University of Florida

GEO 6938 (Section:133D)

Parks and People

Associate Professor: Brian Child

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(Attendance is departmentally controlled and capped at 20)

Course Description

This course introduces students to the multiple dimensions of protected areas and people. It discusses the history of parks on several continents, and their more well-known biodiversity dimensions. It emphasizes the economic attributes of parks and their governance, and moves beyond public conservation to consider private and community approaches.

Key themes:

- 1. The impact of humans on the global environment from pre-history to the 'great acceleration'
- 2. The changing science of ecology and biodiversity conservation
- 3. The history of parks from ancient Arabian hema's, through Yellowstone, to today
- 4. Measuring the effectiveness of protected areas
- 5. Changing paradigms using institutional analysis and economics to frame the changing paradigms of public and private conservation
- 6. An alternative conservation paradigm private conservation and the sustainable governance approach
- 7. Economic principles for understanding parks
- 8. Assessing the socio-economic performance of parks and wildlife tools and lessons
- 9. Community conservation practice and principles
- 10. Within the course, students will be introduced to skills related to the design of projects by typical agencies investing in protected areas
- 11. The future of conservation

Grading:

Attendance and Participation	5%
Presentations of class readings	20%
Essay 1 (park situation analysis)	25%
Essay 2 (park finances and economics)	25%
Final presentation (add park governance)	20%
Peer reviews of essays	5%

Grading scale

A = 94-100	B = 83-86%	C = 73-76%	D = 63-66%
A = 90-93%	B = 80 - 82%	C = 70 - 72%	D = 60-62%
B+ = 87-89%	C + = 77 - 79%	D + = 67 - 69%	E = <60%

1. Attendance and Participation (5% of final grade)

Students will be expected to be in the classroom on time. The class will break for 10 minutes at an appropriate mid-point. Being consistently late will count against a student in the final grade. Active participation in class discussions is critical to this class, and could make a difference in the final grade.

2. Presentations (20% of final grade)

Students will be expected to work in pairs to give one, or possibly two, 10-20 minute presentations related to the readings and topics of the week.

3. Short Papers and Final presentation (70% of final grade)

During the semester you will use a case study to develop a comprehensive analysis of of a public, private or community conservation area.

- Paper 1, which is the longest (6,000 words) will provide a "situation analysis" of the area including its geography, history, and key biodiversity attributes.
- Paper 2 is shorter and more analytical (3,000 words). You will analyse the park financially and economically, and comment critically on the differences between these analyses, and the implications for park sustainability and management. This will also usually requires an assessment of the governance of the park, with recommendation for policy reform to make the park sustainable.
- The <u>Final Presentation</u> will share the situation analysis and financial/economic analysis with your peer. Present you conclusions, recommendations, what you have learned

Papers will be properly referenced, and will demonstrate that you can contextualize your case study within the principles developed through classes and readings. Good papers will demonstrate that you have extended yourself beyond these readings, displayed critical thinking, and are able to structure and communicate your findings.

4. Peer review of Papers (5%)

To promote group learning, each student will be expected to peer-review three papers written by their colleagues, and to submit a semi-standardized review to both the writer of the paper and to the Professor. The template is appended to the syllabus.

Titles of Papers

The purpose of these papers is to take you through the process of fully assessing the historical, biological, economic and governance aspects of a protected area, analyzing drivers, and making recommendations for future management, investment and so on. These papers can be written it two ways. The first is as a typical scholarly review of a protected area. The second, is to write the papers in the format of a project document, including a situation analysis (history, biodiversity, finances and economics), problem analysis, theory of change and proposed interventions (i.e. a brief project description). This will be explained in class.

Paper 1: Situation analysis: Describe the park's geography, history and natural assets

Select a case study landscape of interest to you. This can be a national park, private protected area, community conserved area, or an area managed by multiple stakeholders where nature conservation is important. (park, community, problem of some sort). Undertake a situation analysis to describe your case study area including its history, purpose, geography, and contributions to biodiversity conservation. This will tend to be a slightly longer, descriptive paper.

Paper 2: Financial and economic analysis and park governance

Analyse the financial viability and economic impact of your case study protected areas. This paper is likely to be short, and you may struggle to find the appropriate data, but I want you to go through the process of conducting a financial and economic analysis as happens in the real world. Analyse the governance of the park, lines of authority, how the money flows (or does not), and interactions with stakeholders

Presentation 1 (Paper 3): Park governance and future management suggestions

This presentation should bring together the previous two papers. Leaning on the previous papers, identify the threats, barriers and opportunities to the sustainability, and provide advice on the way forward. This can be presented in a more academic format, somewhat like a review paper. You can also choose to present it in the format of project proposal, which I will provide guidance on in class (i.e. a situation analysis, problem analysis, and theory of change in the format of a results chain/log-frame). The final presentation will take 20 minutes (15-20 slides), describing the park, critically analyzing your financial and economic analysis, and proposing a way forward.

Weekly Schedule of Topics and Learning Objectives

Section Title and Methods	Learning objectives and readings
Week 1. Introduction and	Outlines the course
 Power point outlining course Participatory introduction exercises. 	 Clarify expectations of students, assignments, grading, etc. Introduce each other Set question for course: why are parks and wildlife, which are so valuable, being neglected or disappearing? Introduces a broad overview of why current policies for wild resources may be delivering the wrong outcomes, and offers a general hypothesis for a different approach.
Week 2 A brief history of human impact on the planet • Lecture • Discussion	 Reviews the impact of mankind on the planet, through huntergathering, farming, and industrialization. Proposes assessing rapidly changing relationships between humans and nature by describing the evolution of human technology, cognition, and institutions (rules). Hypothesizes that we are exceeding nature's boundaries in the 'ungoverned spaces' where we fail to fully pay for the resources we extract or the waste we dump. Introduces concepts of total economic value, ecosystem services, and economic and financial prices. Asks of forests or drylands can be conserved or rewilded by capturing the full economic value of natural systems in the pricing signals that farmers use to allocate land. Explains new economic institutions that include local ownership and global markets for wild species. Required readings: Child 2018 A brief history of human impact on the planet Ripple et al 2015. Collapse of the world's largest herbivores. American Association for the Advancement of Science, 12. Additional materials: SANCHEZ, P. A. 2015. En route to plentiful food production in Africa. Nature Plants, 1
Week 3 Ecological principles – the emergence of a science of nature and its management	Uses the history of ecological thought to introduce basic theories of ecology in the context of sustainable use, ending with the need to manage complexity: • The "balance of nature" and simple Clemenisan succession
• Student presentation of readings • Lecture	Trophic / energy levels – producers, consumers, competition, niches, diseases, predators, prey, etc.

Seminar/discussion	Limiting factors (forest ecology and savanna ecology)
Semmar, discussion	Maximum sustainable yield
	Disturbance and dis-equilibrium, non-linear complex
	systems
	Adaptive management
	Conservation biology
	New Conservation
	Required readings:
	Borgerhoff Mulder, M. and P. Coppolillo (2005). Conservation.
	Linking Ecology, Economics, and Culture. Princeton, Princeton
	University Press. Chapter 3,
	Walker, B., et al. (2004). "Resilience, Adaptability and
	transformability in Social-ecological Systems." Ecology and
	Society 9(2): 2-10.
	Wallington, t. J., et al. (2005). "Implications of Current Ecological
	Thinking for Biodiversity Conservation: a Review of the Salient
	Issues." Ecology and Society 10 (1): 1-15.
	Additional materials:
	Grumbine, E. R. (1997). "Reflections on "What is Ecosystem
	Management?"." Conservation Biology 11 (1): 41-47.
	MacKinnon, J., K. MacKinnon, et al. (1986). Managing Protected
	Areas in the Tropics. Gland, Switzerland, International Union
	for the Conservation of Nature and Natural Resources. (read
	chapter 3 "Basis for Selection of Sites for Protected Areas: 27-
	54)
	Holmes, G., C. Sandbrook, et al. (2017). "Understanding
	conservationists' perspectives on the new-conservation debate."
	Conservation Biology 31(2): 353-363.
Week 4	Describes the emerging and rapidly changing philosophy of
The history of parks	protected areas and state based conservation.
The history of parks	
	Assess 'fit' of this model given different priorities and
	capabilities of developing countries.
• Student presentation of readings	
LectureSeminar/discussion	Asks of protected areas are important as engines of economic
5 Sentinui/discussion	growth because they tap into new products – the tourism and
	bio-experience economy.
	Description described and the second
	Required readings:
	Grainger, J. and O. Llewellyn (undated). Sustainable use: lessons from a cultural tradition in Saudi Arabia.
	Phillips, A. (2007). A Short History of the International System of
	Protected Areas Management Categories. Andalusia, Spain, IUCN World Commission on Protected Areas Task Force:
	IUCN Protected Area Categories.
	Murphree, M., W. (2002). "Protected Areas and the Commons."

The Common Property Resource Digest 60(March 2002): 1-3.

Calef, W. (1980). "Book review. National Parks: The American Experience." <u>Annals of the Association of American</u> <u>Geographers</u> **70**(3): 425-426.

Shelhaus, J. (2001). "The USA national parks in international perspective: have we learned the wrong lesson?" Environmental Conservation **28**(4): 300-304.

UNEP-WCMC Protected Planet Report 2012. Tracking progress towards global targets for protected areas. Cambridge, UK, United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

Additional materials:

Runte, A. (1977). "The National Park Idea: Origins and Paradox of the American Experience." <u>Forest & Conservation History</u> **21**(2): 64-75

Pouliquen-Young, O. 1997 Evolution of the system of protected areas in Western Australia, Environmental Conservation 24 (2): 168-181.

Mittermeier, R.A., Do Fonesca, G.A.B., Rylands, A.B. and Brandon, K. 2005 A Brief History of Biodiversity Conservation in Brazil, Conservation Biology 19 (3): 601-607.

Week 5

Measuring the effectiveness of parks

- Student presentation on literature for measuring park performance
- Seminar on development planning
- Discussion of how to use these methods for parks

- Discuss the literature on the performance of parks, illustrating different methods of measuring performance (mainly biological performance).
- Compare this by development assistance projects of a logical framework for designing and tracking the performance of projects and operationalizing a theory of change (in juxtaposition to the 'casualness's of park performance management).
- Suggest clearer mechanisms for planning and measuring parks.

Note: Watson et al provide a good synopsis of the status of parks, Lawrence et al provide methods for assessing forest parks, and Bruner provides the first large scale analysis. The file labelled METT includes the key tool used by World Bank, Global Environmental Facility (GEF), etc. for tracking park performance and assessments of the tool.

Drucker, P. 1973 Management: Tasks, Responsibilities, Practices, p 58-73, 131-166

- Watson, J. E. M., N. Dudley, D. B. Segan and M. Hockings (2014). "The performance and potential of protected areas." <u>Nature</u> **515**(7525): 67-73.
- Laurance at al (2012). "Averting biodiversity collapse in tropical forest protected areas." Nature **489**: 290.
- Aaron G. Bruner, Raymond E. Gullison, Richard E. Rice and G. A. B. d. Fonseca (2001). "Effectiveness of Parks in Protecting Tropical Biodiversity." <u>Science</u>: 125-128.
- Geldmann, J., L. Coad, M. Barnes, I. D. Craigie, M. Hockings, K. Knights, F. Leverington, I. C. Cuadros, C. Zamora, S. Woodley and N. D. Burgess (2015). "Changes in protected area management effectiveness over time: A global analysis." Biological Conservation 191: 692-699.

Additional materials:

Cumming, D. 2004 Performance and Parks in a Century of Change, In: Child, B. (editor) Parks in transition. Biodiversity, Rural Development and the Bottom Line: 105-124.

Week 6

Institutional economics and the changing paradigms of public and private conservation

- Student presentation on readings
- Lecture
- Discussion

- Introduces the concept of institutional economics
- Describes four phases of conservation: pre-colonial, frontier economy, public, and sustainable governance approach (private and community)
- Using the economic history of the Western World as a backdrop, describes the importance of economics and political institutions for human prosperity, and suggests that these same rules apply to ungoverned wild species and spaces.

Required readings:

- NORTH, D. C. 1990. *Institutions, Institutional Change and Economic Performance*, Cambridge, Cambridge University Press. Chapter 1
- or Menard, C. and M. M. Shirley (2011). "The Contribution of Douglass North to New Institutional Economics."
- STROUP, R. & BADEN, J. 1983. *Natural Resource Economics. Bureaucratic myths and environmental management,*Cambridge, Massachusetts, Ballinger Publishing Company.

 Chapter 1-3

Child 2018 Institutions and ungoverned spaces, Chapter 4 Child, 2018 Institutional history of wildlife, chapter 7

Additional readings:

NORTH, D. C. 2005. *Understanding the Process of Economic Change*, Princeton, New Jersey, Princetone University Press. ACEMOGLU, D. & ROBINSON, J. 2012. *Why Nations Fail: The*

Origins of Power, Prosperity, and Poverty, Crown Business. Child B 2018: The emergence of Humans, governance and rules, Chapter 2 MENARD, C. & SHIRLEY, M. M. 2011. The Contribution of Douglass North to New Institutional Economics. halshs-00624297. **Week 7-8** Describes the largely undocumented emergence of private conservation areas using the southern African case study **Private conservation, simple** Introduces methods for assessing if wildlife is viable or has an economic tools, and the economic comparative advantage sustainable governance approach Introduces an alternative paradigm to public conservation, the sustainable governance approach, and its four elements: Student presentation of proprietorship, price, subsidiarity, and collaborative adaptive what literature has to say management. about private conservation Film about private **Required readings:** conservation Film. Save Valley Conservancy, 2002. Directed by TAYLOR, S. Zimbabwe Lecture and seminar Child, B. (2015). "Wildlife policy in southern Africa: Why not crop the game?" WRSA Rhino Supplement: 21-24. Child, B. 2018 Changing the game. Chapter 8. Martin, G. 2012. Game Changer. Animal Rights and the Fate of Africa's Wildlife, University of California Press. Chapter 1-3 Benedikt Hora, C. Marchant and A. Borsdorf (2018). "Private Protected Areas in Latin America: Between conservation, sustainability goals and economic interests. A review. Management & Policy Issue 10(1). Krug, W. (2001). Private Supply of Protected Land in Southern Africa: A Review of Markets, Approaches, Barriers and Issues. World Bank / OECD International Workshop on Market Creation for Biodiversity Products and Services, Paris, Centre for Social and Economic Research on the Global Environment (CSERGE), University College London. Child, B 2018 The Sustainable Governance Approach, Chapter 10 Additional readings: Sue Stolton, K. H. Redford and Nigel Dudley (2014). The Future of Privately Protected Areas. Protected Area Technical Report Series No.1, IUCN WCPA with the CBD and UNEP-WCMC. The Economist 2010 Game conservation in Africa Horns, claws and the bottom line

Parks, Volume 15 (2) – a set of articles on private conservation

Development. Evolving Concepts of Natural Resource

Martin, R. 2009a. From Sustainable Use to Sustainable

	Management. IUCN - Southern African Sustainable Use Specialist Group. Child B 2018 Assessing the economics of wildlife, chapter 9 Child, B., J. Musengezi, G. Parent and G. Child (2012). "The economics and institutional economics of wildlife on private land in Africa." Pastoralism Journal 2(18). Child, G. 1995. Wildlife and People: the Zimbabwean Success. How the Conflict between Animals and People became Progress for Both, Harare, Wisdom Foundation. Chapter 3, p 49-80 SASUSG 1996. Sustainable use issues and principles. Southern Africa Sustainable Use Specialist Group, IUCN Species Survival Commission. Suich, H. & Child, B. (eds.) 2009. Evolution & Innovation in Wildlife Conservation. Parks and Game Ranches to Transfrontier Conservation Areas, London: Earthscan. Riney, T. 1967. Conservation and Management of African Wildlife,
Week 9: Price and Proprietorship – introducing the principles	Rome, FAO. • A brief introduction to classical economics and its failures (Beinhocker), and how these principle apply to protected areas, private and community conservation, including wildlife trade.
 Seminar and lecture about economics Seminar and lecture about common property theory 	 Introduce students to economic principles including creation of wealth, exchange/trade, market failure and the difference between financial and economic analysis, multiple values and ecosystem services Introduce common property theory, and debate if wildlife (or
	forests, etc.) is a public good or not
	Required readings
	Beinhocker, E. D. (2006). <u>The origin of wealth. Evolution</u> , <u>complexity and the radical remaking of economics</u> . Boston, Harvard Business School Press. Chapter 2, 3
	Ostrom, E. and C. Hess (2007). Private and common property rights. Workshop in Political Theory and Policy Analysis,. Bloomington, Indiana University. Child B 2018 Price, markets and exchange, Chapter 6
	Additional readings: Krutilla, J. V. (1967). "Conservation Reconsidered." The American Economic Review 57(4): 777-786. de Soto, Hernando The Mystery of Capital, 21st Annual Morgenthau Memorial Lecture on Ethics and Foreign Policy
Week 10	Describe methods developed by myself for the Global Development Facility for Estimating the socio economic impacts of protected

Assessing the socio-economic performance of parks

- Presentation on methods for evaluating socioeconomic impact of parks
- Linked to student's assignment to apply these methods to their case studies

Brief students on what they need to do for the following weeks on community conservation

area, including:

- Estimating total economic value and economic multipliers
- Social Assessment of Protected Areas
- Livelihood Surveys

Required readings:

- Stynes, D. 2005. Economic significance of recreational uses of National Parks and other public lands. *Social Science Research Review*, 5, 36.
- Child et al 2018 Assessing the Socio-Economic Impacts of GEF-Supported Terrestrial Protected
- Chidakel and Child (in review) Economics of South Luangwa National Park
- Chidakel and Child (2019) Policy brief on the economics of South Luangwa National Park

Methods and manuals:

- Stynes, D., D. Propst, W. Chang and Y. Sun (2000). Estimating national protected area visitor spending and economic impacts; the MGM2 Model, Michigan State University.
- Souza, T., A. Chidakel, et al. (in review). Tourism Economic Model for Protected Areas, TEMPA. Estimating the Economic Impact of Visitor Spending In Developing Country Protected Areas, Scientific and Technical Advisory Panel, Global Environmental Facility, Washington, D.C.
- Franks, P. and R. Small (2016). Social Assessment for Protected Areas (SAPA). Methodology Manual for SAPA Facilitators. London, IIED.

Additional readings:

- Reed, T. 1999 The Function And Structure Of Protected Area Authorities Considerations for Financial and Organizational Management, Summer Internship Program World Bank 1999.
- Jansen, Bond, Child, B. 1992. Cattle, wildlife, both or neither? A survey of commercial ranches in the semi-arid regions of Zimbabwe. Harare: WWF Multispecies Animal Production Project.
- Emerton, L. 1999. The Nature of Benefits and the Benefits of Nature: Why Wildlife Conservation Has Not Economically Benefitted Communities in Africa. *Community Conservation Research in Africa: Principles and Comparative Practice.*Manchester: Institute for Development Policy and Management, University of Manchester.

Week 11

The emergence of community

• Use case studies to illustrate the emergence of CBNRM in southern Africa

conservation	Describe CBNRM principles as developed in this region
Lectures on CAMPFIRE, Luangwa Films on Mahenye community film Brief student pairs to find examples of community conservation globally, and literature on underlying principles Week 12 Examples of CBNRM principles and practice globally Seminar based around student presentations on CBNRM case studies and principles	Required readings: Child, B 2018 Chapters 11-12 on CAMPFIRE and Luangwa and Chapter 14 on principles • Student led comparative analysis of community conservation Recommended readings Murphree, M., W. (2004) Communal approaches to natural resource management in Africa: from whence to where? In: Breslauer Symposium on Natural resource Issues in Africa, University of California, Berkeley. Grazia Borrini-Feyerabend, Nigel Dudley, et al. (2013). Governance of Protected Areas. From understanding to action. Gland, Switzerland, IUCN. Gruber, J. S. (2010). "Key Principles of Community-Based Natural Resource Management: A Synthesis and Interpretation of Identified Effective Approaches for Managing the Commons." Environmental Management 45(1): 52-66. Reid, H. (2016). "Ecosystem- and community-based adaptation: learning from community-based natural resource management." Climate and Development 8(1): 4-9.
Week 13 Implementing CBNRM in practice • Powerpoint and seminar on how to operationalize CBNRM principles	Having learned that there is a big gap between theory and operationalization of this theory, describe process of implementing CBNRM in practice Readings Child B (2019) Chapters 15 and 16 (manuals of implementation)
CBNRM principles Week 14+ Final presentations	20 minute presentations on cases studies on protected area management, covering situation analysis, financial and economic viability, governance and community

Policies and Links:

Policy on Late Papers

Papers not handed in on time will not be marked without prior agreement with me. In the case of unexpected events, I expect the student to contact me within 24 hours to explain their reasons.

Attendance/Participation:

Attendance is mandatory for all students, and is the easiest way to do well in this class. To encourage uninterrupted participation in class, it is expected that cell phone and pagers be SILENCED prior to entering the classroom.

Absences may be excused if they are documentable. For expected absences, students must provide at least two business days advance notice of the absence. Acceptable reasons for absences include but are not limited to personal or family illness or emergency, religious holidays, official university events, etc. Oversleeping, missing the bus, etc., are not excusable excuses. Students may be required to provide written documentation in order to receive an excused absence. For more details on UF attendance policy, please refer to: https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/

If absence is excused, students are responsible for material missed during any class session (lab or lecture). S/he should obtain notes from a peer for the material covered in class. If the absence is unexcused, assignments not turned in at the assigned time will be considered late and a penalty applied.

Policy on make-up work:

Students are allowed to make up assignments and exams ONLY as the results of official university events, religious holidays, illness, or other unanticipated circumstances warranting a medical excuse and resulting in the student missing a homework or exam. Documentation from a health care provider is required. Assignments and exams missed for any other reason will receive a grade of zero.

UF's honesty policy:

UF students are bound by The Honor Pledge, which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code

(http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor of TAs in this class.

Cheating and Plagiarism

All students should observe the University of Florida's standards of academic honesty. Progress in the social sciences is predicated on the principle of open access to theories and results produced by other scholars. We staunchly seek to guard our peers' intellectual property because that is the only way we can make sure that science as we know it survives. You are expected to participate fully in our efforts. In the event that a student is found cheating or plagiarizing, the student will automatically fail the course and will be reported to Student Judicial Affairs.

Acts of Cheating and Plagiarism include:

- Turning in a paper or any other assignment that was written by someone else (i.e. another student, a research service, a scholar, downloaded off the internet).
- Copying, verbatim, a sentence or a paragraph of text from the work of another author without properly acknowledging the source through a commonly accepted citation style and using quotation marks.
- Paraphrasing (i.e. restating in your own words) text written by another author without citing that author.
- Using a unique idea or concept, which you discovered in a specific reading without citing the author.

Accommodations for Students with Disabilities:

Students requiring accommodations must first register with the Dean of Students' Office. The Dean of Students' Office will provide documentation to the student, who must then provide this documentation to the faculty member when requesting accommodation. If students experience personal, academic, and social issues, please consider either of the following assistances:

University Counseling Services (P301 Peabody Hall – 392-1575)

http://www.counsel.ufl.edu/base.asp?include=counselingServices.inc

Student Mental Health Services in the Student Health Care Center (Room 245, Infirmary Bldg. – 392-1171)

http://www.health.ufl.edu/shcc

Instructor Evaluation Policy:

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu.

Peer Review Sheet

Date:	Number of Paper:
Name of reviewer:	
Paper Structure and Content Description: The subject was introduced well:	
Beginning: The subject was introduced well: Middle: The paper showed a good general understanding of the topic: End: The topic was drawn to a conclusion with clarity:	88 8 9 0 00 88 8 9 0 00 88 8 9 0
For Excellent: Knowledge was extended beyond the basics:	<u> </u>
Basics:	
Proper referencing	<u> 88 8 9 0 00</u>
Spelling and Grammar	<u> 88 8 9 0 00</u>
Use of subtitles to organize text	<u> </u>
What was the best thing about this paper?:	
What key improvements would you suggest?:	

Out of ten, I would give this paper:

Horrible → 1 2 3 4 5 6 7 8 9 10 ← Perfect