

Graduate Handbook

Arts Administration Program
Master of Arts in Arts Administration
Graduate Certificate in Arts Administration

College of Visual and Performing Arts

Winthrop University
701 Oakland Ave.
Rock Hill, SC 29733

<http://www.winthrop.edu/graduateschool/default.aspx?id=3962>

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**Winthrop University – College of Visual & Performing Arts
Arts Administration Program
STUDENT HANDBOOK**

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I. Welcome

The purpose of this handbook is to provide a general description of Winthrop University and the Master of Arts in Arts Administration program (MAAA) for students and to present detailed information regarding policies and procedures which affect students. In as much as the educational process necessitates change, the information, policies and procedures in this handbook represent a flexible program which may be altered where such alterations are thought to be in the mutual interest of the University and its students. The University reserves the right to change without notice any provision with this handbook.

II. Introduction

This low-residency degree program is designed for individuals with experience in non-profit arts organizations who seek to enhance their effectiveness and advance their ongoing careers as arts administration professionals.

The program features visits to non-profit arts organization sites in the region. The faculty includes course instructors who are all working professionals in arts administration and guest lecturers with specialized expertise in marketing, law, grant-writing, advocacy, and leadership. The individual academic and career consultation and guidance that faculty members provide remains a distinctive component of the program. Every month students meet in small groups and individually with their instructors to discuss their progress and set goals for the next phase of their learning. In the first year these sessions guide students in their reflections upon their emerging research and writing skills. Second-year sessions guide students in the planning, research, and writing of their capstone research papers or projects.

III. Winthrop University History and Institutional Purpose

Winthrop University has been an educational leader in South Carolina for more than a century. In 1886, [David Bancroft Johnson](#), a dedicated and gifted superintendent of schools, successfully petitioned Boston philanthropist Robert C. Winthrop and the Peabody Fund for seed money to form a school whose mission would be the education of women as teachers. As the “Winthrop Training School,” Johnson’s fledgling institution opened its doors to 21 students in Columbia, S.C., using a borrowed, one-room building. Because of its important role, Winthrop soon received state assistance and moved to its permanent Rock Hill home in 1895.

Over time, Winthrop became one of the premier women’s colleges in the region and expanded its mission to become a comprehensive institution offering degrees in a growing variety of disciplines. The institution diversified its class ranks by extending its educational offerings to minorities in 1964 and becoming fully coeducational 1974. Winthrop assumed university designation in 1992 and has achieved national recognition in pursuit of its goal to be one of the finest comprehensive universities in the country.

Having conferred the first master’s degree in 1912, Winthrop University has developed a rich history of graduate education. Today, students can choose from over 50 [programs of study](#) from a wide variety of subject areas in education, business, arts, and sciences. Winthrop is a distinctive teaching university and, as such, offers graduate students the opportunity to pursue

their academics and professional development in an enriching environment—one where faculty and students together reap the benefits of small classrooms and one-on-one mentoring relationships. Students who decide to pursue their graduate work at Winthrop University do so because they desire a national-caliber graduate program delivered by expert faculty who value both research and teaching.

IV. College of Visual & Performing Arts

The academic disciplines within the College have been a central component of Winthrop's commitment to the arts for well over a century. As the only comprehensive collegiate arts program nationally accredited in all the arts in the State of South Carolina, public or private, the College of Visual and Performing Arts at Winthrop University offers majors in art, [design](#), music, theatre, and dance and teacher certification in [art](#), [music](#), [theatre](#), and [dance](#). With a full-time faculty of more than 50 artist/teachers and a student body of more than 700 enrolled in a wide variety of [undergraduate](#) and [graduate](#) degree programs, the College of Visual and Performing Arts provides high-quality arts instruction in a comprehensive university setting. The college also provides the broader Winthrop community with a vast array of outstanding performances and art exhibitions annually.

V. MAAA Program

a. Background/history

Launched in 2003, the MAAA program is modeled after low-residency graduate leadership programs at The Bank Street College of Education in New York. As with the Bank Street programs, Winthrop's MAAA has as its focus the individual academic and career consultation and guidance sessions between faculty members and students. Students are assigned a faculty instructor with whom they work for the duration of the program. The monthly session—a one-on-one meeting—is designed to advance the professional development of the student. Faculty instructors work closely with the program director to design curricula, grade student work, and teach the courses.

b. AAAE membership

Winthrop University is a member of the [Association of Arts Administration Educators \(AAAE\)](#), the international professional organization that promotes standards of education in arts administration.

An associate member since its inception, Winthrop MAAA became a full member of Association of Arts Administration Educators (AAAE) in 2008 by meeting the following criteria:

- Program has designated director,
- confers a graduate degree in arts administration,
- has an identifiable and published arts administration curriculum,
- and has a record of conferred degrees over at least a three-year period.

Full membership is subject to application and approval to the AAAE board and majority vote of current full members. AAAE Board President Andrew Taylor explains that as of spring 2010,

All member programs are currently accredited through whatever process governs their host college or division. There are no current plans for the Association of Arts Administration Educators (AAAE) to take on an accreditation role for arts administration programs. Since our member programs are scattered among many different colleges and disciplines -- music, theatre, business, policy, management, architecture, urban planning, and on and on -- it would be nearly impossible to construct an accreditation process that could work across all programs.

c. MAAA Mission Statement within the Mission of the University

The Master of Arts in Arts Administration program combines current theoretical study and academic research as well as applied practice to prepare reflective leaders to work with professional skill, creative initiative, and humane integrity in non-profit arts environments.

d. Program Goals:

1. To provide students a curriculum of best practices in governance, audience development, financial management, and legal principles pertaining to non-profit arts.
2. To prepare students for leadership roles in community engagement with the arts, arts advocacy, and arts policy development.
3. To explore evolving technologies, global issues, ethical questions, and leadership practices as they relate to non-profit arts.
4. To guide students to successful completion of an individual capstone research paper or project as a culminating experience.

Student Learning Outcomes

Graduates of the degree program will be able to:

1. Demonstrate understanding of historical development and strategic planning for non-profit arts organizations.
2. Demonstrate understanding of fiscal sustainability and institutional development for non-profit arts organizations.
3. Demonstrate knowledge of and skills in production, distribution, and marketing of the arts.
4. Demonstrate knowledge of key aspects of the legal, policy, and ethical environments of the arts.
5. Demonstrate understanding of and skills in advocacy and community relations for the arts.
6. Demonstrate understanding of research methodologies and skills to conceptualize, analyze, synthesize, and evaluate data.

e. MAAA Program Profile

i. Administration, Faculty, and Staff

The MAAA faculty is eminently qualified to teach and mentor students in the MAAA program. All are professionals in academic or non-profit sectors, currently working in the field as well as teaching in the program.

MAAA Program Director

Dr. Andrew Vorder Bruegge, Director, vorderbruegge@winthrop.edu 803.323.4850
140 McLaurin Hall
Office hours: MWF 9:00-11:00 am; TR Noon-2:00 pm and by appointment.

MAAA Instructor

Ms. Juliette Shelley, Adjunct Professor, shelleyj@winthrop.edu 704.214.6052
140 McLaurin Hall
Office hours by appointment

MAAA Instructor

Mr. Morenga Hunt, Adjunct Professor, huntl@winthrop.edu 704.301.7715
140 McLaurin Hall
Office hours by appointment

ii. Length of program

The 36-hour degree program emphasizes leadership in the non-profit arts environment—visual arts, dance, music, theatre, museum, cultural institution and performing arts administration. It includes a core of 18 weekend sessions (18 credit hours), four courses relating to field-based practicum and capstone preparation (12 credit hours), and two one-week summer institutes (6 credit hours) spread out over two years of full-time enrollment. Classes meet three weekends during the fall and spring semesters, three weekends in the summer, and one full week in the summer (the Summer Institute).

iii. Capstone Research Paper or Project

Instructors work with second-year students in the planning, research, and writing of their capstone research papers or projects. Writing this capstone research paper or project is a process of going deep on a topic the student is curious about. It is different from an essay or long paper. In ARTA 695 and 696 (Research I and II) students will learn how to research and write this capstone research paper or project.

iv. Class Size

Participants are admitted in cohorts beginning in the fall semester of each year. Cohort members develop strong bonds of camaraderie that transform into a vital network of professional peers after graduation. The Master of Arts in Arts Administration program accepts eight and twelve students per academic year. This creates an intimate classroom setting with one-on-one learning.

v. Titles of Recent MAAA Theses

Wilkes, Rachel, “Non-Profit Enterprises: The End of Martyrdom,” Class of 2012.

Elliott, Erin. “Studio One: Evaluating the Outcomes of an After-School Performing Arts Program,” Class of 2011.

Stegall, Kathryn. "LYNX Blue Line Public Art Tour Podcast," Class of 2010.

Fortune, Heidi. "Connecting Artists and Youth-At-Risk: An Artist-In-Residency Model," Class of 2009.

vi. Alumni Summary

Alumni are employed in major arts organizations across South and North Carolina, and the United States in positions of leadership in administration. Among them are:

- North Carolina Museum of Art, Raleigh, NC
- Bechtler Museum of Modern Art
- Culture & Heritage Museum, York County, SC
- College of Visual and Performing Arts, Winthrop University
- McColl Center, Charlotte, NC
- Penn Center, St. Helena Island, SC
- Kresge Foundation, Troy, MI
- Gallery Up, Rock Hill, SC
- Fort Mill Arts Commission, Fort Mill, SC
- Rural Hill, Huntersville, NC
- Studio One, Lumberton, NC
- Clinton Junior College, Rock Hill, SC
- UNC School of the Arts, Winston-Salem, NC
- Rock Hill Community Theatre, Rock Hill, SC
- Columbia College Gallery, Columbia, SC
- Converse College Gallery, Spartanburg, SC
- Brooks Center for the Performing Arts, Clemson University, Clemson, SC
- Robinson Hall for the Performing Arts, UNC Charlotte, Charlotte, NC
- Governor's School for the Arts and Humanities, Greenville, SC
- MufakaWorks Dance, Beaufort, SC
- Tennessee Arts Commission, Nashville, TN
- Rock Hill Economic Development Corporation, Rock Hill, SC
- K-12 public and private schools and arts organizations throughout the Carolinas
- Spartanburg Philharmonic Orchestra, Spartanburg, SC
- Volo Foundation, Florida

f. Nondiscrimination Policy (*see*

http://www.winthrop.edu/uploadedFiles/hr/policies/EQUAL_EMPLOYMENT_OPPORTUNITY_STATEMENT.pdf.)

g. Graduate Certificate in Arts Administration

In 2014 the university approved this new program. All information about this certificate program (mission, admissions, curriculum, etc.) appears in this section of the handbook. There is also important information for students in the Graduate Certificate program in sections VIIb and c, Xa and c, XII, XIII, XIVa, XV, and the Appendices below.

Mission Statement:

The Graduate Certificate in Arts Administration program combines current theoretical study and applied practice to prepare reflective leaders to work in non-profit arts and culture environments.

Program Goals:

1. To provide students a curriculum of best practices in governance, organizational management, audience development, financial management, and legal principles pertaining to non-profit arts organizations and cultural institutions.
2. To explore evolving technologies, global issues, ethical questions, and leadership practices as they relate to non-profit arts and culture.

Program Student Learning Outcomes:

Graduates of the certificate program will be able to:

7. Demonstrate understanding of historical development and strategic planning for non-profit arts and culture organizations.
8. Demonstrate understanding of fiscal sustainability, audience development, and institutional development for non-profit arts and culture organizations.
9. Demonstrate knowledge of and skills in production, distribution, and marketing of the arts and culture.
10. Demonstrate knowledge of key aspects of the legal, policy, and ethical environments of the arts and culture.

Program Description:

This low-residency certificate program is designed for individuals with fundamental, entry-level experience in non-profit arts organizations who seek to begin careers or enhance their effectiveness as arts administration professionals. This certificate is ideal for individuals who want advanced credentials and professional connections without the larger time commitment and academic requirements of a master's degree. The weekend and online delivery allows students to develop their professional skills without compromising their family and career obligations.

The eighteen credit hour certificate program includes eighteen weekend sessions, spread out over two years of part-time enrollment. Classes meet three weekends during the fall and spring semesters and three weekends in the summer term. In the weeks between each module, students and faculty members connect online to develop assignments, share ideas, and reflect upon assigned readings. Course content includes: leadership and governance, marketing, sustainability, legal and ethical issues, as well as finance/budgeting.

Students develop strong bonds of camaraderie that transform into a vital network of professional peers after graduation. The program features visits to non-profit arts organization sites in the region. The faculty includes course instructors who are all working professionals in arts administration and guest lecturers with specialized expertise in marketing, law, grant-writing, advocacy, and leadership. Certificate students have full access to all the university's resources while they are enrolled in courses.

Ideal candidates come to the program with superior undergraduate achievement in an arts discipline, applied professional work in the non-profit arts environment, and an aspiration to advance to a leadership role in the field. The applied experience with a non-profit arts organization is essential for success in the program, because students will draw upon their work experience as context for the concepts, theories, knowledge, and materials presented in the

curriculum. Moreover, students are expected to put their learning into practice in their professional lives.

Certificate Requirements:

- Students must earn a B or better in all courses
- Required courses to complete:
 - 18 credits—9 per year
 - ARTA 600: Principles and Practices of Arts Administration
 - ARTA 610: Leadership, Management, and Organizational Structure
 - ARTA 620: Marketing the Arts
 - ARTA 630: Financial Analysis, Budgeting, and Fiscal Management
 - ARTA 640: Sustainability: Funding, Development, and Grants
 - ARTA 650: Arts Administration and the Law

Admission to the Graduate Certificate in Arts Administration Program:

From the perspective of the institution, this certificate program will enroll graduate students as “degree-seeking.” Therefore, applicants must meet the graduate school’s general admission requirements. These include:

1. Application: Each applicant must submit a completed application with the non-refundable application fee to the Graduate School.
2. South Carolina Residency Form: Applicants who claim South Carolina residency for tuition and fee purposes are required to complete a residency form. Only South Carolina residents are required to complete this form.
3. Official Transcripts: Applicants must submit official transcript(s) (sent directly to the Graduate School from the issuing institution) from **all** institutions attended for undergraduate and graduate coursework. Degrees or coursework completed at an institution that does not hold accreditation from the commission on colleges of a regional accreditation agency will be evaluated on an individual basis.
4. Approval for Admission: Each applicant for admission to a degree program must have the approval of the college in which the student’s area of specialization is located. Although admission documents are submitted originally to the Graduate School, all credentials are reviewed by the individual college, where the admission decision is made.

In addition to meeting Winthrop University general admission requirements for all graduate students, applicants for admission must show high promise of success in graduate study in arts administration as demonstrated by an essay, documentation of education, and documentation of work experience in the arts or cultural environment.

Specifically applicants should:

1. Hold a baccalaureate degree from an accredited institution;
2. Have an overall undergraduate grade-point average of 3.0 on a 4.0 scale;
3. Have at least one year of work experience (professional or volunteer) in a non-profit arts/cultural environment;

4. Submit an essay describing their background in a non-profit arts/cultural environment and their reasons for pursuing this degree program;
5. Submit a current *curriculum vitae*; and
6. Submit two letters of recommendation. Recommendations from arts and/or academic professionals are preferred.

English Language Proficiency: All international graduate applicants must present one of the following to the Graduate School: a TOEFL score of at least 550 on the paper-based test or at least 79 on the internet based test, an IELTS score of at least 6 or successful completion of level 112 of the Intensive English for Academic Purposes Program from an English Language School (ELS) center. Applicants who take the TOEFL or IELTS must have the official score report sent to the Graduate School directly from the testing service. Applicants who complete the ELS program must have an official Certificate of Completion and Academic Report sent to the Graduate School from the ELS center.

Once students are admitted to this certificate program, they may begin their studies at the start of the next new course in the calendar.

Admission to the MA Degree Program after the Certificate:

- See WU policies concerning admission to the graduate school.
- Upon successful completion of six hours, Graduate Certificate students may apply for admission to the Master of Arts in Arts Administration degree program. If accepted, all credits earned toward the graduate certificate will be applied to the degree program.
- All students enrolled in the MAAA degree program from the beginning will receive a Graduate Certificate in Arts Administration upon completion of these 18 credits. They will then continue on towards the master's degree.

In their final semester of the graduate certificate program students should complete the [Application for Completion of Graduate Certificate](#). There is no deadline date for submission. The university will print the credential once all courses are complete and the application has been submitted. Students who earn this certificate do not participate in graduate commencement.

VI. MAAA Admission Requirements and Procedures

Materials and applications are due by February 15 for Fall semester admission; all materials should be sent to the Graduate School, 209 Tillman Hall, Winthrop University, Rock Hill, SC 29733. Final admission decisions cannot be made until all information has been received. Applicants not submitting all materials prior to the deadline will be considered for the following academic year.

After credentials are reviewed, the program director will contact the applicant to schedule an interview. Interviews will be conducted between March 15 and April 30.

In addition to meeting Winthrop University [general admission requirements for all graduate students](#), applicants for admission must show high promise of success in graduate study in arts administration as demonstrated by an essay, interview and documentation of education and work experience.

Specifically the applicant should:

1. Hold a baccalaureate degree in an arts or business management discipline;
2. Have an overall undergraduate grade-point average of 3.0 on a 4.0 scale;
3. Have at least one year of professional work in a non-profit arts/cultural environment;
4. Submit an essay describing their background in the non-profit arts environment and their reasons for pursuing this degree program;
5. Submit a current *curriculum vitae*; and
6. Submit two letters of recommendation from educational or arts professionals.

Ideal candidates come to the program with superior undergraduate achievement in an arts discipline, at least one year of professional work in the non-profit arts environment, and an aspiration to advance to a leadership role in the field. The applied experience with a non-profit arts organization is essential for success in the program, because students will draw upon their work experience as context for the concepts, theories, knowledge, and materials presented in the curriculum. Moreover, students are expected to put their learning into practice in their professional lives. Interested individuals who do not have professional work experience in the non-profit environment are encouraged to volunteer for a non-profit arts organization for at least a year before applying for admission to the program. Such regular, extended engagement in non-profit arts service will greatly improve such applicants' chances of admission.

Applicants who do not hold a bachelor's degree in an arts or business management discipline may present life and work experience in the non-profit arts environment as an alternative prerequisite for admission. Among entering students in any cohort, fewer than 10% are admitted with this kind of educational background.

English Language Proficiency: All international graduate applicants must present one of the following to the Graduate School: a TOEFL score of at least 550 on the paper-based test or at least 79 on the internet based test, an IELTS score of at least 6 or successful completion of level 112 of the Intensive English for Academic Purposes Program from an English Language School (ELS) center. Applicants who take the TOEFL or IELTS must have the official score report sent to the Graduate School directly from the testing service. Applicants who complete the ELS program must have an official Certificate of Completion and Academic Report sent to the Graduate School from the ELS center.

VII. Degree Requirements

a. Required Courses

Year 1 (Includes Fall, Spring, and Summer Terms)

ARTA 600 Principles and Practices of Arts Administration (3)

ARTA 610 Leadership, Management, and Organizational Structure (3)

ARTA 650 Arts Administration and the Law (3)

ARTA 685 Field Based Practicum I (3)

ARTA 686 Field Based Practicum II (3)

Year 1 - Summer Institute

ARTA 670 Policy and Advocacy (3)

Year 2 (Includes Fall, Spring, and Summer Terms)

ARTA 620 Marketing the Arts (3)

ARTA 630 Financial Analysis, Budgeting, and Fiscal Management (3)

ARTA 640 Sustainability: Funding, Development, and Grants (3)

ARTA 695 Research in Arts Administration I (3)

ARTA 696 Research in Arts Administration II (3)

Year 2 - Summer Institute

ARTA 660 Community Engagement (3)

Total Semester Hours 36

b. Summer Institute

The Summer Institute is a one-week seminar covering either community engagement or arts advocacy. Students are introduced to current practices in arts administration through on-site visits and interaction with guest presenters. Visits to regional arts centers include such locations as Greenville, Charleston, Greensboro, Raleigh, Asheville, and Columbia. Guest presenters include experts with backgrounds as artists, art critics, arts educators, arts executives, political leaders, and arts advocates.

c. Field Practicum

The Year I cohort ARTA 685 Field Based Practicum I is a three credit course. The student engages in fieldwork in an appropriate setting with supervision and guidance from the instructor. This fieldwork also includes exploration of research/data analysis techniques for arts administration, analysis of readings, an interview with a non-profit arts practitioner, engagement in and critical response to various arts events, and reflection on learning in the semester courses.

ARTA 686 Field Based Practicum II is a three credit course. The student continues in fieldwork as described above and completes a major research project in preparation for the work on the capstone research paper or project in the second year.

d. Capstone Research Paper or Project

At the end of the first year of study, students receive a capstone packet. The packet includes formatting guidelines, content guidelines, timetables, and helpful hints for the capstone research paper or project. The packet outlines for students how they will develop the research and writing during their second year of study.

Year II cohort ARTA 695 Research in Arts Administration I is a three credit course. The student works with her or his instructor (first reader) to prepare the capstone proposal and prepares any necessary approvals to the IRB (see below).

Year II cohort ARTA 696 Research in Arts Administration II is a three credit course. The student works with her or his instructor to complete the final draft of the capstone document.

i. Institutional Review Board (IRB)

The Institutional Review Board is responsible for the review of PUBLISHED research involving human subjects by Winthrop University personnel (faculty, staff and students) and others using Winthrop University resources to assure that:

- a. The rights and welfare of the human subjects involved are adequately protected;
- b. The procedures used to obtain informed consent are adequate and appropriate;
- c. The risks to the human subject are reasonable in relation to anticipated benefits.

A researcher seeking approval of a project by the IRB must complete an IRB protocol, titled “Request for Review of Research Involving Human Subjects” (hereafter referred to as “Protocol”). The completed form must be printed, signed and submitted to the Director of Sponsored Programs and Research. In addition, an electronic copy, including all attachments, must also be submitted to the Director of Sponsored Programs and Research.

Research papers completed by MAAA students sometimes include research involving human subjects—usually because the research includes interviews with subjects or surveys conducted with subjects. If MAAA students intend to publish in any way such research involving human subjects, they must submit a protocol for approval to the university’s IRB. All MAAA students learn about the IRB process and protocols during the summer after their first year of study and during the fall of the second year of study.

e. Retention and Graduation

Students must meet certain qualitative requirements for retention and graduation.

- i. Once a student has been admitted with graduate degree status, he or she is expected to maintain an acceptable cumulative grade point average. A student whose cumulative grade point average falls below 2.85 during the first 18 hours of coursework is placed on academic probation. A student who has earned more than 18 hours and who fails to maintain a grade point average of 3.0 is placed on probation. A student may take up to nine hours while on academic probation. If the grade-point average does not rise to the minimum acceptable standard based on the number of hours earned within the first nine hours of being placed on probation, the student is dismissed from graduate study. A course in which the student receives a grade of W/N is included in this nine-hour limit. If a student repeats one or two courses while on academic probation, the new grade replaces the original grade in the calculation of the grade-point average.
- ii. Grade-point averages calculated for removal of probationary status are based on all graduate courses taken at Winthrop University, not on selected courses. All course work used to restore the grade-point average to 3.0 must be completed at Winthrop. Credit earned at any other institution while the student is on academic probation or is ineligible to enroll at Winthrop cannot be applied to any degree at Winthrop University.

- iii. A final grade-point average of at least 3.0 in graduate work taken at Winthrop is required for all graduate degrees. The final grade-point average is based on hours and quality points earned for courses taken on a letter-grade basis at Winthrop which are necessary for meeting the degree requirements.
- iv. Once admitted to a graduate program at Winthrop University, students are expected to maintain continuous enrollment until the conclusion of their academic program. All work toward the degree must be completed within the 6-year period immediately prior to the conferring of the degree. Continuous enrollment is maintained by registering for regular coursework or one of the following, depending on individual circumstances. If students “stop out” and chooses not to take courses during a given semester, they may enroll in GSTC 600 so as to continue having access to their Winthrop email account, the Dacus Library, the West Center, and other campus resources. This will also allow the program and university to notify students of important changes or events related to their graduate degree. Students who enroll in GSTC 600 may register for normal coursework the subsequent semester with no further admission requirements. Students may not enroll in GSTC 600 for two consecutive semesters. If students “stop out” and do not enroll in GSTC 600, and later wish to enroll, they are required to complete an “Application for Readmission” form and submit the required readmission fee for their application materials and coursework to be re-evaluated by the graduate program for admission. Such students are not automatically guaranteed readmission into the program.

VIII. Individual Academic and Career Consultation and Guidance

The individual sessions between faculty members and students represents one of the unique features of the MAAA program and an important aspect of student learning. Each learner will meet or conference via phone, Skype, or IM with his or her MAAA instructor or each month. The learner and instructor will determine the time and format. It is a partnership between the learner and instructor. Students are required to have an ongoing substantive involvement in the arts–employment, an internship, or a volunteer position. Year II learners will meet with their instructor to prepare the outline, references, and proposal for the capstone documents.

Conference Groups

Learners are assigned to a small conference group facilitated by MAAA instructors. Conference groups give learners an opportunity to discuss their professional successes and challenges, to delve further into topics discussed in class, and to support each other through various professional transitions. It is expected that issues shared in conference groups will remain confidential in that group unless permission has been given to share outside the group. The MAAA program director will attend each group periodically.

IX. Registration

See Appendix for detailed instructions about the registration process.

X. Academic Performance

- a. Attendance & Participation

Attendance and full participation is essential in a low-residency program. Friday evening and all-day Saturday attendance is required, as it is impossible to capture the lecture, discussion, and small-group work simply from notes. Learners must clear their calendars for the weekend and Summer Institute sessions.

b. Monthly Assignments

- Graduate learners take responsibility for their own learning. Come to each weekend fully prepared. This includes a thorough reading of all of the assigned readings, completing Review and Study Guides, completing pre-assignments and post-assignments, and preparing questions that arise as the result of these assignments.
- Graduate learners are expected to explore other resources on arts, leadership, learning, administration or related topics on your own and share these with the group. Use the Winthrop University library resources to explore topics in-depth. Three to five journal articles or one relevant book is required each month in addition to module reading assignments.
- Students create their own annotated bibliography of readings from credible sources (peer-reviewed journals, scholarly books) on arts and administrative topics.
- MAAA learners are expected to attend an art event each month. It can be in your chosen field or in a different art discipline. Ideally, a variety of experiences and art venues will give you a taste for the many possibilities in arts administration. These experiences will be shared during conference groups and documented in your portfolio.
- Each learner in this program brings his/her own unique set of experiences and perspective. To enrich the experience for everyone, learners are expected to fully participate in group discussions and small group work.
- Students and faculty agree to operate under our mutually established group norms.

c. Internet (Blackboard)

Class readings and assignments, calendars, course information, announcements and opportunities about available arts positions and seminars will be posted on the MAAA Blackboard. There will be a Blackboard for the entire cohort of MAAA students, with sections for each conference group. Students are required to use their Winthrop email address to access these websites. All students will be responsible for checking this website in a timely manner. Learners should check MAAA Blackboard on the day of weekend classes for any last minute announcements, including room changes. Information about Blackboard is found at <http://www2.winthrop.edu/Blackboard/>. Learners can access Blackboard by using the above link or <http://Online.winthrop.edu>.

XI. Integrity and Safety in Research and Creative Activities

- a. Dismissal for reasons other than academic include misconduct in research and dishonesty regarding grades, academic records, or scholarship.
- Credit may be withheld: Winthrop may refuse to grant students course credit for research conducted without IRB approval.
 - Capstone research work may not be accepted.
 - Degrees may not be awarded for work based on non-IRB reviewed projects.

- Articles may not be published: Most professional journals require evidence of IRB approval when considering articles for publication.
- Funding may be withheld: IRB approval is required if you are a participant in a grant program. These programs will not release funds without IRB approval. (*see* <http://www2.winthrop.edu/spar/Human%20Subjects.htm>)

- b. See also IRB (under **VII. d. Research**)
- c. See also Work-Related Policies (under **XV**)

XII. Student Conduct, Conflict Resolution, and Student Rights and Responsibilities
(*visit* <http://www.winthrop.edu/uploadedFiles/studentconduct/StudentHandbook.pdf>. pgs. 37-57)

Academic institutions exist for the transmission of knowledge, the pursuit of truth, the development of students, and the general well-being of society. Winthrop University recognizes that its students retain all of the rights provided by the constitutions of the United States and State of South Carolina, Federal and state statutes, and applicable University policy, while attending the University.

Free inquiry and free expression are indispensable to the attainment of these goals. As members of the academic community, students are encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth.

Freedom of the individual may be defined as the right to act or speak, so long as it does not adversely affect the rights of others. Believing in this concept, Winthrop University will protect freedom of action and freedom of speech for both students and employees, so long as it is not of an inflammatory or demeaning nature and does not interfere with the students' living and study conditions and the administration of its affairs. It shall constitute a disruptive act for any member of the campus community to engage in any conduct which would substantially obstruct, interfere with or impair instruction, research, administration, authorized use of University facilities, the rights and privileges of other members of the Winthrop community, or disciplinary proceedings. Moreover, Winthrop University is committed to improving the quality of student life by promoting a diversified educational and cultural experience. Therefore, racist conduct or other acts of bigotry will not be tolerated.

Rights and freedoms imply duties and responsibilities. Note should be taken that a student who exercises his or her rights as a private citizen—whether individually or as a member of a group—must assume full responsibility for his or her actions. All Winthrop students and employees must abide by local, state, and federal laws and with all published University policies and regulations. Violations of laws and regulations will subject the perpetrator to disciplinary action by the University and/or the appropriate civil or criminal court and federal laws and with all published University policies and regulations. Violations of laws and regulations will subject the perpetrator to disciplinary action by the University and/or the appropriate civil or criminal court.

XIII. Financial Aid (*see also Winthrop's Graduate School webpage or handbook*)

A Winthrop education is among the most valuable of investments and the Financial Aid Office is committed to helping students find appropriate ways to finance their education. Winthrop offers a comprehensive program of student financial assistance including scholarship, grants, student loans, and employment.

To apply for need-based and non-need based financial aid including federal and state grants, work-study, and loans, students must file a Free Application for Federal Student Aid (FAFSA). Students must renew the AFSA each year. Detailed information about applying for aid can be found on the financial aid website at www.winthrop.edu/finaid.

Financial aid information is accessed on Wingspan. Students will be notified by email whenever a financial aid change is made in Wingspan. It is critical that students regularly check their Winthrop e-mail account in order to receive financial aid notifications. Further information on how to access financial aid information on Wingspan can be found at <http://www.winthrop.edu/finaid>.

The unusual nature of the MAAA program as a year-round, low-residency degree program that requires students to be enrolled in the fall, spring and summer sessions means that financial aid is handled to meet MAAA students' needs. For purposes of financial aid eligibility, graduate assistantships, and scholarship award eligibility, MAAA students have graduate half-time enrollment status during the fall, spring, and summer semesters. They can receive financial aid for up to 18 credits per year, and those funds are allocated to them in two equal amounts in the fall and spring semester. This means that MAAA students will need to "hold back" some financial aid funds awarded in the fall and spring for the summer academic session.

The graduate school maintains a website, "My Money Matters," to assist graduate students with financial planning: <https://www2.winthrop.edu/mymoneymatters/>.

The MAAA program awards some academic scholarships every year. The amount varies from year to year, depending on the allocation from the graduate school. The program director provides application information to all students in a timely manner. The program director and faculty members review the applications and make award decisions.

The MAAA program offers one graduate assistantship to a second-year MAAA student. Students who are awarded graduate assistantships are required to work about 16 hours per week year-round, and in return receive a stipend and tuition waiver. Because of the unique nature of the MAAA program as a low-residency degree program that requires students to be enrolled in the fall, spring and summer sessions, a student who works in this graduate assistantship position is expected to work on campus during the fall, spring, and summer sessions. The tuition waiver includes all courses taken in the fall, spring, and summer sessions. The stipend is paid in three equal amounts in the fall, spring, and summer sessions. The exact dollar amount of the stipend and tuition waiver may vary, and will depend on a number of factors. The program director provides application information to all students in a timely manner. The program director and faculty members review the applications and make the award decision every spring.

XIV. Work-Related Policies

a. Safety and Security Policies

Winthrop University as in place policies and procedures to protect all faculty, staff, and students engaged in learning on its campus. Those policies are at:
<http://www.winthrop.edu/emergency/secondary.aspx?id=26385>

Winthrop University Police Department has a free Safety App available for smart phones. This new app, "WUWATCH" will allow you to report crimes and emergencies to Campus Police with a few simple clicks. The user can submit GPS embedded crime tips that can include text, photo, video, and audio of crimes and emergencies. Users can also "check-in" to let family and friends know they have reached their destination safely. A special "Safety Box" feature is included that will provide the user a flashlight, emergency map, a law enforcement resources page, and an Alert Notification section. The App is available on the iPhone through the APP Store or through Google Play for Droid phones. Search term to find the App is "WUWATCH."

In an effort to combat computer and laptop computer thefts, the Winthrop University Police Department has created a program called Operation C.L.A.W. (Computer or Laptop Anti-theft Watch). Operation C.L.A.W. is a free laptop computer theft recovery program that allows the Winthrop University Police Department the opportunity to track and gather pertinent information from a participating laptop computer once it is reported stolen. Complete details to participate in the program may be found here:
<http://www2.winthrop.edu/campuspolice/LaptopTheftRecoveryProgramIntro.asp>.

When you agree to the terms/conditions of the program, download, and activate this free and safe software onto your computer or laptop you actually have installed a tracking device onto the machine. If you are a participant in the program and your computer or laptop is stolen, please report the theft to Campus Police and inform them that you are a participant in the Operation C.L.A.W. program and the software is active. Campus Police notifies the company who provided the software program and informs them the laptop has been stolen. They will then begin to monitor the computer or laptop activity. The next time your laptop or computer logs onto the internet, the software will provide an IPS address to the monitoring company. They in turn will provide the IPS address to Campus Police for follow up, identification and location of the computer or laptop. Campus Police hopes this new software option will reduce the number of computer and laptop thefts as well as lead to recovery of the computers and the arrest of those involved.

b. Graduate Assistantships

Graduate assistantships are awarded to students who are admitted, without provisions, to graduate degree programs. To retain a graduate assistantship, the student must maintain academic eligibility and may not be on academic probation. A recipient must be registered for courses prior to signing the Graduate Assistant Employment and Wage Agreement form.

Graduate assistants should not begin working until the Graduate Assistant Employment and Wage Agreement Form has been approved by the Office of Human Resources.

Graduate assistants who fail to report to the Cashier's Office to pay outstanding balances by the published fee payment deadlines will be dropped from courses, and the graduate

assistantship offer could be withdrawn. The graduate assistant is also responsible for obtaining a Winthrop University Identification Card. Graduate assistants who do not fulfill the above the terms will be terminated as a graduate assistant. Graduate assistants who do not fulfill the above conditions are required to reimburse the university in the amount of the tuition waiver.

XV. University Resources

a. Graduate School

The Graduate School office, located in 209 Tillman, advises prospective students on admission procedures and requirements, and provides student services to Winthrop's enrolled graduate students. To learn more visit www.winthrop.edu/graduateschool, call 803/323-2204, or email gradschool@winthrop.edu.

b. Records & Registration

Records & Registration office hours are Monday through Friday, 8:30 a.m. to 5:00 p.m. (EST). The Office of Records and Registration supports the academic goals of Winthrop University by

- Interpreting and communicating university academic policies;
- Serving as a liaison between faculty and staff and the Winthrop Community;
- Providing prompt, accurate and courteous administrative service in areas including, but not limited to Cultural Events, Degree Audits, Graduation, Registration, Transcripts, and Veteran Benefits;
- Identifying and using effective technology to ensure efficiency in student and administrative services.

Our commitment to such guarantees the security, confidentiality, and integrity of institutional and student records.

c. Cashier's Office

The Winthrop University Cashiers Office is charged with the responsibility to collect and deposit all University funds in accordance with state regulations; to develop and implement standardized cash receipting and cash handling procedures; to control and manage an institutional petty cash fund; to emphasize continuous quality improvement through staff training, teamwork and cooperation; and to adhere to a strong personal commitment to customer service. Our goal is to enthusiastically and professionally project a positive image of the department and Winthrop University.

d. Dacus Library

The Ida Jane Dacus Library, on the corner of Oakland and Eden Terrace, is an integral part of the university's instructional program. Students are encouraged to take the Virtual Library Tour to learn basic library procedures and the location of facilities within the library. Many full-text databases and bibliographic indexes along with DOC, the Dacus Online Catalog are available on the Dacus Library Online website. For more detailed information on the library's holdings, hours, departments, and services, check Dacus Library Online at www.winthrop.edu/dacus or call the reference desk at 323-4501.

e. Writing Center

The Writing Center, located in 242 Bancroft Hall, provides a free writing, consulting service to all members of the University community: students, staff, administrators and faculty. The Writing Center's purpose is to help writers at all levels learn more about their writing through tutoring sessions. Tutors help writers analyze assignments, address audiences appropriately, improve their composing processes, strengthen the focus and organization of their writing, and improve their control of the language. The Writing Center cannot provide a proofreading/editing service or guarantee better grades; its primary purpose is to improve writing in the long term. Although operating hours may vary from semester to semester, the Writing Center is open at least five days a week. Scheduling an appointment ensures that a tutor will be available. To make an appointment, telephone 803-323-2138.

f. Academic Success Center

Winthrop University's Academic Success Center (ASC), housed under University College, opened its doors in August 2010 with help of the Fund for the Improvement of Postsecondary Education (FIPSE) grant from the U.S. Department of Education. The mission of the Academic Success Center at Winthrop University is to support the academic pursuits and life-long learning of undergraduate students, as they persist to graduation and beyond. The Academic Success Center serves students through a variety of personalized and structured experiences and resources that help students succeed academically, such as: one-on-one consultation; academic skill development (writing); individual and group tutoring opportunities; referrals to other University support services; development of academic action plans;

g. West Center

The West Center provides educational and recreational opportunities for the campus community in a safe, engaging environment promoting academic growth and healthy lifestyles. Construction of the West Center exemplifies Winthrop University's dedication to fostering the wellness of our students, faculty and staff. The West Center is the recipient of a 2008 Educational Interiors Showcase "Outstanding Project Award" for interior design and a Charlotte Business Journal "[Green Award](#)."

The Lois Rhame West Health, Physical Education and Wellness Center is the site of both academic and wellness pursuits. Offices located in the facility include Health and Physical Education, Sport Management and Recreational Services. The West Center contains the following facilities: climbing wall, four racquetball courts, 25-yard pool with 8 lanes, four basketball courts that can also be used for badminton and volleyball, an 8,000 square foot weight room, 2,000 square feet of cardio space with four additional cardio stations and two aerobic/activity rooms. Use of the West Center is free for currently enrolled Winthrop University students.

h. Arts Administration Advisory Board

In the fall of 2013 the program director formed an advisory board for the arts administration program. Non-profit arts and cultural organizations are managing ever-increasing levels of complexity about every aspect of their operations—personnel, fundraising, advocacy, ethics, and their relevance to their communities. This complexity is brought on by governmental policy shifts, watchdog oversight, fast-paced changes in technologies, new research, and shifting paradigms about audience engagement. The program wants to prepare its students to become future arts leaders who will be ready to work and flourish in such an environment. The advisory board will be composed of members whose experience as arts leaders can not only inform the program’s faculty members and students about the most pressing issues for the non-profit arts and culture field, but also offer guidance about how to prepare our arts administration students to meet those issues after they graduate.

Advisory Board Mission Statement: Composed of arts leaders in the region and alumnae/i of the degree program, the Winthrop University arts administration advisory board provides expert guidance to the program director and instructional faculty members about emerging trends in the non-profit arts and culture environment.

The expectations/parameters of this advisory board’s work are:

- Providing advice, guidance, and recommendations represent the primary function of this advisory board. The program director and faculty instructors will use the board’s advice to improve the degree program in order to prepare arts leaders of the future.
- There is no expectation for members to recruit students, to raise scholarship funds, or give of their time in direct support of the degree program’s activities.
- The advisory board will convene at least once per year, and the arts administration program will reimburse members for mileage (using State of South Carolina rates).
- The advisory board has no authority to determine curriculum or academic requirements of the degree program.
- Members of the advisory board are encouraged to build professional relationships with current students in the arts administration program.

i. Health and Counseling Services

Since MAAA and Graduate Certificate students are enrolled in fewer than nine hours per semester, they are not automatically assessed the Health and Counseling Fee. If students wish to have access to health and counseling services on campus, they may elect to pay the fee. A student who has not paid the fee will not be treated at the WU Health and Counseling Center.

XVI. Appendices

a. Calendars

- i. University calendars:
<http://www.winthrop.edu/uploadedFiles/acadschedule/5yrcalendar.pdf>
- ii. MAAA calendars:
<http://www.winthrop.edu/graduateschool/default.aspx?id=3962>

b. Registration Procedures

Course registration at Winthrop is completely web based. The MAAA program director provides information to MAAA students about the courses they need for the upcoming academic term.

Wingspan Login

- From the Wingspan homepage (<https://wingspan.winthrop.edu>), enter username and password (same as Winthrop email account).
- Click on the "Login" button.

Registration

- Once logged in to Wingspan portal, click on the Student tab at the top of the page.
- Click on Class Lookup.
- Select the appropriate term and click Submit.
- Choose the subject or subjects you wish to register for—for the MAAA program this is ARTA.
- Click on Class Search.
- Click the radio dial button to the far left of the course and then click Register.

Review Schedule

- Click on Return to Main Menu in the upper left portion of the page after registering.
- Several versions of the student schedule will be listed:
 - The Concise Student Schedule is a condensed version that has each course and its information on one line.
 - The Detailed Schedule gives more information on multiple lines.
 - The Week at a Glance version shows each separate week of classes. The first week of classes in the fall will not show Monday classes because classes begin a Tuesday (in the fall semester). Clicking on the course gives more detail.

Helpful Hints:

- The quickest way to register is to search for all courses at once, click on the box by each course desired, and click Register.
- Clicking on the CRN (call number, or course reference number) gives more information on the class including pre-requisites, co-requisites and course restrictions.
- If SR appears by the course, this means that registration is not possible at this time. (It's not your time assignment, you have a registration hold, or your advising has not been confirmed.)

c. MAAA Study Guide

REVIEW AND STUDY GUIDE **A guide for maximizing preparation and participation**

This study guide has been designed to help students both learn course material and to nurture the process of sharing. The following processes are focused on:

1. understanding material
2. interpretation of material
3. integration of material into the concerns of the student
4. application of material

Each participant must:

1. come to class prepared
2. be familiar with the review and discussion steps
3. be willing to participate and share with others

OVERVIEW

Definitions –list and define those words about which you are unclear that are central to understanding the reading, includes words used in an unusual manner or that are ambiguous

Main theme- in your own words, summarize the main points in the reading.

CONTENT ANALYSIS

Questions-note concerns you have about the reading, including those you still have about the Main Theme.

Reactions-how do you feel about what has been written?

SUMMARY

Application-how does the reading apply to your life, understanding or feelings?