



## Individual Assignment Submission Guidelines and Details

Completion of an individual assignment is the last step in the U.S. Airport Professional (USAP) Program for you to be awarded the U.S. Airport Professional (USAP) designation. The purpose of the individual assignment is to demonstrate and apply the knowledge from the USAP Program to highlight opportunities where improvements could be made at your respective organization.

### Background and Objective

Developing an adaptive strategy for the management and delivery of airport operational and business services has become increasingly complex. Both internal and external factors influence the opportunities and constraints that govern the provision of these services, affecting the challenges faces by individual airports. Some obvious factors include the mix of airlines, percentage of domestic versus international air service, passenger demographics, and competition from other airports.

Meeting these challenges requires airports to continually reinvent their operations and management strategy and explore avenues to improve the travel experience. Airports are committed to providing world-class customer service, and airport industry professionals play an important role in meeting passengers' needs and expectations. It is increasingly understood that a customer-centric, creative approach to operational and financial management is critical for success.

Your assignment should be a concise management paper that can theoretically be presented to your department colleagues, executive management, or Board. The paper can focus on past, current, or future projects in which you have been involved. The individual assignment should be between 3,000 - 4,000 words.

The paper should provide an insightful analysis with a proposal that demonstrates the organizational change/improvements that should focus on one of the four topics:

1. Improve passenger experience
2. Increase operational efficiency
3. Increase non-aeronautical revenue
4. Cost reduction

## Recommended Outline

1. Cover Page (title of paper, your name, organization, date, and word count)
2. Contents Page
3. Executive Summary
4. Problem Statement/Background
5. Solution(s)
6. Challenges
7. Conclusion
8. References & Appendices

## Submission Guidelines

Only one paper will be accepted for each student. The paper must be written in English and should be between 3,000 - 4,000 words, excluding cover page, contents page, references, and appendices. A minimum of 12 pt. standard font (Arial or Calibri) should be used and must be submitted as a PDF document.

## Submission Details

The paper must be emailed to [training@airportscouncil.org](mailto:training@airportscouncil.org). An email will be sent within 48 hours to confirm receipt of the paper.

## Evaluation Criteria

An airport professional industry peer will review all individual assignments and ACI-NA will assign a reviewer based on the paper topic area. The paper will be evaluated on effectiveness and relevance, with a simple pass/fail mark given. Students will then have the option of scheduling a conference call with the reviewer. The purpose of the call is to discuss the paper and also establish a professional relationship with the industry peer.