN YOUR CALENDAR, AND TREAT IT LIKE A CLASS. WRITING WILL TAKE MORE TIME THAN YOU THINK. If you like working in smaller time periods, you can put aside 1 hour four days a week – if you prefer longer blocks of time, set aside 4 hours on a day that you have fewer classes. You might experiment the first couple of weeks with what works better. But DO NOT schedule other things during that block of time. Work on your thesis.

Deadlines

It is encouraged for students to decide the pursuit of a thesis and establish their committee by the end of the summer, prior to their final year in the program, so that you can submit your IRB application and begin working on your thesis over the summer. Your thesis will be approved by your faculty committee. You should discuss with your committee members what they would prefer in terms of schedule and drafts, but the schedule below provides some guidance of where you should be on your thesis throughout the academic year, and good times for check ins with your committee chair.

September 15, 2023:	Finalize thesis proposal and work plan, send to committee members for review
Mid-October, 2023	Submit Advancement to Candidacy Application via CalCentral – My Dashboard
End of Fall Semester:	Draft literature review and methods chapters to committee, outline for 2-3 substantive chapters
	*By this point, you should have collected/cleaned the majority of the data you'll be using for your analysis.
Mid-February, 2024:	Drafts of at least 2 substantive chapters completed
End of March, 2024:	A full draft of your thesis to your Faculty Committee
End of April, 2024:	Final draft incorporating revisions to your Faculty Committee
May 6, 2024:	Final report with signatures submitted to Graduate Division. NOTE: THERE IS NO FLEXIBILITY WITH THIS DEADLINE. DO NOT WAIT UNTIL THE LAST MINUTE TO FORMAT AND SUBMIT YOUR REPORT.

General Progress Checklist for CR/PR/Thesis with Rough Work Plan

Task	Target Deadline
☐ Identify whether doing a CR/PR/Thesis	Early September
☐ Meet with CR supervisor and/or draft PR/Thesis proposal and share with academic committee ☐ Finalize committee members	September
☐ Develop methodology for report, identify publicly available data or develop research instruments for data collection, if you're doing case studies, which cities/places/programs will you be exploring ☐ Conduct background/literature review ☐ Turn in CR/PR form to DCRP OR Submit Advancement to Candidacy Application via CalCentral to Graduate Division	October
☐ Draft literature review ☐ Collect data and/or analyze available data	November
☐ Develop a detailed outline of report with initial findings based on either draft figures/findings or high level themes emerging out of qualitative research ☐ Finalize any data collection	December/January
☐ Draft key findings ☐ Create visuals (follow 201A best practices)	January
☐ Finish draft of key substantive sections/chapters	February
☐ Continue to refine visuals, substantive sections of the report ☐ Finalize all data analysis ☐ Draft Introduction, Conclusion ☐ Turn draft into Client/Academic Committee Members	March
☐ While committee members are reviewing, work on citations, cleaning up figures and source, draft abstract	early April
☐ Make revisions based on committee members input ☐ Finalize all sections (see checklist) ☐ Proofread ☐ Get signatures ☐ Submit	April/first week of May
☐ Graduate!	☺

Checklist of Elements of a Strong Written Report/Thesis

☐ Formatting the Document: Abstract (250-word summary), Acknowledgments, Table of Contents, List of Figures and Tables, Introduction, Background / Literature Review, Methods, Substantive Chapters, Discussion / Conclusion, Bibliography, any Appendices.

☐ The Abstract (written last) defines the problem you worked on, clearly states its importance and the method(s) you used to solve it, puts your work into the context of previous work in your field, clearly identifies your findings and their importance, and suggests possible applications. The Abstract literally abstracts the important points in your report.

☐ Note: For longer policy reports, it is common to provide an Executive Summary rather than an Abstract. It is generally 1-2 pages and pulls out the key findings.

☐ Acknowledgments: You can write the Acknowledgments any time, but most people write them after the bulk of the report has been completed so that you know who has been helpful. You should also list any funding that supported your work.

☐ When the final report is finished, create a Table of Contents and List of Tables or Figures; make sure they're accurate. The titles are specific enough to signal what is included.

☐ The Introduction and Conclusion (written after finishing the chapters detailing your research) expand on the Abstract, going into greater detail than is possible in the short Abstract. The Introduction gives an overall picture of the issue, why it's important, and previews the contents of the report. The Conclusion summarizes your findings and discusses their implications; it often ends by suggesting future work.

☐ The Background / Literature Review situates your work within the larger context of your field. This section explains how your work grew out of earlier, related research and, in doing so, details the major developments and contrasting approaches in your specific field. You make clear what was the seminal work and then explain both chronologically and thematically the important findings that preceded and motivated your research project.

☐ The Methods section contains sufficient details so that someone else could replicate your work. Describe why you picked the method that you did, explain your data sources and/or who you interviewed. If you used a survey or interview protocol, include those in your report as an Appendix.

☐ Main findings. The level of detail is sufficient so that your outside reader, who is not intimately familiar with your field, can understand your arguments. Make sure you leave time to revise these sections/chapters – often, the structure only becomes clear after you've written the first draft.

☐ Bibliography (or Works Cited): We highly recommend using bibliographic software (like Zotero). In general, Planning uses APA (American Psychological Association) references. See the Publication Manual of the American Psychological Association, Seventh Edition (2020); https://apastyle.apa.org/products/publication-manual-7th-edition-spiral.

☐ Proofread!! Make sure you review your final draft to check that your sentences, paragraphs, sections, and chapters are clear and logically sequential, not to you, but to your outside reader. If you sense that something isn't clear, believe that it isn't, and fix it. Ask someone else to read it and note any unclear sentences or sections.

☐ Visuals and Figures: Make sure to follow 201A best practices! All visuals should include a title and source information, and should appear within a page after they are mentioned in the text.

☐ Check to see if headings, sub-headings, lists, and captions are consistent in style. Choosing one template and color scheme for your report will make it look more professional.