



ARTS LEADERSHIP

THE UNIVERSITY OF HOUSTON
MASTER OF ARTS IN
ARTS LEADERSHIP PROGRAM

UNIVERSITY of **HOUSTON**
COLLEGE of LIBERAL ARTS & SOCIAL SCIENCES

Master of Arts in Arts Leadership Student Practicum Program Overview

(Revised 9/2019)

ARTS LEADERSHIP STUDENT PRACTICUM PROGRAM

Practicum Mission Statement

To prepare graduate students from the MA in Arts Leadership Program through professional management and leadership experiences and to be the preferred source for arts professionals in the arts and cultural sector at the local and national level.

Arts Leadership Program

The Master of Arts in Arts Leadership Program in the Kathrine G. McGovern College of the Arts at the University of Houston takes an entrepreneurial approach to preparing creative professionals to launch, administer and maintain arts organizations of all sizes. The degree program provides advanced study in the management and promotion of arts organizations across various disciplines. Students enrolled full-time can complete the degree requirements in two years. Those who wish to continue full-time or part-time employment during the day may complete this program as courses will be offered during evening hours.

The degree requires 36 semester credit hours of coursework and a final Practicum placement. It consists of 15 hours of required specialty courses and 15 hours of free electives, largely selected from a variety of courses regularly taught in the Schools of Art, Music, Theatre and Dance; The Valenti School of Communications; The Bauer School of Business; and the School of Public Administration. The final requirement is a 6-credit-hour Practicum project.

All students will be required to complete a project-based Practicum within an established, professional arts organization or related agency or business preferably in the greater Houston area. The students will have access — through guest lecturers, workshop and panels, both in class and through community engagement — to interact with local and national leaders of distinction in the fields of arts, entertainment and culture.

The Master of Arts in Arts Leadership Program strives to develop and cultivate the next generation of influential leaders in the fields of arts and entertainment.

Purpose

The MA in Arts Leadership Student Practicum Program at the University of provides the student with a meaningful, intensive on-the-job experience in preparation for a

leadership position while maintaining a student role. It also provides the host organization with the opportunity to train and utilize future professionals in the nonprofit and for-profit arts sectors. Different than an internship, the M.A. in Arts Leadership Program Practicum is focused in scope to provide students processes to hone in various skills that will serve to launch and fulfill their professional aspirations.

A Practicum Project is designed to give hands-on managerial and administrative experience through a 6-credit hour project with a professional organization, business or agency on campus or in the community. During the Practicum, the student is expected work 300 hours on the project in total. Time spent on the project should be divided however it works best for the student and the organization.

Practicum projects can be completed at any time during the academic semesters of the MA Program or during the summer/winter breaks. A minimum of 15 core credit hours must be completed within the MA in Arts Leadership Program before the student undertakes the actual fieldwork, although the planning phase may begin earlier. The program will maintain a formal relationship with a core group of potential host organizations that have been selected for their willingness to work with graduate students.

Students are prepared to work in areas of management, education, research and evaluation, program development, advancement and exhibition/project/production design, among others. Students, with the guidance of program staff and instructors, select their practicum sites carefully after extensive consideration of the state of the field and how they view their strengths and interests relative to the development of the arts. Students, with faculty guidance, seek their practicum placement with the goal of contributing significantly to the organization's mission as well as to their own learning and research objectives. These Practicum placements are unpaid positions unless the host organization chooses to provide compensation, a stipend or reimbursements for expenses.

A successful Practicum includes substantial input and mentoring from the departmental academic advisor, UH Program Director and the organization (agency) supervisor.

Participants will take the content learned from the courses and apply it in a practical way to complete a leadership project in the identified arts or cultural organization. This capstone course requires participants to complete a comprehensive strategic-level project for the organization. The practicum will culminate with a written paper and oral presentation to the UH Arts Leadership instructors and leaders from the host arts organization. Participants will have up to 2 semesters (300 working hours) to complete the project. Students must enroll in ARLD 6691 resulting in 6-credit hours toward the students Master of Arts (MA) degree in Arts Leadership.

With approximately 10-15 students participating in the program annually, internship and practicum placements will provide between 3,000 and 4,500 hours of service to organizations every year. Detailed information on process requirements, benchmarks and assessments will be provided to those students enrolled in ARLD 6691 as well as to their host organizations.

Practicum Criteria

1. Student Eligibility Criteria to Qualify for Practicum

- A cumulative UH GPA of 3.0 or better
- Successful completion of 15 credit hours of academic coursework in the MA in Arts Leadership Program (final degree requirements may be taken concurrently with practicum)
- Recommendation from the Arts Leadership Program Director

2. Agency Criteria to Qualify as Practicum Site

- Opportunities for learning and quality and quantity of supervision shall be adequate to meet students' educational objectives, including access to staff and board meetings
- Policies and procedures of the agency shall support those of the Arts Leadership program and of the University of Houston, including equal opportunity and equal treatment without regard to race, color, religion, national origin, sex, age, disability, veteran status, or sexual orientation except where such distinction is required by law
- The agency may provide remuneration to the student for seminars, workshops and other learning experiences, as well as travel reimbursements and other agency-related expenses as afforded by the agency to regular employees of the agency
- The agency shall have qualified Practicum project supervisors
- The staff shall be large enough to ensure that the basic agency programs are developed and maintained sufficiently without reliance on students
- The agency shall have 501(c) 3 tax-exempt status if considered a nonprofit organization or registered LLC if a for-profit business

3. Practicum Supervisor Criteria

- The Supervisor shall have a Bachelor's degree and at least three years of art administration or related experience
- Supervisors shall have a thorough knowledge of the agency where students are placed and shall demonstrate interest in staff development and instruction

Placement Procedure

1. Student placement should be a formal process that facilitates a professional relationship between the agency and the student. This process should include a job application and/or submission of a resume by the student and a formal job interview. The agency and the student should have enough information to make a decision that will be satisfying to both. Students will be coming from a variety of artistic disciplines and interest areas, and the focus of the Practicum may be dependent upon the student interest and agency's mission. The Practicum, however, should include a required base of experiences to provide the student with a full range of skills based on the MA in Arts Leadership areas of competencies (see p. 5).
2. The Agency must provide an adequate description of the agency and its programs, as well as an updated Practicum description for the student to make informed choices for Practicum interviews and placement.
3. The agency and the student shall each make their determination of acceptability and report to the Program Director.
4. The Program Director shall match students with agencies, making every effort to honor the student's and agency's specific requests for preference. The Program Director shall notify the student and the agency by e-mail or phone to inform them of Practicum matches. The student will then contact the agency to confirm placement.

Internship Structure

1. Students are required to complete no less than a total of 300 contact hours verified by the agency. Depending upon the student's and the agency's needs, the 300 hours may be completed as follows:
 - Two semesters, 10 hours per week for 15 weeks each semester, or 150 hours per semester for a total of 300 hours
 - Twelve weeks at 25 hours per week, usually during the summer months
 - A combination of the above as agreed upon between the student, the agency and the MA in Arts Leadership Program
2. Student hours and schedules shall be determined by the student and agency. Definition of contact hours and specific arrangements for such things as lunch, trainings and seminars, sick time and take-home work will be delineated within the final agreement.

3. Compensation in the form of stipends or hourly wages shall be determined on a case by case basis, depending upon the ability of the agency to pay.

Responsibilities and Procedures

To comply with educational goals and objectives, students shall be afforded:

- Opportunities to test theories, concepts and philosophies
- Opportunities to test skills in management, supervision and leadership
- Opportunities for self-evaluation and assessment of the Practicum agency and the arts, culture and entertainment service field
- Opportunities to establish positive interpersonal and professional relationships
- Opportunities to observe and develop values and ethics of the industry
- Opportunities to develop, plan and carry through with projects

Areas of Competency

The agency can provide students opportunities to gain knowledge and/or practice skills in the MA in Arts Leadership competency areas of:

- Communications, Marketing and Public Relations
- Cultural Competency and Diversity
- Financial Resources, Development and Management
- Foundations and Management of the Nonprofit Sector
- Governance, Leadership and Advocacy
- Legal and Ethical Decision Making
- Personal and Professional Development
- Programming and Artistic Development
- Community Outreach and Education Development
- Volunteer and Human Resource Management
- Future of the Non-profit Arts Sector

Student Responsibilities to the Agency

- Accept and to adhere to the rules and regulations governing the agency
- Accept the agency's philosophy, methods, leadership and programs
- Become an integral and participating member of the agency staff
- Prepare for weekly agency supervisor/student supervision conferences
- Notify the agency supervisor well in advance in cases of absence from work or anticipated absences from work
- Consult with the agency supervisor when confronted with problems which cannot be satisfactorily solved independently

- to plan thoroughly and well in advance for all assignments
- to conduct oneself professionally at all times in contacts with staff and clients
- to evaluate each meeting or activity that is planned and/or conducted by the student

Student Responsibilities to the MA in Arts Leadership Program

- Arrange conference time and site visits with the agency supervisor and the Arts Leadership Program Director/Coordinator to occur at the end of the first 150 hour time period or at the end of the first semester
- Contact the Arts Leadership Program Director/Coordinator whenever concerns or problems are not solved at the agency
- Submit to the Program Director/Coordinator bi-weekly time sheets reports in the first semester and second semester as a process of communication regarding problems, questions and progress
- Meet all other deadlines and assignments

Agency's Responsibilities to the Student

- Provide agency-based educational/learning opportunities
- Provide one supervisor with time committed for weekly meetings for instruction, updates and supervision
- Provide a supportive atmosphere for maximum growth
- Aid the student in determining job/project responsibilities through a comprehensive, specific job/project description
- Allow the student reasonable freedom of operation where the student is qualified and competent, assuring that the agency's first responsibility is to the agency's constituents
- Include the student in all relevant staff in-service training
- Aid the student in defining their role through an orientation program which includes agency policies, regulations, goals and objectives
- Provide the student the opportunity to attend professional workshops, meetings, conferences and seminars as part of the placement whenever possible and/or appropriate
- Sssist the student when necessary in completion of assignments and reports prepared for MA in Arts Leadership Program
- Prepare and provide student evaluations
- Remuneration for travel and other agency business expenses incurred by the student according to agency policy

Agency's Responsibilities to the MA in Arts Leadership Program

- Demonstrate a sincere desire to participate in an educational program with the objective of contributing to the preparation of quality personnel for the profession
- Maintain a high standard with staff qualified, through both education and experience, to supervise Practicum placement students
- Maintain sound administrative procedures including adequate personnel policies, and staff development program
- Be an equal opportunity employer
- Interview students prior to making the decision to accept or reject for Practicum
- Participate in meetings with the agency supervisor, the student and the Program Director

MA in Arts Leadership Program's Responsibilities to the Student

- Ensure that the student has met all requirements before participating in the Practicum
- Represent the Program in all official arrangements with the agency
- Consult with and place the student at an approved agency
- Maintain open communication with the student and the agency in all matters pertaining to the Practicum
- Supervise the student with at least one on-site visit per semester, with periodic phone calls/emails to the student and the agency supervisor, by evaluating reports and written goals and objectives, by reviewing evaluation agreement, by approving the project proposal and by evaluating the submitting final grade for final project submission

MA in Arts Leadership Program's Responsibilities to the Agency

- Interpret the Practicum program policies
- Maintain open communication with agency staff
- Formulate a mutually acceptable agreement for placement of students
- Make final decisions on placement of the student with input from the agency
- Make at least one on-site visit with the student and the agency supervisor
- Provide the opportunity for all supervisors, students and faculty to discuss Practicum and professional information

Policies and Procedures

Students currently enrolled at the University of Houston shall be covered under the University's D&O policy for liability insurance. Occasionally a change of placement is necessary and may be granted for any of the following reasons:

- Change in student's personal circumstances (finances, transportation, health)
- Change in agency circumstances such that student learning objectives cannot be met
- Agency is unable to provide accessibility to students with physical challenges
- Change in school policy
- Internal matters of the agency
- Irreconcilable differences between student and Practicum supervisor

Procedure for Change

- The student must notify and discuss the desire for change of placement with the Practicum supervisor with a factual delineation of factors involved. If the issues are not resolved, the student must discuss the concerns with the Program Director.
- The Program Director will review the concerns with both the student and the Practicum supervisor before making a formal recommendation. If it appears that change is necessary, the student must submit a written request for change of placement.
- Upon receipt of the request, the Program Director will contact the Practicum supervisor to advise him/her of the placement change request.
- If the Practicum supervisor initiates the change, the Program Director will discuss the concerns with the student prior to proceeding with termination.
- A conference will be held with all parties involved and a final decision will be made after a consensus between all parties is reached.
- The agency executive contact will be informed in writing of the decision and rationale for action taken by the Program Director.

The Project Proposal

The student will complete a Project Proposal to be submitted to the Arts Leadership Program Director for final approval.

The proposal will include:

- Goals and objectives: details on the Practicum project based on the needs of the agency and the areas of interest of the students (see p.10 for project examples)
- Tasks: specific implementation steps, activities, functions to be engaged in and/or performed to reach objectives
- Learning objectives: compatible with student career goals, assessments of strengths and limitations, and Practicum learning objectives
- Personnel details: hours and days for Practicum work including field work, research and office hours, any holiday /sick leave arrangements and compensation if applicable
- Structure of final project submission based on the proposed project (grading and evaluation methods will be determined by Arts Leadership Program Director and student)

Evaluation Process

- Evaluation is the on-going process of determining, assessing and mutually clarifying the extent to which the student is attaining desired professional growth as defined in the Project Proposal, including where the student is in relation to defined goals and in identifying factors that facilitated or interfered with performance, as well as where the student needs to go within a specified period of time in the future.
- Participation by the student in all steps of the evaluation process is essential if the evaluation is to achieve its purpose.
- A Formal Evaluation will be submitted by student at end of each semester to Program Director
- Student Practicum Bi-weekly Time Sheets/Reports will be completed by student and submitted to Program Director at the end of the placement
- Final responsibility for the evaluation process must be placed with the student and the Program Director. Students are required to sign the evaluations and may attach comments if desired.
- There should be no "surprises" in the final evaluation since progress should be mutually evaluated on an on-going basis within supervisory conferences.
- Emotions involved in the evaluation process should not be ignored, but handled and understood appropriately.
- Students will be required to present the Final Practicum Project, including research findings and personal reflections to selected members of the Arts Leadership faculty and selected members of the agency to complete final grade.

Forms and Reports

- Practicum Partner Profile (completed by student)
- Project Proposal (prepared by the student and approved by the agency and Program Director)
- Student Practicum Bi-weekly Timesheets/Reports (completed by student and submitted to Program Director at the conclusion of the practicum)
- Evaluations (submitted by student at end of each semester to Program Director)
- Final Practicum Project (submitted by student to Arts Leadership Director and Agency supervisor at the time of final presentation)

Examples for Practicum Projects

- Development of a Strategic Plan
- Development of an Annual Giving Plan
- Development of a Business Plan
- Volunteer Program Evaluation
- Operations Plan
- Development of a Board Manual
- Implementation Strategy for Project/Program
- Internship/Career Implementation Plan
- Fund Development Plan
- Marketing Strategy
- Community Needs Assessment
- Tourism Assessment Implementation Plan
- Program Evaluation
- Internal Operations Evaluation
- Developing an Organizational Culture, a "Sense of Community" for organization
- An Assessment of Development Needs / Development Plan
- Develop a Plan for the Recruitment, Training and Supervision of Volunteers
- Feasibility Study
- Assessment of Volunteer Programs, Gathering and Analyzing Data
- Assessment, Evaluation and Benchmarking of Programs/Projects
- Board Development Plan with Policies and Procedures for a New Board of Directors
- Development of a Human Resources Department/Procedures for all Areas of Human Resources
- Developing a Plan and Making Preparations for a Merger with Another Organization/Company/Agency
- Developing a Communications Plan
- Creating a Workplace Giving Program and All Necessary Collateral Materials

- Developing a Website/Social Media Plan
- Development Plan, Including Case Study, for a Capital Campaign for a Proposed Building Complex/Facility
- Assessment, Development and Recommendations for Best Legal Practices
- Strategic Plan for the Growth in Digital Media Training, Production and Distribution for Community Development
- Assessment to Discern Membership Demographics
- Determining Operational Needs for New Facility
- Assessment of Moving from a Founders Board to a Governance Board, and the Development of a Corresponding Board Manual
- Assessment and Evaluation of Readiness for a Major Fundraising Campaign and Training of Key Constituents
- Assessment and Development of a Health, Safety or Greening Action Plan
- Assessment, Evaluation and Development of a Comprehensive Organization Policy and Procedures Manual
- Leadership Succession Plan
- Strategic Plan for Program Expansion
- Assessment and Evaluation of Current Membership Program and the Development of a Program Facilities Redesign
- A 1st Strategic Plan
- Audience Development Plan
- Measuring Outcomes Process
- Summer Jobs/Internship Pilot Program
- Individual Giving Development Plan with an Emphasis on Developing a Major Gifts Program
- An Education Plan
- A Community Outreach Plan

REQUIRED CURRICULUM MA IN ARTS LEADERSHIP

A minimum of **15** credit hours from the following courses (3 credit hours each) are required to fulfill major learning objectives in the MA in Arts Leadership Program:

PUBL 6310 -Administrative Theory: The course establishes the theory base for the field of public administration by introducing students to a comprehensive set of historical and current theories, concepts, and approaches in public administration. The course will focus on theory in readings, and it will incorporate the application of theory in class discussions about current events and class papers. In the end, students should have a greater understanding of administrative theory and be able to apply it to the practice of public administration.

ARLD 6310 -Fundraising for the Arts: The course serves as an introduction to fundraising strategies for leaders of the arts and provides a comprehensive overview of the fundraising process for non-profit organizations. Students are introduced to basic terminology and concepts in the field; relationship building, the solicitation process, the grants process, major gifts process, the annual campaign, corporate giving and the role of planned giving within an organization's overall fundraising efforts.

ARLD 6395-Selected Topics in Arts Leadership-Leading Change: An intensive study of the current roles and expectations of art and culture leaders, students use case studies to explore major themes, challenges and trends in arts management. Students will acquire knowledge of basic rules and broad ideas for "turning around" distressed arts organizations, revitalizing dated concepts in arts management, managing organizational growth, planning leadership successions and keeping arts organizations strong through challenging economic times.

PUBL 6395 -Non-Profit Management: This course is designed to facilitate an understanding of non-governmental service/advocacy organizations, or "nonprofit organizations", and the management and leadership skills required to effectively

organize, maintain, and grow them. The class will explore the day-to-day management practices required of nonprofit leaders, as well as the leadership qualities required to keep the organization relevant and thriving.

ARLD 6315-Public Relations and Marketing in the Arts: Introduction to public relations and marketing for leaders of arts organizations, this introductory course surveys a variety of techniques, from audience research and campaign development to advertising and branding, and emerging online tools. Basic strategies of public relations will be explored along with methods for making the most of social media platforms to develop and deepen customer relationships. The course will cover marketing principles as they relate to building, maintaining and developing audiences for performing and visual arts organizations

ARLD 6300- Fundamentals and Strategic Planning for the Arts: The course will serve as an introduction to strategic planning for leaders of arts organizations encouraging students to determine the importance of planning and decision making, creation of mission, vision and value statements; and the development of a complete strategic plan. The course will address the importance of strategic thinking, change management and leadership.

ARLD 6320 -Financial Management for the Arts: Course investigates fundamental concepts of financial theory and applies to the management of Arts Organizations; concepts include financial statement analysis, profit planning, sources and forms of financing, budgeting and business valuation.