



THE UNIVERSITY *of*  
NEW ORLEANS

Master of Arts: Arts Administration

Student Handbook

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**Contributors:**

Laura Baker

Juleah Buttermore

Sarah Hitchcock-Langley

Nick Huster

Sarah Stevens

Caty Steward

Rachel Swan

Nemesis Zambrano

[www.uno.edu/artsadmin](http://www.uno.edu/artsadmin)

# Disclaimer

This document is was created by the Arts Administration Graduate Assistants, and reviewed by the Program faculty, to help students navigate their way through the process of obtaining a Master's degree in the Arts Administration program. This data is not meant for any other program's use, nor has the document been reviewed or publicly published by the University of New Orleans, the Graduate School or the College of Liberal Arts.

The Arts Administration office has made every effort to ensure the accuracy of the information in this document. However, due to the possibility of policy and regulation changes that may have occurred since the creation or modification of this document, we cannot guarantee the accuracy of the information in the Arts Administration Student Handbook.

Additionally, except where specifically noted, nothing in this document replaces or overrides conflicting information within the Graduate Student Handbook produced by the University of New Orleans. We strongly encourage every student to read and familiarize themselves with that document as well.

Contact the Arts Administration office at [artsadm@uno.edu](mailto:artsadm@uno.edu) or (504) 280-7134 to verify the current accuracy of the information provided herein.

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# Document Navigation

## To navigate this digital document:

- Google Chrome is the recommended browser for viewing this Handbook. Other browsers might alter the formatting of the document.
- Clicking [blue text](#) will cause a link to appear. In the [Table of Contents](#), clicking the blue text of the title of a section will lead directly to that section. Blue text can also signify a link outside of the document, either to a webpage or to a document from another web page.
- Ctrl + F will bring up the “Find” command. Use this search box to look for specific phrases in the document. Once the first is found, the reader can then scroll through all instances of that text in the document.
- To help quickly find more information about paperwork and documents, forms that may be needed will be identified in [pink text](#) and will be live links whenever possible.

# Introduction & Welcome

Welcome to the University of New Orleans Masters of Arts Administration Student Handbook! This document is meant to serve as a Handbook to provide information for students in the Program.

Noting that the Handbook is updated from time to time, while it is perfectly acceptable to print out a copy, bookmarking this Google Doc is recommended so the latest, most accurate information is available. The link will open the latest iteration with any changes that have been made. Should any significant changes be made, students will also be notified by email.

Click [here](#) to learn how to navigate the digital document:

Please note that this document is intended only for graduate students in the Arts Administration Program at UNO, and as such will address information that has been gathered and organized specifically for students in the Program. Basic information on a vast number of less specific topics, such as University ID's, Webstar/Moodle/Email login instructions, GPA calculation, etc. can be found in the UNO Graduate Student Handbook, published each year and posted on the Graduate School website.

- To print this document, the URL for the Graduate Student Handbook is:  
<http://www.uno.edu/grad/Forms.aspx#hbook>

Students are encouraged to contact the Arts Administration (AADM) Program office or visit the UNO Arts Administration website at [www.uno.edu/artsadmin](http://www.uno.edu/artsadmin) for any questions not addressed by this document.

## Upon Being Accepted!

**In addition to pursuing this Handbook, incoming students are encouraged to utilize UNO's website to understand various components of student life at UNO, including how to register, pay fees, etc.**

<http://www.uno.edu/accepted-students/index.aspx>

## Basic Program Information:

- Graduate Studies within the Arts Administration Program at the University of New Orleans
- A.k.a. AADM
- A.k.a. GAADM - *This title is used in a number of different places throughout University paperwork and databases. For the purposes of document, the program will simply be referred to as "AADM".*
- Program graduates receive a **Master of Arts in Arts Administration** degree upon completion.
- The Program is a *Non-Thesis* Master's Program, which means that the curriculum involves more classwork relative to research than a Thesis Program.

### AADM Staff:

#### HARMON GREENBLATT

Program Director and Graduate Coordinator

Office: 200 Milneburg Hall

Phone: (504) 280-6206

Email: [hgreenbl@uno.edu](mailto:hgreenbl@uno.edu)

#### ANTHONY "TONY" MICOCCI

Program Assistant Director

Office: 201 Milneburg Hall

Phone: (504) 280-6264

Email: [amicocci@uno.edu](mailto:amicocci@uno.edu)

#### GRADUATE ASSISTANTS

Office: 203 Milneburg Hall

Phone: (504) 280-7134

Email: [artsadm@uno.edu](mailto:artsadm@uno.edu)

# Useful Resources (See Campus Map on the next page for building locations)

## The University of New Orleans

Lakeside Campus  
Mailing address: 2000 Lakeshore Drive  
New Orleans, LA 70148  
Phone: (888) 514-4275  
Website: <http://www.uno.edu/>

## Arts Administration Program Office

Location: 203 Milneburg Hall  
On Map: Building 23  
Phone: (504) 280-7134  
Email: [artsadm@uno.edu](mailto:artsadm@uno.edu)  
Website: [www.uno.edu/artsadmin](http://www.uno.edu/artsadmin)

## The Graduate School

Location: Administration Building – Room 205  
On Map: Building 1  
Phone: (504) 280-6237  
Email: [gradschool@uno.edu](mailto:gradschool@uno.edu)  
Website: <http://grad.uno.edu>

## Registrar's Office

Location: Administration Building – Room 112  
On Map: Building 1  
Phone: (504) 280-6216  
Email: [registrar@uno.edu](mailto:registrar@uno.edu)  
Website: <http://www.uno.edu/registrar>

## Bursar's Office (Financial Aid/Fee Bill)

Location: Privateer Enrollment Center in the  
Earl K. Long Library  
On Map: Building 11  
Phone: (504)280-6489  
Email: [bursarinfo@uno.edu](mailto:bursarinfo@uno.edu)  
Website: <http://www.uno.edu/bursar/index.aspx>

## UNO Help Desk

Location: Computer Center – Room 101A  
On Map: Building 10  
Phone: (504) 280-HELP (4357)  
Email: [helpdesk@uno.edu](mailto:helpdesk@uno.edu)  
Website: <http://ucc.uno.edu/UCCHome/UCCHelpDesk>

## UNO Campus Police

Location: Computer Center – Room 234  
On Map: Building 10  
Parking and Traffic Phone: (504) 280-6047  
UNOPD Phone: (504) 280-6371  
Emergency Contact: (504) 280-6666  
Email: [unopd@uno.edu](mailto:unopd@uno.edu)  
Website: <http://www.uno.edu/upd/index.aspx>

## UNO Student Health Center

Location: University Center – Room 238  
On Map: Building 34  
Phone: (504) 280-6387  
Website: <http://studenthealth.uno.edu>

## Moodle

Supplemental course materials and syllabi will be available on Moodle. UNO usernames will allow access. Follow the “support” link if problems occur.  
Login: <https://uno.mrooms3.net/login/index.php>  
Support: <http://www.uno.edu/moodle/index.aspx>

## View Arts Administration Courses Online

Class meetings of some Arts Administration classes are recorded and can be found at:  
<http://media.uno.edu/>  
Choose “UNO Community Media Site” and log in with UNO username and password, then search for the desired video.

**Communication:** In routine emails from the AADM Program office, students will receive notice of arts administration-related job & internship opportunities, social activities and calls for volunteering that come to the attention of the AADM Program office. as well as Program-related administrative announcements.





# Going Through the Program

Every student in the Arts Administration Program has a unique experience, and completes program requirements at his/her own pace. The information below is intended to give the student an idea of what s/he can expect during his/her tenure. A student can choose not to enroll in classes ONE semester. If two semesters in a row are skipped, reapplication to the University will be required.

## Core Curriculum Requirements

A total of 45 credit hours are required to graduate, comprised of:

13 courses X 3 credit hours each =	39 credit hours
1 internship + report X 6 credit hours =	6 credit hours
<b>TOTAL =</b>	<b>45 credit hours</b>

Of the 13 courses, 11 are predetermined required courses, and two are electives the choices of which need to be approved by the student's Advisor.

Graduate students are considered by UNO to be enrolled full time with 9 credit hours (3 courses). Typical "full time" enrollment involves 12 credit hours (4 courses) in each of the Fall and Spring semesters.

The Program does not offer any courses in the summer and no summer courses are required. However, it is possible to take electives, do a Practicum, and/or intern over the summer.

The Internship may begin at any time after, a) Comprehensive Exams have been taken and passed in the areas of marketing, development and law, b) an internship agreement has been executed with a host institution, and c) an internship review committee has been formed. The internship requires 480 hours of documented work, the completion time of which is dependent on how many hours per week are performed. While the internship is generally at or near the end of one's time in the Program, it is not necessary for all courses to have been completed before the internship may begin. Likewise the internship need not be in New Orleans.

Following completion of the internship, the student will write an extensive paper that is both a report on the internship and a professional analysis of the host institution with reference to best practices in the field. Please see the [Internship](#) section for more information.

## Curriculum Detail

Students in the Arts Administration Master's program receive their degrees, on average, five semesters (2 ½ years) after beginning the Program. On the following page is a sample degree plan illustrating the course load of an average student beginning in a fall semester. Students entering in a spring semester will follow a somewhat different sequence.

**Please note:** This is not an exact timeline to which all students must adhere, but an illustration of typical progression through the Program.

## Curriculum Example Degree Plan

(Each course is offered only once in an academic year. Courses may switch between Fall and Spring and the schedule below may change; check current course offering schedule and discuss Plan with Advisor.)

Courses identified as Core (\*) cover the three subjects in which Comprehensive Exams will be taken.

Semester	Semester #	Enrollment
Fall #1	1	<ul style="list-style-type: none"> <li>• Core AADM Course – 3 hrs*</li> <li>• Core AADM Course – 3 hrs*</li> <li>• Other Required AADM Course – 3 hrs</li> <li>• Other Required AADM Course – 3 hrs</li> </ul> <p>Example:</p> <ul style="list-style-type: none"> <li>• AADM 6502 – Law*</li> <li>• AADM 6503 – Marketing*</li> <li>• AADM 6246 – Technology</li> <li>• AADM 6601 – Writing &amp; Presentation</li> </ul> <p style="text-align: right;">Total: 12 hours</p>
Spring #1	2	<ul style="list-style-type: none"> <li>• Core AADM Course – 3 hrs*</li> <li>• Other Required AADM Course – 3 hrs</li> <li>• Other Required AADM Course – 3 hrs</li> <li>• Other Required AADM Course – 3 hrs</li> </ul> <p>Example:</p> <ul style="list-style-type: none"> <li>• AADM 6501 – Development*</li> <li>• AADM 5223 – Nonprofit Finance</li> <li>• AADM 6504 – Theatre</li> <li>• AADM 6506 – Music</li> </ul> <p style="text-align: right;">Total: 12 hours</p>
Fall #2	3	<ul style="list-style-type: none"> <li>• Other Required AADM Course – 3 hrs</li> <li>• Other Required AADM Course – 3 hrs</li> <li>• Elective #1 – 3 hrs</li> <li>• Elective #2 – 3 hrs</li> </ul> <p>Example (required courses):</p> <ul style="list-style-type: none"> <li>• AADM 6603 – Art, Artists &amp; Administrators</li> <li>• AADM 6505 – Visual Arts</li> <li>• AADM 6607 – Public Arts Policy</li> <li>• AADM 6900 -- Practicum</li> </ul> <p><i>Internship lined up by end of semester and defense committee confirmed. Begin internship hours whenever possible.</i></p> <p style="text-align: right;">Total: 12 hours</p>
Spring #2	4	<ul style="list-style-type: none"> <li>• Other Required AADM Course – 3 hrs</li> <li>• AADM 6990 Internship – 6 hrs</li> </ul> <p>Example (required course):</p> <ul style="list-style-type: none"> <li>• AADM 6605 – Seminar</li> </ul> <p style="text-align: right;">Total: 9 hours</p>
Summer or Fall #3	5	<ul style="list-style-type: none"> <li>• AADM 7040 (Thesis Only)</li> </ul> <p><i>Finish last of internship hours (if necessary) Write and defend internship academic report. Graduate!</i></p> <p style="text-align: right;">Total: 0 hours (Note that 7040 does not earn academic credit)</p>

**End total of 45 hours of graduate-level credit**

## Course scheduling as of 12/15

**EACH STUDENT MUST MAINTAIN A 3.0 AVERAGE GPA FOR ALL GRADUATE COURSES TAKEN**

### A. Core Arts Administration Courses (9 hours)

Course # and Name	Credits	Offered
AADM 6501 Development for Arts Orgs.	3	Spring
AADM 6502 Arts Law	3	Fall
AADM 6503 Marketing the Arts	3	Fall

[Comprehensive exams](#) may be taken in the semester in which a student is completing the last of these three courses. Comps must be passed before the student can register for Internship (AADM 6990).

### B. Required Arts Administration Courses (24 hours)

Course # and Name	Credits	Offered
AADM 5223 Not-for-Profit Finance	3	Spring
AADM 6246 Arts Technology*	3	Fall
AADM 6504 Theatre Overview*	3	Spring
AADM 6505 Visual Arts Overview	3	Fall
AADM 6506 Music Overview	3	Spring
AADM 6601 Writing & Presentation	3	Fall
AADM 6603 Art, Artists, and Administrators	3	Fall
AADM 6605 Seminar in Arts Administration	3	Spring

\*AADM 6246 (Tech) is a prerequisite for AADM 6504 (Theatre Overview)

### C. Graduate Electives (6 hours)

Two courses graduate-level electives, for a total of 6 credit hours, must be taken as part of the Program. There are several options to be considered. All electives must be graduate level courses or carry graduate level designations (5000 or above).

- **AADM Graduate Elective Offerings**

AADM offers two electives in subject areas of significance in the field.

Course # and Name	Credits	Offered
AADM 6607 Public Arts Policy and Advocacy	3	Fall
AADM 6609 Arts and Community	3	Spring

## C. Graduate Electives - Continued

- **Graduate Courses at UNO outside of AADM**

Courses taken by AADM students elsewhere within UNO are usually either in the arts (Theater, Music, Visual Arts or Film), or in the College of Business, but these are not the only options. UNO's School of Hotel, Restaurant and Tourism Administration (HRT) is expanding and offers customer service courses that are relevant to arts management. The student is encouraged to search the UNO catalogue and discuss ideas with his/her advisor.

- **Museum Studies Courses through Cross-Enrollment at SUNO**

Read more about courses offered by the Masters of Museum Studies Program at the Southern University of New Orleans (East along the lakefront from the UNO campus) in which UNO students can cross-enroll [below](#).

- **Practicum**

With permission from one's Advisor and completion of the appropriate paperwork, AADM 6900 ([Practicum](#)) can serve as one or both of the two graduate electives. This is a "mini internship" involving 240 documented hours of work in the field. Practicum awards 3 credit hours. Read more about practicums [below](#).

- **Independent Study**

A student may propose a project for AADM 6090 ([Independent Study](#)). Independent Study requires approval of the student's Advisor and of the Program Director, and awards 3 credit hours. Independent Study projects typically involve work in the field, are research-oriented, and culminate in a cohesive report.

<p><b>Course fees.</b> Some courses require modest fees to cover class-related costs. Students will be notified at the time of class registration.</p>
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## D. Internship (6 hours) - AADM 6990

The final phase of the AADM Program is the [Internship](#). The internship is the basis for a student's final Internship Academic Report (a.k.a. Master's Examination Report), in which a student is expected to put to use the knowledge accumulated in the AADM Program.

### Where will it be?

That is completely up to each student! The internship can be with any arts/cultural organization anywhere in the world that agrees to host and to abide by the Program's conditions, and is approved by the Program Director and the student's advisor. The internship can be paid, unpaid, with a nonprofit or for profit organization, etc. Some host organizations have formal application processes and others are less formal. Internship opportunities can be very competitive. Students are advised to identify several possible hosts and apply to all. The Program faculty can be helpful in identifying potential hosts that match student's interests.

### What are the prerequisites for internship enrollment?

It is required that the student:

- Attend an Internship Seminar or have a one-on-one meeting with a GA.
- Have completed and passed all sections of the Comprehensive Exam.
- Have advisor approval.
- Have a signed agreement with the internship host organization (this includes the host's **Offer Letter** to the student).
- Turn in an **Internship Agreement** with the supervisor's signature that includes a Job Description outlining the area(s) and duties expected of the student.
- Turn in an **Internship Proposal**, starting with a **Letter of Transmittal** and an **Internship Proposal Cover Letter**.
- Turn in a **Committee Agreement Form**.

NOTE: If a student is talking with a potential first time internship host, the student's advisor should be notified early, and the Program has materials available to help introduce the organization to the procedures and what is expected from an academic standpoint. Conversely, many New Orleans organizations have long histories of successfully hosting UNO AADM student internships and are already familiar with the Program's academic goals and procedures.

### What will be required?

- 480 hours of work with the organization. This is equivalent to 12 weeks of full-time employment, but can be completed over any reasonable span of time.
  - A student may begin the internship hours once the above prerequisites have been met. The hours do not necessarily have to be completed within the span of the semester in which the student is enrolled in the Internship course.
- Duties reasonably requested by the host organization. The internship is intended to train the student for the profession, and "paying one's dues" with mundane tasks are often included, though not intended to be the only work done. If unskilled tasks become the bulk of the internship, contact the AADM Program office.
- See the [Internship](#) section for more detailed information on internship requirements.

## Payment

- While relatively uncommon, it is permissible for students to receive stipends for their work as interns, though is not required. This may include the first 480 hours of salaried employment at an institution, as long as all prerequisites of the internship are met.
- The Program is not involved in financial negotiations between students and hosts.

## E. Report writing and defense only (noncredit course) - AADM 7040

AADM 7040 is a course students may enroll in at the end of their work in the Program as a placeholder to allow completion of internships and reports, and to graduate, noting that **the University requires students to be officially enrolled in the semester in which s/he graduates**. This includes the summer, if the student is defending in June or July and graduating in the summer cycle.

If a student is enrolled in any course in her/his final semester other than 7040, s/he need not also enroll in 7040. A student is able to graduate without enrollment in 7040 as long as s/he is enrolled in any other graduate course at the University of New Orleans during the semester in which s/he graduates.

**7040 is a non-credit course**, and as such there will be no hours of graduate credit awarded for completing the course. This also means that there will be no letter grade given for the course. Permission from the AADM Program office is needed for enrollment in AADM 7040.

**A student can only enroll in AADM 7040 one time.** Very special circumstances sometimes cause students enrolled in 7040 to be unable to graduate that semester. If that happens, and the student has been in active communication with the department, a process can be begun to appeal for a second enrollment in 7040. This is a risk and no student is assured they will be able to enroll in 7040 more than once.

**A student need not have been a matriculated student the previous semester in order to enroll in 7040.** For example, a student can take AADM 6990 (Internship) and other final courses in a spring semester, finish the internship over the summer without being enrolled, and complete and defend the report and officially graduate in the Fall of that year while enrolled in 7040. In other words, it is acceptable from UNO's perspective to have semesters of non-enrollment while finishing internship hours if needed (though this may negatively impact scholarship and/or visa requirements for some).

## Arts Administration Course Descriptions

### **PADM 5223 Finance for Non Profit Organizations (3 credit hours)**

A summary of financial and accounting tools needed to build and diversify resources for nonprofit organizations and to manage their fiscal affairs.

### **AADM 6246 Arts Technology (3 credit hours)**

Introduces the student to computer uses for arts managers including data processing, marketing, fundraising, survey techniques and publishing. Concepts will be discussed as well as examples of industry-standard software.

### **AADM 6501 Development for Arts Organizations (3 credit hours)**

A study of development and fund raising strategies and techniques for nonprofit arts organizations. Topics include financial management and planning; federal, state, and local grants; foundation grants; corporate support; annual fund drives and special events; capital campaigns and deferred giving. Special problems and opportunities in development are explored through case studies and projects with local arts organizations.

### **AADM 6502 Arts Law (3 credit hours)**

The study of several areas of law and business as they apply to the administration of the artistic institution. The subjects covered include government regulations, contracts, taxes, and insurance. This seminar is designed to examine the management of art galleries, theaters, and concert halls with an application of these legal and business considerations. Limited internship or observation opportunity in an arts organization.

### **AADM 6503 Marketing the Arts (3 credit hours)**

Application of marketing techniques to nonprofit and commercial arts organizations and products. Topics include special principles in marketing the arts, the marketing audit and marketing plan, market research and target marketing, direct mail and telemarketing, and applications to both visual and performing arts organizations. Special problems in marketing are explored through case studies and projects with local arts organizations.

### **AADM 6504 Overview to the Field of Theatre Arts (3 credit hours)**

Survey of the business of theater with emphasis on types of theater organizations, responsibilities of the producer, structure and duties within the organization, and problems associated with the management of a theater.



### **AADM 6505 Visual Arts for Arts Administrators (3 credit hours)**

This introduction to the visual arts will include the terminology and criteria for aesthetic evaluation, the materials and processes of painting, sculpture, graphic arts, and architecture, an historical survey, and consideration of management principles and practices appropriate to the visual arts. Lectures will be supplemented by visits to local galleries and museums. Intended as a distributive component in the M.A. administration program, this course may not be taken for graduate credit toward the M.F.A. in Fine Arts.

### **AADM 6506 A Music Overview for Arts Administrators (3 credit hours)**

A survey of the music business with emphasis on the many aspects of the recording industry, live performing arts and the local music scene.

### **AADM 6601 Writing and Presentation for Arts Administrators (3 credit hours)**

A study of the language and distinctive message designs for writing and public presentation responsibilities of arts administrators. Topics include grant writing, promotional literature copy, press releases, contract basics, business and project plans and proposals, annual reports, mission and strategy statements, public speaking, presentations to boards and senior staff and sales pitches, and will involve use of technologies such as PowerPoint and Prezi.

### **AADM 6603 Art, Artists, and Administrators (3 credit hours)**

Exploration of the artistic creative process and mindset of artists in both visual and performing arts disciplines, the artist's physical and psychic needs both in creating art and performing for the public, and the dynamics of interaction between artists and arts administrators.

### **AADM 6605 Seminar in Arts Administration (3 credit hours)**

This course uses the seminar approach to explore both essential topics and current challenges facing arts managers. The student has the opportunity to deepen, expand and demonstrate mastery in specific areas of arts management that have not been thoroughly covered in previous courses. The course will center on presentations by visiting content experts, discussion and case studies, with students expected to provide solutions to real life problems. Topics will include human resources, volunteer management, project management theory and practice, turning around a failing institution, the increasing importance of research and Big Data in national cultural funding and infrastructure, employment preparedness, and others.

**\*AADM 6607 Public Arts Policy (Elective) (3 credit hours)**

This course examines cultural policy and advocacy in the United States, including cultural involvement in foreign policy and foreign nation comparisons, from 1913 when income tax was first implemented in the U.S. to the present day. Students will study the development of cultural policy institutions and processes, as well as the influence of culture on urban planning, with a strong emphasis on understanding the context and issues of contemporary American cultural policy. Students will also study arts advocacy and analyze how cultural organizations interact with all levels of government.

**\*AADM 6609 Arts and Community (Elective) (3 credit hours)**

This course will explore the depth and intricacies of relationships among artists, arts organizations and the communities in which they are embedded and which they seek to serve. Additionally, knowledge about the broad range of ways in which the arts play a role in civic and community life outside of institutions will help shift students' understanding about the changes in the arts and cultural landscapes that are taking place. Through case studies the students will learn about specific programs, including ones where artists are taking the lead, including independent producing and entrepreneurial arts programming which is thriving outside of institutional settings.

**\*AADM 6900 Practicum (Elective-May be taken twice) (1-3 credit hours)**

Supervised experience in various fields of Arts Administration. Amount of credit to be stated at the time of registration. May be repeated for a total of up to six hours. Each credit hour requires 80 hours of internship-like work (1 credit hour=80 hours, 2 credit hours=160 hours, 3 credit hours 240 hours).

**AADM 6990 Internship (6 credit hours)**

A supervised program for students completing the degree in Arts Administration in which participants gain experience in most aspects of the management of an arts institution ranging from ticket sales to contract negotiations. Objectives are set and evaluation is accomplished jointly by the program coordinator, the student, and the on-site supervisor. A research report on the internship is required. 480 hours required, and formal defense of the Internship Report.

## Registering for Courses

While most information about course registration can be found in the [Graduate Student Handbook](#), students **must** confirm specific plans with their Advisors and the Arts Administration Program office to be sure all requirements are met.

### **Advising**

Each student must be advised each semester to plan course progression and for enrolment approvals. Students intending to enroll in [Practicum](#) (6900), [Independent Study](#) (6090), or [Internship](#) (6990) will need to complete additional paperwork. Check with the AADM Program office to see what is needed.

## Course enrollment permissions (Webstar)

It is necessary to obtain Webstar enrollment permission for all courses from the department producing the course, whether it is an Arts Administration required or elective course, or an elective elsewhere in the University or at SUNO. While a student's Advisor must approve all course choices, the AADM Program office does not have the ability to give the requisite Webstar approval for any courses not offered by the AADM Program.

### Permissions for Graduate Electives other than AADM required courses

If taking a [graduate elective](#) other than AADM required courses, the student will have to get outside permission from the department or program offering the course.

- **Graduate Courses at UNO, but outside of AADM**

With Advisor approval, find the name of the professor and send him/her an email. To find his/her email address, the student enters his/her UNO student email account and creates a new message. Clicking "To..." in the address bar should access the "Default Global Address Book" in contacts. This is an up-to-date list of all active UNO email addresses. Type the professor's name, select the name, press the word "To - > " and the email address should appear. Select "OK" and type the message. (If this doesn't work ask for help from the AADM Program office.

Make sure to mention in the email:

- Name as it appears in the UNO database
- Student ID number
- Enrolled status as a graduate student in the Arts Administration Program
- Why the course fits with the student's areas of interest in Arts Administration
- The course name, course & section number, day(s) and times. Be specific.
- Polite request for Webstar permission to take the course..

Be cooperative and courteous; it is a courtesy extended by other departments to allow non-department enrolled students into their courses and not a right.

- **Museum Studies Courses through Cross-Enrollment at SUNO**

Read more about the process of cross-enrolling in Museum Studies courses [here](#).

- **Practicum:** Read more about registering for practicums [here](#).
- **Independent Study:** Read more about registering for independent studies [here](#).

## Registration process

Registration for courses is done through Webstar. UNO ID and password are required to log in. Once in the Student Center, one can search for and enroll in courses.

There is a description of registration in the [Graduate Student Handbook](#) as well as below. Please view the Graduate Student Handbook for information on holds, Fee Bill, or viewing grades.

### Julia's Student Center

The screenshot shows the 'Academics' section of the Student Center. A red circle highlights the 'Search', 'Enroll', and 'My Academics' links, with a '2' next to it. A red '1' points to the 'SEARCH FOR CLASSES' button. A red '3' points to the 'Holds' section, which shows 'No Holds.'. A red '4' points to the 'This Week's Schedule' table. Below the table are links for 'weekly schedule' and 'enrollment shopping cart'.

This Week's Schedule		
	Class	Schedule
	AADM 6246-601 LEC (10003)	Mo 6:00PM - 8:40PM Milneburg Hall 311
	AADM 6502-001 SEM (10005)	Tu 3:00PM - 5:40PM Kirschman Hall 227
	AADM 6503-001 LEC (10006)	Mo 3:00PM - 5:40PM Liberal Arts building 250
	AADM 6900-001 PRC (10011)	12:00AM - 12:00AM Room: TBA

1. The easiest way to get to the Search engine.
2. "Search" is another way to get to the search engine. Or, to simply enroll in the courses (if know the course ID number - not just the name and section) choose "Enroll".
3. Anyone having a hold on his/her account won't be able to register. If it is an immunization hold, check out the UNO Student Health Center website to find out about options. If it's another hold, contact the AADM Graduate Assistant office.
4. Once enrolled, one should be able to see one's semester schedule in this part of the Student Center.

## Search for Classes

---

### Enter Search Criteria

#### Search for Classes

**Institution**

**Term** 1

Select at least 2 search criteria. Click Search to view your search results.

#### ▼ Class Search

**Subject**  2

**Course Number**

**Course Career**

**Show Open Classes Only** 3

**Open Entry/Exit Classes Only**

#### ▶ Additional Search Criteria 4

### The Search Engine

Note: Choose at least two search criteria, but it doesn't matter which two.

1. Make sure this is the correct term!
2. Choose the field to search for classes.
3. Choose "Graduate". Leave it blank if other search criteria are to be used.
4. This drop down box will make a lot of other search options available, including (but not limited to) professor name, meeting days and meeting times.


10 class section(s) found

▼ AADM 5223 - Financial Administration and Development for Nonprofit Organizations							
Class	Section	Days & Times	Room	Instructor	Meeting Dates	Status	
<a href="#">20002</a>	<a href="#">601-LEC</a> <a href="#">Regular</a>	Tu 6:00PM - 8:40PM	TBA	Simmons, Timothy Todd	01/09/2016 - 05/06/2016		
▼ AADM 6090 - Arts Administration Independent Study							
Class	Section	Days & Times	Room	Instructor	Meeting Dates	Status	
<a href="#">20003</a>	<a href="#">001-IND</a> <a href="#">Regular</a>	TBA 12:00AM - 12:00AM	TBA	Greenblatt, Harmon	01/09/2016 - 05/06/2016		<a href="#">select</a>
▼ AADM 6501 - Development Strategies for Arts Organizations							
Class	Section	Days & Times	Room	Instructor	Meeting Dates	Status	
<a href="#">20004</a>	<a href="#">601-SEM</a>	We 6:00PM -	TBA	Greene, Kellie C	01/09/2016 -		<a href="#">select</a>

\*\*When looking at the search results, note that each of our AADM courses offer only 1 section. This means that per semester, each course is only offered once, and only on the graduate level.

## AADM 6504 - 001 An Overview to the Field of Theatre Arts

University of New Orleans | [1140] 2016 Spring | Seminar

Class Details			
<b>Status</b>	 Open	<b>Career</b>	Graduate
<b>Class Number</b>	20005 <b>2</b>	<b>Dates</b>	1/9/2016 - 5/6/2016
<b>Session</b>	Regular Academic Session	<b>Grading</b>	Graded
<b>Units</b>	3 units	<b>Location</b>	University of New Orleans
<b>Class Components</b>	Seminar Required	<b>Campus</b>	Main Campus

Meeting Information			
Days & Times	Room	Instructor	Meeting Dates
Th 3:00PM - 5:40PM	TBA	Micocci,Anthony Palmer	01/09/2016 - 05/06/2016

Enrollment Information	
<b>Add Consent</b>	Department Consent Required <b>3</b>

Class Availability				
<b>Class Capacity</b>	<b>4</b>	25	<b>Wait List Capacity</b>	0
<b>Enrollment Total</b>		6	<b>Wait List Total</b>	0
<b>Available Seats</b>		19		

Description
Prerequisite: Consent of Department. Survey of the business of theater with emphasis on types of theater organizations, responsibilities of the producer, structure and duties within the organization, and problems associated with the management of a theater.

Textbook/Other Materials
Textbooks to be determined

**1** [VIEW SEARCH RESULTS](#) [SELECT CLASS](#)

When looking at the details of a class, this is the page of information that will be seen.

1. To go back and view more courses meeting the search criteria, click this. Don't press the back button in the browser!
2. This is the number to actually enroll in the course. Make a note of it.
3. This means that the Arts Administration office must give individual [permission](#) to enroll in the course. This is the case for any AADM course; remember that only the department offering the course can give permissions.
4. The course will not appear in the search results if the class capacity has been met and the "Show Open Classes Only" box was checked on the original search query.

Open     Closed

---

2016 Spring Shopping Cart

3

Your enrollment shopping cart is empty.

**Add to Cart:**

Enter Class Nbr

1

**Find Classes**

**Class Search** 2

▼ My 2016 Spring Class Schedule

Enrolled     Dropped

Class	Description	Days/Times	Room	Instructor	Units	Status
<a href="#">AADM 5223-601</a> <a href="#">(20002)</a>	Fin Adm & Dev Nonprft (Lecture)	Tu 6:00PM - 8:40PM	TBA	T. Simmons	3.00	✓
<a href="#">AADM 6506-001</a> <a href="#">(20006)</a>	Musical Overview Arts Administ (Lecture)	We 3:00PM - 5:40PM	TBA	H. Greenblatt	3.00	✓
<a href="#">AADM 6605-601</a> <a href="#">(20007)</a>	Seminar in Arts Administration (Seminar)	Mo 6:00PM - 8:40PM	TBA	R. Read	3.00	✓
<a href="#">AADM 6609-001</a> <a href="#">(20008)</a>	Arts and Community (Seminar)	Tu 3:00PM - 5:40PM	TBA	M. Wegmann	3.00	✓

4

### Shopping Cart use instructions

1. If the student has the 5-digit course number written down, simply type it here and it will be added to the Shopping Cart.
2. If unsure of the courses in which to enroll, click here to search within the course offerings of the intended semester. (See the image on the next page).
3. When courses have been chosen, **whether or not enrollment permissions have been granted**, they will appear in the Cart.
4. Dropped courses will still appear in the schedule, here with a blue "X".

### Search for courses through the Shopping Cart



Search for Classes

**Institution** University of New Orleans ▼

**Term** [1140] 2016 Spring ▼

Select at least 2 search criteria. Click Search to view your search results.

▼ **Class Search**

**Subject** Arts Administration ▼

**Course Number** is exactly ▼

**Course Career** ▼

**Show Open Classes Only**

**Open Entry/Exit Classes Only**

▶ **Additional Search Criteria**

CLEAR
SEARCH

This is the search engine that will appear if “Search” is clicked (number 2 in the image above). Note that the semester is already entered. Choose 2 search criteria and “Search”.

University of New Orleans | [1140] 2016 Spring

<p><a href="#">My Class Schedule</a> <span style="font-size: 24px; color: red; font-weight: bold; margin-left: 10px;">1</span> <span style="float: right; border: 1px solid #ccc; padding: 2px 5px;">show all</span></p> <p>AADM 5223    Tu 6:00PM - 8:40PM Room: TBA</p>	<p><a href="#">Shopping Cart</a> <span style="font-size: 24px; color: red; font-weight: bold; margin-left: 10px;">2</span> <span style="float: right; border: 1px solid #ccc; padding: 2px 5px;">show all</span></p> <p>AADM 6501    We 6:00PM - 8:40PM Room: TBA</p>
---	---

The following classes match your search criteria Course Subject: **Arts Administration**, Course Career: **Graduate**, Show Open Classes Only: **Yes**

● Open    ■ Closed

NEW SEARCH
MODIFY SEARCH

1. If already enrolled in courses that meet these search criteria, they'll appear here.
2. If added courses that meet these search criteria that are in Shopping Cart, they'll appear here.

## Finish Enrolling

***Once the Cart lists all the courses chosen, click “Proceed to Step 2 of 3” when viewing the Shopping Cart. A prompt will appear asking to confirm the courses. The student will then be directed to a page that will confirm whether enrollment in each course was successful or unsuccessful. For any indicated as unsuccessful, read the error message to determine why and what is still required.***

### **Cross-enrollment at SUNO**

Southern University at New Orleans has a master’s program in Museum Studies, and UNO and SUNO have a cross-enrollment agreement allowing students to take courses in each other’s programs. A SUNO course taken by a UNO AADM student qualifies as an elective. These courses provide a unique opportunity for students with a strong interest in the museum profession to learn more specialized aspects of museum operations.

The fee for a course taken by a UNO student at SUNO will be paid for almost entirely at UNO, through the student’s UNO fee bill (the one exception is explained below). The hours enrolled in at SUNO will count toward total enrolled hours at UNO, and toward the UNO degree.

- The grade received for a course at SUNO does not impact the graduate GPA at UNO other than on a pass/fail basis. A passing score will grant a graduate-level credit.
- The course title and grade will appear on a separate page at the front of the student’s transcript, under the title Transfer Credit.

### **Process for enrolling:**

1. Discuss the option of enrolling in a Museum Studies course with an Advisor, and select a course.
2. Pick up a Cross-Enrollment Form from the AADM Program office.
3. Fill out the form
  - a. The form will need the Advisor’s signature, as well as the signature of the dean of the Liberal Arts College. Please be aware that one or both of these individuals might be out of the office at any given time, so the form may have to be left with the AADM Graduate Assistants until the signature can be acquired.
4. Bring the form to the UNO Registrar (1<sup>st</sup> floor of the Administration Building).
5. Bring the remaining paperwork to the SUNO Registrar (2<sup>nd</sup> floor of the Bashful Administration Building on SUNO Campus).
  - a. Bring a method of payment for SUNO’s \$20-ish technology fee to SUNO (credit cards are accepted), payable to the SUNO Bursar after visiting the Registrar.
    - i. The student is required to pay this fee at SUNO, and a form acknowledging this understanding should be signed upon the visit to the SUNO Registrar.
    - ii. The timeline for paying this technology fee is possibly the most uncertain aspect of registering for a cross-enrolled course. If the deadline is not paid in time, a \$40 late fee will be implemented. Conversely, if the student attempts to register too early, s/he may be told SUNO is not ready to

accept the fee. Please be aware that the AADM program staff (as well as the Museum Studies program staff at SUNO) are attempting to amend this confusing issue.

- b. The SUNO Bursar should provide the applying student with a SUNO ID number and instructions on how to log on to Blackboard which is in use at SUNO instead of Moodle.
6. If requested by the UNO Registrar, bring them whatever paperwork remains so that they can have a copy on file.
7. Email the professor of the chosen course to be sure to be on his/her email list for the coming semester.

### Viewing SUNO course offerings

The course availability at SUNO should be provided with other course information shortly before registration begins and the AADM Program office seeks to obtain a course list when it becomes available from the SUNO Masters of Museum Studies program. However, it is strongly encouraged for students to pursue the information using the directions below.

To see the available courses for a specific semester, follow this link:

[https://selfservice.suno.edu:9010/prod8/bwckctlg.p\\_disp\\_dyn\\_ctlg](https://selfservice.suno.edu:9010/prod8/bwckctlg.p_disp_dyn_ctlg)

Select the correct semester and on the next page, specify “Museum Studies” and “Graduate” level. Select “Get Courses”. All courses ever offered by the department will appear on the next page, but only courses being offered during the semester specified will have blue hyperlinks listed next to the “Schedule Type”.

<p><b>MUSE 504 - Collection Management</b></p> <p>3 credit hours This core course provides students with the necessary skills to develop a collection management plan based on the mission of the institution; accessioning and de-accessioning; technical aspects of handling, storing and exhibiting a variety of materials, including archival and registration procedures, writing condition reports, crafting and shipping artifacts, in-house conservation methods, and sub-contracting trained conservators.</p> <p>3.000 Credit hours 3.000 Lecture hours</p> <p>Levels: Graduate Schedule Types: <a href="#">Lecture</a></p> <p>Museum Studies Department</p>
--

Click on the hyperlink to learn more about the specific course listing. If an online section of the course is available, it will be listed on this page.

**Sections Found**

**Collection Management - 10082 - MUSE 504 - 01**

**Associated Term:** Spring 2016

**Registration Dates:** Nov 02, 2015 to Feb 05, 2016

**Levels:** Graduate

Main Campus Campus

Lecture Schedule Type

Traditional Instructional Method

3.000 Credits

[View Catalog Entry](#)

**Scheduled Meeting Times**

Type	Time	Days	Where	Date Range	Schedule Type	Instructors
Class	6:00 pm - 8:30 pm	M	North Campus 612	Jan 19, 2016 - Apr 29, 2016	Lecture	<u>TBA</u>

**Notes:**

- When filling out the form for cross-enrollment, be sure to include the correct section number for the SUNO course, to assure registry in the correct course.
- In SUNO course listings, “R” stands for Thursday.
- Several in-person courses meet on Saturdays.

## Practicums vs. Independent Study vs. Internship

	Practicum	Independent Study	Internship*
Course Number	AADM 6900	AADM 6090	AADM 6990
Required?	Optional	Optional	<u>Required</u>
Credits Awarded	Can be for 1-3 credit hours (3 is most common)	Can enroll for up to 3 credit hours (3 is most common)	<u>Must</u> be enrolled in 6 credit hours
Enrollment Limit	Can be taken a maximum of 6 credit hours	Can only be taken once	Cannot be taken more than once
Hours of Commitment	80-240 hours work commitment (240 is most common)	Not a specific number of hours; project-oriented	480 hours work commitment
Paperwork	4 forms; 1 final report	3 forms; 1 final report	<a href="#">See below</a>
Timeframe	Normally completed within a single semester	Normally completed within a single semester	No specific time restrictions or expectations
Purpose	Good opportunity to learn about a new area in the arts world in a work-study arrangement.	Opportunity to do a research project related to the arts administration field.	Should be more focused on the student's intended/desired field.

\*See the [Internship](#) section for more information

### Practicum

A Practicum is a field experience designed by the student and an arts/cultural organization, effectively a 'mini-internship'. The student is to engage in duties that relate to course work within the Arts Administration program. The Host Organization and the student's duties must be approved in advance by the Program Director.

Practicums normally involve 240 documented hours of work for which the student receives 3 credits. It is occasionally appropriate for Practicums to involve fewer hours with less credit at the discretion of the student and approval of the Program and the Host Organization: 160 work hours for 2 credit hours or 80 work hours for 1 credit hour. Practicum credit is only applicable toward the elective requirement and students may only register for Practicum once per semester. Practicums are not normally approved in a student's first semester of arts administration study, two Practicums by the same student are not generally approved at the same Host Organization, and students are generally not permitted to undertake his/her final

program Internship at the same organization at which s/he does a Practicum. A student may take up to 6 credits of Practicum work (typically 3 credit hours in each of 2 semesters) during his/her course of study. **Students are solely responsible for ensuring they enroll in the proper number of credits for their Practicum when they register within Webstar.**

Following the execution of the Practicum Proposal by all parties, the Practicum may begin at any time, including before the semester in which the student is formally registered for the Practicum.

The student is to submit a timesheet documenting hours and a final report of 5-7 pages for each Practicum to which they are strongly encouraged to add relevant supplemental materials (Emails, flyers, press releases, etc.). This submission provides the primary basis for grading by the Program Director. **This report must have a title page, and must be double spaced, 12-point Times New Roman font, with 1 inch margins, printed on only one side of the paper, and must have page numbers. Your citation format is your choice, but must be consistent.**

All final paperwork is to be submitted in hard copy to the AADM Graduate Assistants office (MH 203) no later than the final day of classes in the semester in which the student has registered for the Practicum, failing which the student will be given a grade of “Incomplete”.

**Note that:**

- It is sometimes possible to get paid for practicum hours! It is not common, but it does occasionally happen.
- A student cannot complete a practicum at an organization at which s/he has been previously employed.
- Typically, one cannot complete two practicums at the same organization (there are exceptions).
- A student’s practicum and an internship cannot take place at the same organization unless they are in different departments. Keep this in mind when considering a practicum if entertaining the option of interning at the organization.
- With approval, a student may post-enroll in Practicum, meaning that one can actually begin accruing hours toward its completion before being registered in the course. This can help avoid “Incomplete” grades.
  - E.g.: Complete all or most of a practicum’s hour requirements over a summer semester, and enroll in AADM 6900 the following fall.

## Practicum Paperwork and Timelines

Practicum Document	What is it?	When is it Due? (exact due dates vary but will be communicated when available)
(1) Course Description (Agreement +Proposal)	A document/form that informs the AADM program of the practicum host organization, weekly schedule, supervisor and proposed duties, among other information.	Before the semester in which the student intends to work the practicum. The form must be given to the AADM GA office before the student can enroll.
(2) Offer Letter from Host Organization	An official letter from your organization with an offer of the specific position, with job description, time frame, and expectations.	Before the semester in which the student intends to work the practicum. The offer letter must be given to the AADM GA office before the student can enroll.
<b><u>Please note that a student cannot enroll in Practicum or begin accruing hours without completing and submitting the Proposal.</u></b>		
(3) Student Midterm Self-Evaluation	The student's evaluation of the practicum at the halfway-point of the enrollment semester. Ideally, this is also the halfway point of the practicum hours, but that is not always the case.	When the practicum hours are halfway completed (i.e. at 120 hours for a 240-hour practicum).
(4) Supervisor Midterm Evaluation	A form filled out by the practicum supervisor, evaluating student's performance at the half-way mark.	When the practicum hours are halfway completed (i.e. at 120 hours for a 240-hour practicum).
(5) Supervisor Final Evaluation	A form filled out by the practicum supervisor, evaluating student's performance near the end of the Practicum	The last day of classes of the enrolled semester.
(6) Timesheet	A log of hours spent working at the practicum organization, signed by the student and the supervisor. Should total the number of hours specified upon enrollment.	The last day of classes of the enrolled semester.
(7) Practicum Report	A report detailing duties, responsibilities and learned skills while working at the practicum organization. Usually 5-7 pages. See the section above for guidelines.	The last day of classes of the enrolled semester.

If the above documents are not turned in by the last day of classes during the semester in which the student is enrolled in AADM 6900 (Practicum), s/he will receive an [Incomplete](#).

Most of the practicum paperwork mentioned above can be found on the AADM [“Resources for Current Students”](#) page in the Master’s Program section of the program website. It is also available in the [“Practicum Paperwork Packet”](#).

**It is very important that when a student registers for Practicum, the correct number of credit hours (3) be selected. Failure to do so can result in the loss of scholarships and financial aid or impact the student’s ability to graduate on time.**



## Independent Study

An Independent Study involves extensive research and output in a student's area of special interest under the direction of a designated member of the graduate faculty. Credit is only applicable toward the elective requirement, and Independent Study may only be taken once during a student's course of study. Students can receive 1 – 3 credit hours, and the amount of credits received is decided by the Program Director prior to registration. The Independent Study course is designed to be a significant one-semester learning experience in which the student conducts experimental research, makes discoveries, and executes final output that demonstrates the depth of experience and the knowledge gained.

Students interested in Independent Study must get approval from both an advisor that will serve as the student's liaison throughout the semester, and from the Program Director. A student wishing to enroll in Independent Study must submit a [Proposal](#) before registering for the course, and an Independent Study Report at the end of the semester for which they are enrolled. Failure to turn in satisfactory output (at the discretion of the student's Advisor and the Program Director) by the end of the semester in which the Independent Study takes place might result in an [Incomplete](#) grade.

### Course Requirements:

1. Research the topic and prepare a course proposal for approval prior to the registration deadline for the semester in which the student proposes to conduct an independent study. This should include goals and deadlines. A preliminary draft of the proposal should be ready to share with the student's Advisor by his/her advising date.
2. After receiving preliminary approval, work with the Advisor to select an Independent Study supervising instructor. Approach the Independent Study supervising instructor and confirm s/he is able to assume the responsibilities.
3. Obtain signatures from the Independent Study supervising instructor, student's Advisor and the AADM Program Director on the appropriate document with the proposal attached prior to signing.
4. Schedule a minimum of two meetings with the Independent Study supervising instructor during the semester (in addition to the first and final meetings) to discuss and assess the progress of the project.
5. Adhere to the goals and deadlines set in the course proposal. Perform the independent study as planned, gathering information and writing up results as the Study proceeds.
6. Submit the Independent Study output. This should be of significant weight to equal the number of credits for which the student is registered (i.e. if a research paper is the Independent Study output, the result should be a 20-25 page paper for 3 credits). Due date is no later than the last day of classes for that semester, not the last day of finals.

## Independent Study Paperwork and Timelines

Independent Study Document	What is it?	When is it Due? (exact due dates vary but will be communicated when available)
<b>(1) Proposal</b>	A document/form that informs the AADM program of the goals of the independent study, among other information.	Before the semester in which the independent study is to begin. The proposal must be given to the AADM Program office before the student can enroll.
Students cannot enroll in Independent Study without submission/approval of the Proposal.		
<b>(2) Midterm Evaluation</b>	The student's evaluation of the independent study at the halfway-point of the enrollment semester.	Midterms week during the semester of enrollment.
<b>(3) Supervisor Evaluation</b>	A form filled out by Independent Study supervisor, evaluating student's performance.	The last day of classes of the enrolled semester.
<b>(4) Independent Study Report</b>	A report detailing the independent study project, including but not limited to research, process and conclusion.	The last day of classes of the enrolled semester.

## “I” Grades

### What is an “I” and how does it affect me?

An “I” is an incomplete grade. It is issued when a student enrolled in a course fails to complete course requirements during the registered semester, typically due to circumstances beyond the student's control. When an I is issued, the professor and the student expect the work to be completed before the end of the following semester.

Other than circumstances explained herein related to AADM 6900 (Practicum), AADM 6090 (Independent Study) or AADM 6990 (Internship) or for extreme emergencies, I-grades are offered when the final required work of the course was not received on or before the date that grades were due. There must be agreement between the student and professor before an I grade is given. If the student does not complete the coursework and no agreement has been made with the instructor, an F will be given. A form acknowledging the agreement for an I is signed by both the student and the instructor, and is filed before the semester's grades are due. It is expected that students understand how an “I” functions and what their expectations are regarding that grade. Any questions should be directed to the AADM Program office.

Currently, an I-grade in any course will be valid until the last day of classes for the following semester, after which the grade will convert to an F. This is only the case if the student fails to finish course requirements before the deadline.

In the event of an extreme emergency forcing the student to not be able to complete a course on time, s/he should communicate the matter with his/her professor, the Program Director and other relevant parties, and present documentation of the emergency when appropriate (such as a doctor's letter). Assuming an extension is granted, it is the responsibility of the student to get back in touch with the course's professor to make arrangements to complete the course work.

### **When will it go away?**

Incomplete grades are changed with an electronic "Request for Change of Grade" form when the course requirements have been completed. The form is filled out by the course instructor and does not need to be signed by the student, so the student may never see the final form but should see the grade changed on her/his transcript.

If the I-grade was for a practicum or independent study, the request will be filed when the final report (along with all other necessary paperwork) has been submitted and approved.

If the I-grade was for an internship, the request will be filed when all other necessary paperwork and the defense committee-approved Master's Examination Report have been received by the AADM Program office. This means that the request will not be filed until Report defense and revisions are completely finished.

Once filed, the forms take approximately two weeks to process. The changed grades will be visible in Webstar after this time. As long as the signed Master's Exam Reports are turned in on time, the changes will be complete in time to allow for graduation.

## **Comprehensive Exams (a.k.a. "Comps")**

### **What are Comps?**

In the semester in which the last of the three Core courses in the Arts Administration program (Arts Marketing, Arts Law and Development) is taken, students are eligible to take the Comprehensive Examinations ("Comps"). These three courses can be taken during any semester in which each is offered, and do not need to be taken simultaneously. Comps are divided into three sections; there is a section covering each of the three areas of study. Each section is prepared and graded by a professor of the respective course, and the questions are different each year. The questions will be sent to qualified students electronically. Each question is to be answered in a separate document **labeled with only the student's ID number** for identification. This way the examinations are anonymous. The directions for submitting the completed Comps will be provided with the questions.

Comps are issued each spring and fall after midterms, but before finals. Students will have approximately 10 calendar days to complete all three questions and submit them for grading. The exact due date will be communicated when the questions are issued. It takes an average of 7-10 days for the professors to grade the questions and communicate those grades back to the department.

Once the AADM Program office receives all three grades for all students, students' names and grades are matched, and the results are communicated to the students on the basis of **pass or fail for each of the three sections of Comps**. [Please see Appendix E for more information on scores](#). Once passed, students are eligible to register for Internship (providing all of the other Internship registering requirements are also met). A student must pass Comps before being allowed to register for AADM 6990: Internship.

Please note that although Comps are an examination of sorts, they are not the "Master's Examination" required by the Graduate School to complete degree requirements. Arts Administration's Master's Examination is the [defense](#) of the [Internship Academic Report](#).

### **Failing to pass**

Occasionally students will fail one or more sections of the Comps. To evaluate the cause of the failing grade, the professor will be given the name and contact information of the student that did not pass. First, the professor meets with the student to discuss what he/she did not answer correctly. Then an oral exam is scheduled which takes place in person with the student, professor and department head. At this point, the professor can issue a "pass" grade or uphold the failure. If the student passes the oral examination, he/she will continue on in the path of students that passed Comps. If the student fails the oral examination, s/he may take retake the part of the exam s/he did not pass in the following semester.

# Graduate Assistantships

## GA Opportunities

A “GAship” involves 20 hours of work per week for 18 weeks each semester. A number of different UNO departments and programs have GA opportunities, including off campus at the Ogden Museum of Southern Art and the UNO St. Claude Gallery. The AADM Program itself has two GA positions.

Any student who is attending the AADM Program full time (maintaining at least 9 credit hours per semester) is eligible to be a GA. The initial requirement for interested students is to advise the AADM Program office of the desire to be a GA and to provide an updated resume. An application form may also have to be completed. The AADM Program office retains a list of all AADM students interested and available for GAships. When the Program hears of an opening (which can happen at any time of the year, including mid-semester), an inquiry will be sent to those students whose applications are on file asking if they would like their applications forwarded to the department that has the opening.

Graduate Assistant opportunities that come to the attention of the AADM Program office are also announced to all AADM students in the weekly eblasts and students are welcome to follow up directly with the GA host department.

Once the AADM Program office has forwarded the students’ applications, unless the opening is in the Arts Administration Program office itself, AADM has neither control over what happens nor influence over who is chosen.

**Upon learning of a GA opportunity, it is the student’s responsibility to apply to the relevant department. Obtaining a GAship is competitive, and students can expect to interview for a GA position and present an updated resume as for any other form of employment. Timing can also affect success and interested students are advised to apply quickly to opportunities announced.**

Typically, once a student is engaged as a GA, and remains a full time student and performs well, s/he can expect to retain the position through his/her time in the Program.

## GA Benefits

Graduate assistants receive a number of benefits for their academic appointments:

- Out of state tuition is waived; students are still generally responsible for in state tuition.
- Stipends are paid twice a month through the semester. The rates vary among the departments that host GA’s.
  - Exact pay periods are posted on the UNO website, but the 15th and 30th are a general rule. If the 15th or 30th fall on a weekend or holiday, the paycheck will be deposited on the Friday/weekday before the usual date of payment.

- Summer academic appointments (not guaranteed, such appointments are at the discretion of the hiring department) will result in an additional stipend.
  - Summer appointments earn at the same hourly rate as they do for fall and spring semester academic appointments, but there are only two paychecks issued for a summer academic appointment.

## GA Responsibilities

- 20 hours/week of work, schedule determined by the student and the hosting department.
- Maintain full-time student status—a minimum of 9 credit hours ongoing.
  - The exception is summer. It is not necessary to be enrolled in courses over the summer to be a GA (though not all Fall/Spring GAships extend through the summer).
- Adherence to academic appointment calendar.
  - Academic appointment start and end dates are included on official University calendars, but always begin the Monday before courses begin and end the Friday after finals week is over.
- Specific duties as determined by the department.

There is a lot of paperwork associated with a new Graduate Assistant appointment. There is repeat paperwork involved for each semester the GA is rehired. The AADM Program office will assist in this process.

# Internship & Graduation Packet

The information on the following pages has been specifically adapted for graduate students in the Arts Administration Program.

Do not use the Graduate School Thesis and Dissertation Guidelines for reference, as AADM is a Non-Thesis Master's Program.

The information is for the student's benefit and convenience, but its accuracy is not guaranteed.

For clarification, questions or concerns, contact the AADM Program office:

**artsadm@uno.edu or (504)280-7134**

# Introduction to Internship, Report and Defense

**Each student is required to complete an internship with an Arts/Cultural Organization.**

The internship requires the student to work 480 documented hours, or the equivalent of three months of full-time employment, at a host institution and under an Internship Agreement to be approved by the Program Director. The internship may be with an organization located either within the New Orleans metro area, or in another location. Students' advisors can often assist with choosing internship possibilities. A student may accept an internship that provide stipends, travel expenses, housing and/or reimbursements, or the commencement of salaried employment.

**A student may not intern at any organization where he/she has previously been or is currently employed (including Practicums).**

After negotiating the terms of the internship with the organization, including a job description or outline of work area(s), the student should confer with the Program Director to obtain approval before proceeding with the paperwork. A student must submit a written Proposal, providing the *purpose* of the internship, the student's *responsibilities*, *supervision*, and expected *contribution* in an approved format to the host organization, his/her Major Professor, and the Program Director. Note that the Job Descriptions are often fine-tuned in discussion between the student and the prospective host institution. A Letter of Transmittal and Proposal Cover Page are required.

**Writing style will be considered in the AADM Program Director's evaluation of the proposal.**

Upon approval, the Internship Agreement form will be signed by the Student, the Host Organization Supervisor, the Major Professor, and the Program Director and submitted along with the Proposal (with the Internship Proposal Cover Letter as a cover sheet and Letter of Transmittal) and the Committee Agreement (see next section) form.



# Paperwork & Deadlines

## **Before being allowed to register for AADM 6990 (Internship) the student must have:**

1. The Internship Permissions Packet (Forms A-F) signed by all parties and turned into the GA office.
2. passed all sections of the Comprehensive Exams

## **Paperwork Breakdown**

Below is a breakdown of all paperwork associated with the Internship. Please be aware that a more detailed explanation of several of these subjects can be found in the sections that follow.

The student is responsible for assuring that all necessary paperwork reaches the Arts Administration office by the administrative deadlines. While it is understood that internship start and end dates do not necessarily correspond to the university's semester schedule, failure to abide by university deadlines could result in the alteration of the student's enrollment semester or graduation date. **Permission to register for the Internship will not be given until the necessary paperwork is complete.**

The forms detailed below are meant to keep the student, internship organization/supervisor and defense committee informed and on track. **It is the student's responsibility to assure that all parties read and thoroughly understand all documentation.**

Most of the internship paperwork mentioned on the following pages can be found on the AADM "[Resources for Current Students](#)" page in the Master's Program section of the program website. It is also available in the "[Internship Packet](#)".

Due dates for specific forms will be communicated as soon as they become available. Deadlines are also always listed on the Graduate School website.

## **IMPORTANT NOTES ABOUT INTERNSHIP TIMING AND GRADING:**

Often, students will register for internship in one semester and then write their Master's Report and defend in a following semester. This results in the grade for internship being "I" (incomplete). All incompletes change to an "F" after one semester. This grade will be changed once a student successfully defends, noting that per UNO policy only three years can elapse between a class being taken and the grade for that class being changed. For example, if a student registers for Internship in the Fall of 2016, s/he must write his/her report and defend successfully by the fall of 2019 to graduate.

**The following four page chart outlines the sequence of documents and other activities required for the Internship, Report and Defense.**

Internship Document/Action	What is it? Where does it go?	When is it Due? (exact due dates vary but will be communicated when available)
<b>A-Letter of Transmittal</b>	<p>A cover letter for the Internship Proposal.</p> <ul style="list-style-type: none"> <li>Should be addressed to the major professor, from the student.</li> </ul> <p>The major professor and the Arts Admin Dept. should each receive a copy.</p>	<p>Before the semester in which the student wishes to enroll in AADM 6990 (Internship).</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>
<b>B-Internship Proposal Title Page</b>	<p>A title page for your specific proposal.</p>	<p>Before the semester in which the student wishes to enroll in AADM 6990 (Internship).</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>
<b>C-Internship Proposal</b>	<p>An outline of proposed internship duties, as agreed between the student and the internship organization/supervisor, and approved by the Program Director.</p> <ul style="list-style-type: none"> <li>Should be addressed to the major professor.</li> </ul> <p>The major professor and the Arts Admin Program Director should each receive a copy.</p>	<p>Before the semester in which the student wishes to enroll in AADM 6990 (Internship).</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>
<b>D-Offer Letter from Host Organization</b>	<p>A formal letter from the Internship Organization, addressed to the student, offering an internship position for an appointed amount of time, for the 480-hour required time commitment.</p> <ul style="list-style-type: none"> <li>A copy of the letter should be kept by the student and a copy should be given to the AADM Program office.</li> </ul>	<p>Before the semester in which the student wishes to enroll in AADM 6990 (Internship).</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>
<b>E-Internship Agreement</b>	<p>A form detailing the facts of the student's internship and verifying that all parties understand the requirements and commitment involved in the internship.</p> <ul style="list-style-type: none"> <li>It is recommended that <u>all parties</u> signing this document read it very carefully.</li> </ul>	<p>Before the semester in which the student wishes to enroll in AADM 6990 (Internship).</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>

<b>F-Committee Agreement</b>	<p>A form signed by the student and all three committee members, verifying an understanding of responsibilities and deadlines.</p> <ul style="list-style-type: none"> <li>• One copy to each signing party, and one to the AADM office.</li> <li>• Should be read <b>very carefully</b> by all signing parties (student, major professor and committee members).</li> </ul>	<p>As soon as the student is offered and accepts an internship position.</p> <p><b>Student cannot enroll in AADM 6990 without this document on file.</b></p>
<b>Forms A-F “Permissions Packet”</b>	<p><b><u>Students cannot register for AADM 6990 Internship OR begin accruing hours without confirmation of receipt of forms A-F from the Grad Assistants.</u></b></p>	<p><b>You must also have attended an Internship Seminar and passed all 3 sections of Comps.</b></p>
<b>G-Student Midterm Report</b>	<p>A document filled out by the student evaluating the internship thus far.</p> <ul style="list-style-type: none"> <li>• This is an opportunity to confirm that the internship is on the intended track.</li> </ul>	<p>At approximately 240-hours into the internship commitment the student is strongly encouraged to have begun serious documentation of the internship.</p>
<b>H-Supervisor Midterm Report</b>	<p>A short report written by the supervisor at the internship organization evaluating the student’s performance and adherence to the internship agreement.</p>	<p>At the same time as the Student Midterm Report; Approximately 240-hours into the internship commitment.</p>
	<p><b><u>Please note: Defenses may not be scheduled without forms G-H.</u></b></p>	
<b>I-Supervisor Final Evaluation</b>	<p>A short report written by the supervisor at the Internship organization evaluating the student’s performance and adherence to the internship agreement. Submitted to the Program Director.</p>	<p>At the end of the Internship (at or near 480-hours).</p>
<b>J-Signed Timesheet of 480 hours</b>	<p>A list of your hours from the Internship with date, times, hours daily and accruing, short description of daily work, totaling 480 hours. Must be signed by supervisor and student.</p>	<p>At the end of the Internship.</p>

<p><b>Communication of Defense Date to AADM Program office</b></p> <p>Email desired time slot to:  <a href="mailto:artsadm@uno.edu">artsadm@uno.edu</a></p>	<p>All committee members must agree with the student on a date and time to defend the Internship Report. Once that date is agreed upon, the student must tell the AADM Program office, and if the defense is to be held on the UNO campus, a room reserved.</p> <ul style="list-style-type: none"> <li>• It is important to schedule a defense date early. Many faculty members serve on multiple committees and have many time commitments.</li> <li>• If Tony or Harmon is on your committee, the defense must be held in MH 205.</li> <li>• If a room with conference call capability is required for a committee member not able to be present, tell the AADM Program office at the time of confirming the date.</li> </ul>	<p>There will be two deadlines related to this each semester:</p> <ol style="list-style-type: none"> <li>1. A date by which the defense will be scheduled.</li> <li>2. The last possible date on which a defense may be held.</li> </ol>
<p><b>Provide a hard copy defensible draft of the Internship Academic Report to the Major Professor</b></p>	<p>“Defensible” means a well-edited hard copy, approved by the Major Professor, to be presented at the Defense. <i>This should not be the first time the Major Professor sees the report</i>; ongoing communication is essential throughout the process. Completed draft chapters must be submitted according to a timeline agreed to with the Major Professor.</p> <ul style="list-style-type: none"> <li>• The Major Professor (a.k.a. Committee Head) will suggest edits that should be applied before the committee receives their copies of the draft.</li> </ul>	<p><b>Three</b> weeks before the defense date.</p>
<p><b>Provide a hard copy of the Internship Academic Report to the other two committee members (readers)</b></p>	<p>Make certain that the Major Professor’s changes are reflected in the copies provided to the other committee members.</p> <ul style="list-style-type: none"> <li>• Changes should not be made to the report between the time copies are given to the committee members and the defense date, to assure that all parties are addressing the same version of the document.</li> <li>• Unless told otherwise, provide hard copies to all committee members prior to the defense.</li> </ul>	<p><b>Two</b> weeks before the defense date.</p>

<p><b>K-Four (4) signed copies of the Master's Examination Report (THE STUDENT IS RESPONSIBLE TO BRING FOUR FILLED IN COPIES TO THE DEFENSE, READY FOR SIGNATURES.)</b></p>	<p>A form verifying the approval of the Internship Report and successful completion of the defense.</p> <ul style="list-style-type: none"> <li>• <b>One copy should be bound to the final copy of the Internship Academic Report, in the back of the document.</b></li> <li>• Two of the other three copies should be handed to the AADM Program office and one copy kept by the student.</li> <li>• The copy bound to the report and the copies given to the AADM Program office do not need the signature of the Executive Director of Graduate Programs. The AADM Program office will take care of that.</li> </ul>	<p>Approximately three weeks before the end of classes for the semester.</p>
<p><b>L-3 Graded Rubrics from Defense</b></p>	<p>The Major Professor will bring 3 blank rubrics for the committee to fill out during the defense. These outcomes are used only by the University Administration.</p>	<p>Immediately after your defense.</p>
<p><b>M-One (1) bound, approved final copy of the Internship Academic Report</b></p>	<p><b>With one of the 4 signed copies of the Master's Examination Report bound in the back of the document!</b></p> <ul style="list-style-type: none"> <li>• It is the student's responsibility to get this to the AADM Program office before the stated deadline.</li> <li>• This is the <b>only</b> hard copy of the Internship Academic Report that should be bound!</li> </ul>	<p>Approximately three weeks before the end of classes for the semester.</p>
<p><b>N-One (1) PDF of the final, approved report emailed to the AADM office</b></p>	<p>Email the AADM Program office the final, approved paper in PDF form. This is what will be uploaded to Scholarworks and viewable on the Earl K. Long Library website.</p> <ul style="list-style-type: none"> <li>• The AADM Program office will get the report to Scholarworks.</li> </ul> <p>It is the student's responsibility to get this to the AADM Program office before the stated deadline.</p>	<p>Approximately three weeks before the end of classes for the semester.</p>

<p><b>O-One (1) signed copy of the Report Copyright and Distribution Form (PDF)</b></p>	<p>A form detailing copyright issues associated with the Internship Academic Report and granting publication permission to Scholarworks@UNO.</p> <ul style="list-style-type: none"> <li>• Must be signed by the student and emailed in PDF form to artsadm@uno.edu</li> </ul>	<p>Approximately 3 weeks before the end of classes for the semester, at the same time as the final copies of the Internship Academic Report.</p>
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It is strongly recommended that the student work with her/his Major Professor throughout the writing process, and provide a preliminary rough copy of the Proposal to the Major Professor before the proposal's final submission. This will allow any problems to be addressed before the deadline. No typographical errors are allowed in the final copy and use by the student of an outside professional editor is encouraged.

Caution: Scheduling everything related to the internship and defense must be done carefully. It is suggested that the student use a calendar and work backwards, mapping out specific deadline dates. The student should try to arrange to be on campus during the final stages of the report so that he/she may personally attend to the numerous details connected with the completion of the report.

## The Internship Committee

The defense committee should be selected at the same time the student is organizing the internship proposal. The Committee Agreement Form must be submitted along with the Internship Proposal.

As soon as all three committee members have accepted the invitation to serve, their names must be communicated to the AADM Program office by way of the Committee Agreement so that the Program can assure their eligibility is fully up-to-date.

Please keep in mind that these individuals are not compensated for the time they volunteer to spend during this process. They are not required to participate in this process, but all graciously do so to the benefit of the Program's students. Please do not take advantage of their kindness and make the experience a positive one so that future students can continue to benefit from their experience.

The committee must contain **three** members:

### **One (1) Major Professor (MP) - Chair of the committee.**

- A.K.A. Committee Head.
- This person works closely with the student during the internship academic report writing process.
- The MP must be either Full or Part-time UNO graduate AADM faculty.
- It is helpful to choose an MP who is familiar with the student and the type of organization at which the internship takes place.

### **Two (2) Readers**

- These two people will participate only in the reading of the final draft once it has been deemed defensible by the Major Professor.
- The readers may be either Full or Part-time UNO graduate faculty
- One reader may be a professional from the community or graduate faculty member at UNO, but may not be employed by the internship organization.
- If a professional from outside UNO is being used, s/he must be approved by the AADM Program Director and his/her resume submitted to the AADM Program office.

Caution: Do not expect the members of the committee to be available at all times. Service on a graduate committee may represent professional overload, and many professors are not available during the summer session. A student is expected to adapt him/herself to the schedule of the graduate committee and to allow them ample time for evaluation of work.

## During the Internship

During the internship, it is expected that the intern will contact the Major Professor regularly to discuss the progress of the internship. If there are any major problems with the internship or if the responsibilities are not those expected the intern should contact the Program Director immediately. Minor deviations from the internship proposal are to be expected throughout the experience, but major alterations should be discussed with the Program Director.

**It is the student's responsibility to meet deadlines, provide requested documentation and to have regular and open communication with the major professor. Failure to meet deadlines, provide requested documentation, turn in all evaluations and/or communicate with the major professor will jeopardize the ability to graduate on schedule.**

When the proposal is presented to the major professor, the student must make an appointment with the major professor to determine deadlines in order to meet the student's target graduation date as well as to review the citation style and report format. The major professor and the student can determine a calendar of deadlines for the following:

- Journal updates
- Citation style
- Report format
- Mid-term host organization report
- Drafts and/or sections of the student's paper/report for editing and review

The student is urged to maintain a detailed journal during the internship period and to consult his/her Major Professor and Program Director for guidance and recommendations concerning the preparation of the Internship Academic Report.

Caution: Even with the precautions taken to provide for a stimulating and academically meaningful internship, not all internships are equally productive. It may happen that the "fit" between the student and the organization is not ideal, or that problems in the organization prevent an ideal learning experience. Discussion with the Major Professor and Program Director may help to prevent some problems from becoming serious. Even where problems are encountered, however, it is important to note that an objective, academically oriented discussion of them, coupled with meaningful recommendations, will still lead to a profitable learning experience.



## The Internship Academic Report

Arts Administration students complete their degree by submitting and defending a substantial analytical report. This report is considered the major final project and is the student's most significant opportunity to demonstrate a mature grasp of the central issues in arts administration, a sound working knowledge of basic management concepts, and the ability to function creatively and constructively in the field. In addition, the report is a prepared, well-written document worthy of an advanced degree. The final length of the report should be approximately 30-40 pages, exclusive of appendices.

The Internship Academic Report is essentially a highly specialized paper worthy of a master's degree. It is expected that the internship academic report will both report on the internship and provide an *academic analysis* of what the student has observed and learned about the organization and its function. The student will support the analysis and recommendations with pertinent quotes from the leading literature (articles, texts, manuals, interviews, etc.), that demonstrate that the student has been able to apply the methods and concepts learned in the Arts Administration program.

While a report is intended to explain the student's responsibilities at the internship, it is also a "Consultant's Report" on the strengths and weaknesses of the organization and recommendations to remedy the weaknesses, or to praise the strengths using the texts and literature in the field to support the observations and conclusions. The student is to think of him/herself as an expert in the field of Arts Administration and analyze the operations of the host organization as if s/he were hired to recommend solutions to the problems. Whatever work the intern is given, s/he is to observe the organization and research its basic documents, public statements, mission, industry best practices, and effectiveness of projects in order to write an Internship Academic Report worthy of a Master's degree.

The precise content of the student's report will depend upon the nature of the internship. The following outline will serve as a general guideline to the paper's format and sections expected to be included.

**COVER PAGE** (See guidelines for Cover Pages below, or review past approved reports online or hard copies in the AADM Program office)

**TABLE OF CONTENTS** (See guidelines for Tables of Content below, or review past approved reports online or hard copies in the AADM Program office)

**ABSTRACT** (Brief – half page – description of what will be presented in the Report plus Keywords)

**INTRODUCTION** (One page introduction to host organization; why the intern chose that host.)

**ORGANIZATIONAL PROFILE.** A profile of the arts organization at which the internship was performed including sections on:

- Mission/History (the history of the organization should be relatively brief)
- Organizational structure-Board, Staff, (including brief biographies of major players)
- Programming (Departments)
- Budget

Additionally, if the student is interning at a **for-profit non-government organization**, the following should be considered:

- **Management structure:** Devise and include a hierarchical table or organization, showing all management positions by title and showing who reports to whom. Include a narrative discussion of the perceived logic of the management structure and suggestions and recommendations for how the structure might be improved. This component will enable the student to understand and explain how the business is organized and operates from the standpoints of decision-making, duties, responsibilities, and distribution of overall duties and responsibilities.
- **Financial profile of the organization:** Include a description, with narrative and visuals (tables, charts, bullet lists) showing the categorical sources of all revenues that the business generates, whether from contracts or sales of goods and/or services. Where possible, include quantitative information for each category, showing annual and quarterly or monthly revenue amounts for a recent time period, preferably the last full calendar year or most recent 12 months. This will enable the student to focus on the most important financial consideration: revenues.
- Similarly, include a description, with narrative and visual (tables, charts, bullet lists) showing operation expenses of the business for the same time period as used for revenues. The narrative should reflect the student's grasp and understanding of the nature of all operating expenses and their relative importance to revenues and the ability of the business to achieve a profit after covering all operating expenses. This analysis should be performed on a cash-flow basis, showing actual cash-in and cash-outs. This component will enable the student to focus on the overall importance of financial results net profits and cash flow.
- **Business Viability:** Include objective and subjective analyses of the business' financial viability, by narrative comment about its ability to sustain revenues and contain expenses. In other words, commentary by the student on his/her perceptions of the stability of financial operations: revenues, expenses, net profit, and cash flow. This component will enable the student to apply academic learning and on the job observations and experiences to understand and explain his/her suggestions for improved financial results from the business' activities.

## **ORGANIZATIONAL PROFILE (Continued)**

[NOTE RE FINANCIALS: While financial reports are encouraged to be included in the Appendices to substantiate the report, students may only include financial reports on their host institutions that are obtained either, a) with the approval of the organization for inclusion in the report, or b) through public sources such as an IRS Form 990 on file or an Annual Report posted on the organization's website. Notation as to the source of the financial data must be made in the report.].

**INTERNSHIP DESCRIPTION.** A description of the internship, including specific tasks, responsibilities, and offices or departments to which the intern was assigned. It is important to note that the student's responsibilities and contributions to the internship are an integral aspect of the report.

**S.W.O.T. ANALYSIS:** An analysis of Strengths and Weaknesses of, and Opportunities and Threats to the organization, or to that area of a large and departmentalized organization in which the student interned.

As a reminder:

- **STRENGTHS** and **WEAKNESSES** are internal, ongoing, and generally unique to an organization in contrast with its competitors. If industry- or community-wide, it is not a Strength or Weakness of this organization in this context.
- **OPPORTUNITIES** are external, and lead to the possibility of growth, overcoming one or more Weaknesses, or countering Threats. Opportunities often, though not always, derive from changes in the business environment.
- **THREATS** are external to the organization, and must represent a current or imminent change in the business, environmental, regulatory, technological, fashion or other environment in which the organization is operating. (e.g. Competition by itself is not a threat; an increase in competition is.)

**BEST PRACTICES:** Research to determine what constitutes "Best Practices" of in the host institution's field.

To help narrow down this potentially broad area, the student is encouraged to choose 3-5 points raised in the S.W.O.T, especially weaknesses, and research what are considered "best practices" in the industry in those areas: report the ideal and contrast with the operations of the internship host organization. Consider these points as a set of "through lines" in the paper, which will also provide the basis for the Recommendations chapter.

## **BEST PRACTICES (Continued)**

The report in the Best Practices section is expected to include:

- References to current academic literature, with a corresponding bibliography and “works cited” in an approved academic format (e.g. MLA). The citation style must be determined and declared to the major professor BEFORE the report is written.
- Reference and report on practices for each of the points in at least one similar organization, explaining how it is performing in contrast to the internship host. The same or a different organization may be identified for each of the points, chosen by availability of information and suitability to the arguments being presented.

Best Practices may also include:

- Reference to relevant lectures or readings in specific AADM classes, with appropriate citations.
- Reference to published Best Practices by an industry association associated with the work of the Internship Host. Not all industry areas have associations, not all associations post Best Practices, and the Best Practices so posted may not address the points the student is raising. But it is worth some research in this area as industry association citations can lend considerable strength to the arguments presented.

**RECOMMENDATIONS:** In this chapter the student is expected to provide carefully-considered recommendations for the internship host that address previously identified Weaknesses, Threats and divergence from Best Practices, and/or to take advantage of Opportunities. References should be made to appropriate points made elsewhere in the Report.

The recommendations must reflect how they may be implemented, and with acknowledgement of both the organization’s resources and the environment in which it operates. (For instance, recommending “adding more staff” when it has been have elsewhere noted that the organization is financially hard pressed, is not a carefully-considered recommendation.)

**CONCLUSIONS.** While the paper as a whole is expected to reflect a professional third person perspective, there is latitude in this final section for the student to share more personal comments and observations, reflect on highlights of the internship experience and lessons learned, share aspirations for the future of the organization, acknowledge the organization’s support, etc.

**APPENDICES.** Appendices commonly include samples of marketing materials, financial reports, organizational charts and anything else the student feels is pertinent to the work of the intern and supports the paper.

- Output generated by the intern during the internship is always of special interest.
- Appendices may be printed horizontally or vertically as is most suited to the material, but each section should be headlined in the vertical format of the Report.
- Sections should be labeled with capitalized letters which are also listed in the Table of Contents (e.g. Appendix A, Appendix B, etc.)
- The source of items such as organizational charts and financial statement should be properly noted
- See note below about inclusion of only financial reports approved by the host organization or publicly available\*

**VITA.** Always the last page of the report. A one or two paragraph CV is appropriate. If a relationship for the intern with the host organization has continued after the end of the internship, this may be noted here.

**COMMITTEE APPROVAL SIGNATURES FORM.** The approvals form with original signatures from all three review committee members is to be bound into the Report copy presented to the AADM Program office. The sheet is normally bound in at the end of the book following the Vita. The signature of the Executive Director of Programs, for which a line appears on the form, is not expected to appear on this version.

**Additional notes on the Internship Academic Report:**

The student is free to disagree with the experts, and/or to present conflicting opinions, but the student must start with the literature and the facts “on the ground” and then proceed with the analysis. The student’s own opinions and recommendations are to appear only in Recommendations and not in the analysis sections.

In all cases, the committee is looking for the student's analytic ability and problem-solving skills as applied to the workings of the host organization.

**\*If the student wishes to include internal documents from the host organization as appendices, the host organization must approve the use of its documents for this purpose. As previously noted, any financial reports should be either approved for inclusion by the organization or publicly available (such as Form 990’s or Annual Reports posted on the organization’s website.)**

The information in all internship reports will be made public and accessible to anyone with an internet connection. Please discuss this with the host organization and keep this in mind while writing the report.

# Formatting the Internship Academic Report

**NOTE:** Do **not** use the UNO Thesis and Dissertation Guidelines to learn how to format the Internship Academic Report. The AADM Program is a **non-thesis program** and the guidelines for Thesis and Dissertations differ.

## Section headings checklist and pagination instructions

Page numbers should be centered at the bottom. No page number is to appear on the Cover Page or the committee approvals form.

Item	Section
<b>Cover Page</b> <ul style="list-style-type: none"> <li>Counted as page “i”, but not numbered.</li> </ul>	<i>Front Matter</i>
<b>Table of Contents</b> <ul style="list-style-type: none"> <li>If included, it should be labeled page “ii” centered at bottom of page</li> </ul>	<i>Front Matter</i>
<b>Abstract</b> <ul style="list-style-type: none"> <li>Continuing Roman numerals</li> </ul>	<i>Front Matter</i>
<b>Introduction</b> <ul style="list-style-type: none"> <li>Begin Arabic numerals (i.e. 1,2,3 etc.) which continue to end</li> </ul>	<i>Body</i>
<b>Internship Description</b>	<i>Body</i>
<b>S.W.O.T. Analysis</b>	<i>Body</i>
<b>Best Practices</b>	<i>Body</i>
<b>Recommendations</b>	<i>Body</i>
<b>Conclusions</b>	<i>Body</i>
<b>Appendices</b>	<i>Back Matter</i>
<b>Vita</b> <ul style="list-style-type: none"> <li>The last page in the document, before the approvals page</li> </ul>	<i>Back Matter</i>
<b>Signed copy of the Master’s Examination Report approvals page</b> <ul style="list-style-type: none"> <li>This is not a section of the report to be written. Rather, it is a document that must be attached to the rest of the report in the final printed version of the report.</li> </ul>	<i>Other</i>

## Page Numbering

- Title Page: the only unnumbered page (counted as page “i” but not numbered)
- All pages other than the title page must be numbered.
- All page numbers should appear at the bottom center of each page.

**Two** numbering formats are **required**.

1. Each section after The Title Page through the Abstract (everything considered “Front Matter” must be numbered using small roman numerals (ii, iii, iv, etc.)
2. Numbering restarts begin with the Introduction with Arabic numerals (1, 2, 3, etc.). The first page of the Introduction should be numbered “1”. Numbering should continue through the “body” to the Vita.

### Formatting Tip:

To keep the different sections within one document, use **Section Breaks**:

1. With the cursor on the last page of the first section (usually the Abstract page) In Word 2007, select Page Layout tab.
2. Click Section Breaks > Next Page.
3. Now select the Insert tab.
4. Click on the drop-down menu to the right of Page Number> Bottom of Page> Plain Number 2.
5. Select Format Page Numbers. If inserting page numbers for the first page after the front matter (page 1) deselect “Continue from Previous Section” and select Start at “1”.

## Spacing

- Reports must be double-spaced **except that** the Title Page, Table of Contents, Table and Figure Captions, Footnotes, quotations of more than five lines\* and entries in the Reference must be single-spaced.
- \*Quotes of five lines or more must be single spaced with .5 indentations left and right.
- Paragraph Indentation must be 0.5” or 0.7”.
- Widows (the last line of a paragraph typed as the first line of a new page) and orphans (the first line of a paragraph as the last line of a page) are not permissible.

## Font

A uniform font style should be consistent throughout the report. The body of the report must be written in a 12pt font. The maximum font size is 16pt (i.e. for headings) and the minimum is 10pt (i.e. for footnotes). Use a clear simple font such as Times New Roman or Arial. Script fonts are not acceptable.

Italics may be used for subheadings, scientific terms, foreign words, and special emphasis or for citing titles of published works. Some fonts convert to PDF more easily than others. Test this conversion *before* attempting to prepare the final, digital version of the document.

## Margins

All margins should be set to 1" (left, right, top & bottom). Left justification is required. Charts, graphs, tables, and illustrations must adhere to the required margin settings as well.

### Formatting Tip:

The default setting in MS Word is not 1". The margins may have to be re-set. In Word 2007 go to Page Layout > Margins to select the margins. In Word 97-2003 go to File>Page Setup to change the margins.

## Headings and Subheadings

The headings must be identical in font style, font size, placement, and style of capitalization and used consistently throughout the document.

Headings and subheadings may be in bold print and have a larger size font. Font size may not exceed 16-point. The font size and heading level correspond in a descending order (e.g., first-level heading has largest font size, etc.).

First-level headings (e.g., Acknowledgements, Table of Contents, List of Tables, List of Figures, Abstract, Introduction, Chapters, Bibliography, Appendix, Vita) must begin on a new page.

Double-spacing twice after a first-level heading, before footnotes, and before and after tables is permitted. Do not add extra space before or after subheadings. Running headers or footers are not permitted.

## Format style choice

The student may choose from APA, MLA or Chicago style formatting with agreement from the Major Professor. The formatting style chosen must be used consistently throughout the report.

## Title or Cover Page

The Title of the manuscript must be in upper and lower case lettering, begin at the 1" top margin, and not be in bold.

The degree listed must correspond to the official Arts Administration degree awarded by UNO as listed in the University Catalog.

### Example degree listing:

*Master of Arts  
in  
Arts Administration*

**The layout of the Title Page must exactly follow the example shown on the next page.**



## Example Title Page

*(1-inch margin)*  
Title - (do not use bold or italics)  
*(6 blank lines)*

An Internship Academic Report  
*(6 blank lines)*

Submitted to the Graduate Faculty of the  
University of New Orleans  
in partial fulfillment of the  
requirements for the degree of  
*(6 blank lines)*

Master of Arts  
in  
Arts Administration  
*(6 blank lines)*

by  
*(1 blank line)*  
Jane Doe  
*(1 blank line)*  
B.X. State University, 20XX  
*(1 blank line)*  
May (or August or December), 20XX

- List degrees awarded prior to the MA in Arts Administration from UNO
- The last line is the date of graduation, and coincides with the month in which the degree is awarded (**May for Spring, August for Summer and December for Fall**).

# Table of Contents

The Table of Contents should list and identify all items that follow the Table in the manuscript, including appendices.

## Example Table of Contents

Table of Contents	
List of Figures.....	iii
Abstract .....	iv
Chapter 1 .....	1
Introduction .....	1
Themes .....	2
Chapter 2 .....	5
Chapter 3 .....	8
References .....	11
Appendices .....	12
Appendix A: example.mpeg .....	13
Vita .....	14

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### Formatting Tip:

Do not manually type in the dot leaders! Use the instructions below to get a clean right margin.

In Microsoft Word:

1. Begin with a new page or remove previous formatting.
2. Set top, right and left margins.
3. At the top margin, center "Table of Contents".
4. Left justify the cursor on the next line of text. Type the title of the first page. (FOREWORD, LIST OF FIGURES, etc.)
5. With the cursor at the end of the word, set a tab stop by choosing Home>Paragraph>Tabs from the menu. In the Tab Stop Position window, type in the Default Tab Stops windows, type in 0. Set the Alignment to Right and choose Option 2 under Leader. Click OK.
6. With the cursor at the end of the word, press the Tab key. With the cursor now at the right margin, type in the page number and hit return. (Make sure the correct numbering format is being used).
7. For each subsequent heading, simply type in the title at the left cursor, tab over to the right and type the corresponding page number.
8. If there are subheadings to be indented from the left, space over to the correct point. Be sure all subheadings are aligned to the same point.

## Lists of Figures, Tables or Illustrations

If a figure, table or illustration is included in the manuscript a List should be provided. Lists should be formatted exactly like the Table of Contents (with page numbers aligned to the right margin).

## Nomenclature and Abbreviations

It may be necessary to provide a list of nomenclature or abbreviations utilized in the manuscript. It should follow the Table of Contents and precede the Abstract.

## Abstract

The abstract is intended to function as a summary of the content to be discussed in the body of the report. The maximum amount of words for an abstract is 150.

The Abstract is the last page in the manuscript to be paginated with a small Roman numeral.

**Keywords (words or short phrases for indexing and database access) are required to be listed at the bottom of the Abstract page.**

### Sample Abstract

#### Abstract

Following the logic of Fernando Pessoa's semiheteronym, Bernardo Soares, the artist renders in a visual image the sensations of his emotional state. "I compose landscapes out of what I feel", he declares, while simultaneously conveying the reader into his own physical landscape of the streets of Lisbon. The state of the self is reflected in the spaces that are inhabited, sought, created and reflected by the various personae represented in works by Rousseau, Pessoa and Lispector.

Keywords:

Comparative Literature, Portuguese, Brazilian Portuguese, Romanticism, *Julie, or the New Heloise*, *Livro do desassossego*

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## Introduction

This should be the first page of the manuscript to be paginated with Arabic numeral “1”.

## Vita

The student’s Vita is always the last page of the report (following Appendices), and is a brief biographical sketch in paragraph form written in the third person. It should not be confused in content or format with a Curriculum Vitae or résumé.

### Sample Vita

<p>VITA</p> <p>The author was born in Shreveport, Louisiana. She obtained her Bachelor’s degree in chemistry from Louisiana State University in 2005. She joined the University of New Orleans graduate program to pursue an MA in Arts Administration, and became a member of Professor Zeev Rosenzweig’s and Professor Matthew Tarr’s research groups in 2005 and 2007, respectively.</p> <p>107</p>
--

## Footnotes

- If footnotes are used, they can be placed either at the bottom of each page or grouped at the end of each chapter as end notes.
- If put at the end of the chapter the subheading “End Notes” should provide the title for the section. This does not begin a new page. Single-space the end notes with double space between entries. Inclusion of End Notes does not preclude a Bibliography. Footnotes may be numbered consecutively throughout the manuscript or they may begin with 1 within each chapter.

## Tables & Figures

*Do not group tables, figures and illustrations at the end of a chapter or the document.*

- The format chosen for table and figure titles must be used consistently throughout the document.
- Tables and figures must conform to the 1” margins.
- Captions may be single-spaced and smaller in size, but **no smaller** than 10 pt.
- If a table is longer than a single page, a notation that states either “(table continued)”, “(table XX continued)”, “(table cont.)”, or “(table XX cont.)” is **required**. The complete caption appears only on the first page at the top of the table.

Tables and figures not critical to the manuscript may be placed in an appendix. These tables and figures may be reduced to fit on one page as long as they are legible.

## Landscaped Pages

Landscaped pages should be formatted for screen viewing and remain landscaped in the PDF file. The pagination should also be oriented for the screen and not for print.

## Illustrations

It is possible within an Electronic version of the Internship Report to include original research elements. Digital photographs, screenshots, video images, and short audio clips are just a few of the types of supplementary materials that can be included in an electronic manuscript.

If needed, a separate *List of Illustrations* should follow the *Table of Contents*.  
If included, these items must be in one of the following formats:

<b>Images</b>	JPEG (.jpeg) PDF (.pdf -Use Type 1 Postscript Fonts) GIF (.gif) TIFF (.tif)
<b>Video</b>	Apple Quicktime (.mov) Microsoft Audio Visual Interleaved (.avi) MPEG (.mpg)
<b>Audio</b>	AIF (.aif) CD-DA CD-ROM/XA MIDI (.midi) MPEG-2 SND (.snd) WAV (.wav)

# Defense Process

An oral defense of the report before the student's graduate committee is required. The student must coordinate with his/her committee to schedule the date of defense. The date of this deadline should be determined at the beginning of the anticipated semester of graduation, and except under extreme circumstances the student must be physically present for the defense. (See [Paperwork and Deadlines](#)). The oral defense must take place before the semester deadline for Non-Thesis Master's Examinations, with time allowed to make additional revisions following the defense. **Defense deadlines are scheduled by semester. Students will be notified by email from the Arts Administration Office when the dates are confirmed.** If the defense takes place after the deadline, then the student will graduate the following semester.

The student must submit the final, complete rough draft to the Major Professor **no later than three weeks before the scheduled defense date**. Upon approval by the Major Professor, the paper is to be distributed to the other committee members in final form **no later than two weeks prior to the oral defense date**.

After the oral defense, members of the student's graduate committee vote to accept the report as is, accept the report with revisions, or reject the report entirely. If revisions are required, the student must complete them in time for approval by his/her graduate committee before the deadline for turning in internship academic reports. At the time that the student's internship academic report is approved, members of her/his graduate committee will sign the report approval forms in black ink. **Four copies of these forms are to have the names of the student and of the three defense committee members, and the defense date, typed in by the student and brought to the defense committee meeting.** This form is titled Non-Thesis Examination Report.

When the student's graduate committee has approved the final draft of the report, the finished report, together with the original Non-Thesis Examination forms signed by the three committee members, must be submitted to the Arts Administration Program office by the calendar deadline. One copy of the report is to be spiral bound (with one Non-Thesis Master's Examination Report bound in the back of the document). Plastic covers are encouraged. A second copy must be submitted electronically in PDF format. This copy will be uploaded onto the library's online catalog. The student is responsible for all printing expenses.

**Once it is submitted, the Report will be public.** It will be available for anyone with an internet connection to view at any time. This should be kept in mind as the report is being written. This also means there are sample copies of previous Internship Academic Reports in the Arts Administration meeting/defense room (Milneburg 205), for review by current students. Reports are also located online at: [http://scholarworks.uno.edu/aa\\_rpts/](http://scholarworks.uno.edu/aa_rpts/)

# Graduation

As soon as a student begins to have an idea of the semester in which s/he hopes to graduate, this needs to be communicated to the AADM Program office. Once the intended graduation date is recorded by the AADM Program office, the student will be added to the email groups for paperwork reminders and important dates. Students should let the AADM Program office know of their intent to graduate in a certain semester even if it is not 100% certain; this can be changed later if needed.

## Important pre-graduation requirements

Besides meeting all academic requirements of the Program, the student is responsible for completing the following:

- **Degree plan**, i.e., **Candidate Plan of Study** must already have been approved in an earlier semester.
- **Enrollment in the University** is required in the semester in which graduation is taking place (reference AADM 7040 above).
- Completion and filing of the **Application for Degree** with the Registrar's Office (<http://registrar.uno.edu>) and **payment of diploma and processing fees**. If the student for any reason does not graduate in the semester in which the initial application was submitted and graduation fees paid, the student will need to complete a **new** Application for Degree the next semester.
- The published deadline the **Non-thesis Masters Examination Report** must be filed by the deadline (see above).

## Final Checklist

**Before graduation, all criteria must be met:**

- Currently enrolled
- Forms submitted by deadline
- Diploma fee paid
- Internship Report approved by committee
- Final two copies (digital and printed) delivered to the AADM Program office

## Graduation Paperwork & Timelines

Document	What is it?	When is it Due? (exact due dates vary but will be communicated when available)
<p><b>Candidate Plan of Study</b> (see next page)</p> <p>Found on the UNO Grad School Website</p> <p>Link: <a href="#">Here</a></p>	<p>A record that is kept by the department and Grad School detailing the sequence and grades of the graduate courses taken.</p> <ul style="list-style-type: none"> <li>• This is a record of all graduate-level courses. All of the graduate-level courses taken (not just AADM) and no undergraduate level courses should be listed.</li> <li>• Include AADM 6990. If the course is in progress, leave the grade blank. If there is an outstanding I-grade, list "I".</li> <li>• If the student has taken AADM 7040, it should <u>not</u> be included in the list.</li> <li>• The student will not graduate that semester if this is not filed in a timely manner.</li> </ul>	<p>Before the beginning of the semester in which graduation is anticipated to take place.</p> <p>Ex: August 1, 2015 for Fall 2015 graduates.</p> <p>Should be submitted to the Arts Administration office directly.</p>
<p><b>Application for Degree</b></p> <p>Found in Webstar</p>	<p>A form filed through the Student Center in Webstar expressing intent to graduate.</p> <ul style="list-style-type: none"> <li>• The student <u>will not</u> graduate that semester if this is not filed by the posted deadline.</li> </ul>	<p>At the time dictated by the Graduate School; approximately a month after the semester's courses began.</p>
<p><b>Graduation Fee</b></p> <p>Paid in Webstar</p>	<p>A fee, rather than a document, paid when the Application for Degree is filed.</p> <ul style="list-style-type: none"> <li>• The student <u>will not</u> graduate that semester if this is not paid by the posted deadline.</li> </ul>	<p>When the Application for Degree is due.</p>





## Commencement

- The Office of the Registrar coordinates the Commencement Ceremonies and will send notices to degree candidates with instructions.
- The Registrar also prints and distributes diplomas and transcripts. If the graduating student cannot attend the commencement ceremony s/he **must** make other arrangements to receive the diploma, such as picking it up in Room 112 of the Administration Building or by completing the Diploma Mailing form.
- Graduation materials such as cap and gown can be purchased at the Bookstore. There are no dressing rooms or secure lockers available at the Arena. The graduate should arrive with cap and gown on and only carry discreetly portable items.
- Students attending the Ceremony should arrive **at least 45 min. prior to the Ceremony with cap and gown on.**
- Students who complete degree requirements in August may attend the Commencement Ceremony in the following December.

# Appendix A: Internship & Graduation

## Paperwork Packet

Select each document title to follow the link to the appropriate piece of paperwork.

To make changes, a student must select File > Make a copy and save a copy to his/her computer. Word versions of these files are available.

Forms:

1. [Internship Agreement](#)
2. [Internship Proposal Template](#)
3. [Committee Agreement](#)
4. [Student Midterm Report](#)
5. [Supervisor Midterm Report](#)
6. [Supervisor Internship Final Report](#)
7. [Master's Examination Report](#) - Print four (4) copies and bring them to the defense.
8. [Report Copyright and Distribution Form](#)

# Appendix B: Practicum Paperwork Packet

Select each document title to follow the link to the appropriate piece of paperwork.

## Individual Forms:

1. [Practicum Proposal Instructions and Agreement Form](#)
2. [Student Midterm Report](#)
3. [Supervisor Midterm Report](#)
4. [Time Sheet Template](#)
5. [Supervisor Final Report](#)

The **Final Practicum Report** should be created entirely by the student utilizing the following prompts:

- -How did things change (between what was proposed, the midterm, and the writing of the final report)? This may include the student's assigned responsibilities, relationship with co-workers, etc.
- -What was the most challenging aspect of the Practicum for the student and how did s/he overcome it?
- -Would the student want to work in this field?
- -Would the student suggest that other students work with this organization? Why or why not?
- -What AADM courses had the student taken that benefitted his/her work in the Practicum and how?

# Appendix C: Independent Study Paperwork Packet

Select the document to follow the link to the appropriate piece of paperwork.

To make changes, selected File > Make a copy and save a copy. Word versions of these files are available.

[Independent Study Proposal](#)

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## Appendix D: Additional Materials

[Curriculum Student Advising Sheet \(as of 8/14\)](#)

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## Appendix E: Student Performance Assessments

In addition to each student's own performance evaluations, assessments of all AADM students' performances on two important activities each semester—the Comprehensive Exams and the Internship and related Report—will be aggregated and reported to the University as an ongoing metric to track the overall effectiveness of the Arts Administration Program. While reflective of the criteria by which each student's work will be evaluated, the aggregated reports have no bearing on individual students' performances. The criteria for these evaluations ("rubrics") as presented to the grading professors are listed below.

### General

- Each student will be assessed individually, not in comparison to each other
- Only the aggregated scores will be reported to UNO each semester

### Information on Rubric for Comprehensive Exams

On a scale of 0 to 10, with 0 being the lowest and 10 the highest, the grading professors will be asked to evaluate each student on the following:

- Writing Quality: Rate the caliber of the student's writing, keeping in mind grammar, punctuation, use of citations, and spelling.
- Analysis/Comprehension: How well did the student reflect a grasp of the proposed situation(s)?
- Thoroughness: Did the student completely respond to all aspects of the question(s)?
- Synthesis: How well did the student demonstrate classroom learning in responding to the question?
- Internal Logic: How well does the student make his/her case; are the arguments sound?

## Information on Rubric for Non Thesis Masters Report and Defense

Assessment points have been established as outlined below. Defense committee members are required to provide scores on this basis.

TO NOTE: THIS DOES NOT IMPACT THE STUDENT'S ABILITY TO GRADUATE PROVIDING THE REPORT IS APPROVED OVERALL BY THE COMMITTEE.

The assessment breaks into two areas:

### Section One: Focusing on WRITING

Please select a number on each scale below, correlating to the student's ability to write a grammatically sound and thorough assessment of an arts/culture organization. 0 is the lowest and 10 the highest.

- Grammar, punctuation, spelling, and usage: Is the student's paper free of errors and does it contain proper word usage?
- Internal Logic: Is the student's paper logically cohesive and free of contradictions?
- Reporting Research: Does the student integrate appropriate research materials correctly? Is his/her use of citations correct and consistent?

### Section Two: Focusing on the OVERALL DEFENSE (accounting both oral and written)

Please select a number on each scale below, correlating to the student's synthesis of class learning with his/her internship experience and demonstration of application of arts administration skill. 0 is the lowest and 10 the highest.

- Defense: Was the student prepared, articulate, and did s/he display a full comprehension of the organization or that segment of the organization to which s/he had access?
- SWOT: In the student's examination of the organization, did s/he craft a thorough assessment? Does it demonstrate an application of classroom learning?
- Best Practices: In the student's comparison of organizations, did s/he demonstrate a grasp of the current state of the field at large?