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# GOUCHER COLLEGE

Welch Center for Graduate  
and Professional Studies

## Limited Residency Graduate Programs

# Course Catalog

### 2018-2019

MA in Arts Administration  
MA in Cultural Sustainability  
MA in Digital Arts  
MA in Environmental Studies  
MA in Historic Preservation  
MA in Management  
MFA in Art & Technology  
MFA in Nonfiction

Goucher College  
1021 Dulaney Valley Road  
Baltimore, MD 21204

Updated April 2018

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# Limited Residency Degree Programs

Goucher College's limited residency graduate degree programs are geared towards working professionals who want to take the next step in their professional lives. Our hybrid format gives students the best of both worlds. We pioneered the limited-residency format to provide a high impact graduate education that is both convenient and effective.

Throughout the academic year, faculty maintain close contact with students through a variety of communications channels. During residency, faculty meet face-to-face with students during intensive on-campus classes. During our online sessions, classes meet in an interactive, web-based format. The limited-residency structure means that students have the attention of thought leaders and experienced practitioners from around the world, wherever they live or work. Relationships bridge the on-campus and online sessions and help students form lifelong friendships and the professional connections to help them throughout their careers.

Our students address real-world issues that directly affect their community and their discipline. Our goal is to empower our students to address the complex and dynamic challenges they face as professionals in leadership positions. Students graduate with an advanced degree that enhances their ability to make a lasting contribution to the world.

For more information or an application, visit us at:  
Robert S. Welch Center for Graduate and Professional Studies  
Julia Rogers Building, Room 204  
410-337-6200 or 1-800-697-4646  
[http://www.goucher.edu/learn/graduate-programs/  
center@goucher.edu](http://www.goucher.edu/learn/graduate-programs/center@goucher.edu)

# Limited Residency Information

## **On-Campus Residency Requirements**

Students attend residencies at Goucher in July and/or January (see program details). One of the most important aspects of residency is that you are able to spend time with your faculty and peers, both inside and outside the classroom. Participating in meals and special events, such as guest lectures, field trips, technical trainings, and get-togethers is part of what makes this a rich learning community.

During the first residency, new students will meet with the program director to plan their preliminary course of study. An on-campus orientation is required for incoming students the programs and is scheduled the day prior to when residency classes start. To jump-start the process, an online orientation is also available to help students prepare for graduate school and to be successful in distance learning.

## **Off-Campus Requirements**

Faculty maintain regular contact with students throughout the semester. Depending on the course, this may involve individual discussions by telephone or email, online conferencing, live classes, or conference calls involving occasional guest speakers. Typically, regular communication between faculty and students will be weekly.

Off-campus communication will also include submitting assignments, papers, and participating in discussions and other written work using the Canvas platform. Students can expect an average of 7 to 10 hours per week in reading, writing, and research assignments per course. Online courses that include synchronous meeting sessions will usually be scheduled to take place on weekday evenings or on weekends. Students are responsible for maintaining contact with instructors and with program administrators during the semester. Email is the preferred method of contact.

# Program Information

## **Master of Arts in Arts Administration (43 credits)**

The Master of Arts in Arts Administration program gives working professionals the ability to further their skills and knowledge in the challenging and ever-changing field of arts administration. The core curriculum covers key fields in arts administration including leadership, marketing, fundraising, and development, law, financial management, national and international arts issues, grantsmanship, and global arts policies. Elective courses include entrepreneurship and new ventures, visual arts management, performing arts management, community arts, and arts education. Students and faculty are drawn from both the nonprofit and for-profit sectors and include all areas of theatre, dance, music, visual arts, arts advocacy, producing and presenting, arts councils, arts service organizations, and arts education. For more information, visit:

[www.goucher.edu/MAAA](http://www.goucher.edu/MAAA)

## **Master of Arts in Cultural Sustainability (42 credits)**

The Master of Arts in Cultural Sustainability prepares students to effectively engage and build community capacity for sustainability, resilience, and innovation in the face of complex social challenges. The program prepares students to work effectively in identifying and supporting the cultural history, resources, and gifts of communities. The program is centered around promoting ethical practice, deep human inquiry, relationship building with people in communities, and ongoing assessment and reflection. Graduates from the program work in roles ranging from programming and education at cultural institutions; cultural documentation (in both written and multimedia formats); and helping organizations create effective community partnerships, build their cultural competency, and promoting cultural equity. For more information, visit:

[www.goucher.edu/culture](http://www.goucher.edu/culture)

## **Master of Arts in Digital Arts (36 credits)**

The Master of Arts in Digital Arts program focuses on rapidly developing the most in-demand technological skills among its creative students. Students take coursework in management, web development, and creative electives to develop a portfolio that will attract future employers. Students work closely with faculty familiar with both technology and business while building a diverse network across disciplines. Our students are forming the technology culture of the future while building connections with other creative professionals through the Digital Arts graduate programs. Graduates from the program work at design studios, in web and user design firms, in the graphic and multimedia arts, in education, as programmers, as audio engineers, and as independent artists. For more information, visit: [www.goucher.edu/digital-arts](http://www.goucher.edu/digital-arts)

## **Master of Arts in Environmental Studies (45 credits)**

The mission of the MA in Environmental Studies program is to develop leaders prepared to collaborate across disciplines who can address the complex human and social aspects of environmental challenges. The program provides students with the tools to work with communities, organizations, and researchers. It ensures students have the scientific literacy and

quantitative skills necessary to engage a variety of different stakeholders from both technical and non-technical backgrounds. Graduates of the program are able to create sustainable programs, policies, and solutions for both a healthy planet and healthy communities. They can take on positions across industries, including in educational or advocacy organizations, local or federal government agencies, public policy institutes and think tanks, environmental nonprofits, conservation organizations, environmental justice or citizen science organizations, engineering or industrial firms, and as writers or film makers. For more information, visit: [www.goucher.edu/MAES](http://www.goucher.edu/MAES)

## **Master of Arts in Historic Preservation (38 credits)**

The Master of Arts in Historic Preservation addresses current issues in preservation as well as traditional skills and knowledge necessary to preserve, conserve and protect buildings, objects, landscapes or other artifacts of historical significance. Students in the program customize their course of study to focus on their interests, ranging from managing a historic house museum, understanding the complexities of financing a rehabilitation project, or gaining the knowledge necessary to preserve large cultural landscapes. Students also pursue more cutting-edge areas such as sustainability, technology, and public policy in preservation. The program meets federal standards for 36 CFR Part I and the National Council for Preservation Education guidelines. For more information, visit: [www.goucher.edu/MAHP](http://www.goucher.edu/MAHP)

## **Master of Arts in Management (39 credits)**

The mission of the MA in Management program is to develop leaders for social, environmental and creative organizations. The program is geared toward developing the leadership capacity for students who want to make positive impacts on people and the planet as well as run economically sustainable organizations in the for-profit, non-profit, and public sectors. Students select from courses ranging from social entrepreneurship and how to run a nonprofit to project management, finance, marketing and strategy. This program is one of our most popular dual degrees because it provides a depth of managerial and strategic skills for students who are interested in developing their leadership skills in order to lead or start an organization. For more information, visit: <http://www.goucher.edu/MGT>

## **Master of Fine Arts in Art and Technology (72 credits)**

The mission of the Master of Fine Arts in Digital Arts is to help students develop their artistic skills across a range of media and to gain the creative skills in high demand today. In addition to coursework in visual media, sound, and video, students take courses in management and creative web programming. This helps students stand out not just as artists, but gives them the tools to lead organizations and respond deftly to the rapid developments in the world of technology. Students develop a rich portfolio of multimedia works that demonstrate a wide variety of skills and help them unlock their creative potential. Graduates from the program work as independent artists, start their own firms, teach at both the K-12 level and in higher education, and take on senior leadership positions in existing organizations. For more information, visit: [www.goucher.edu/digital-arts](http://www.goucher.edu/digital-arts)

## **Master of Fine Arts in Nonfiction (49 credits)**

The mission of the MFA in Nonfiction program is to help students develop as writing professionals with an emphasis on publishing. Students come from a wide range of interests, including narrative, memoir, personal essay, and literary journalism. Throughout the program, students work intensively with mentors and in small groups, developing a book length manuscript. The program prepares students not only to write books, but also for careers including: writing for magazines, documentaries, or online publications; editor at a publishing house or magazine; teaching; or even as a radio or television commentator. For more information, visit: [www.goucher.edu/MFA](http://www.goucher.edu/MFA)

## **Non-Matriculating Students and Alumni Professional Development**

The limited residency graduate programs accept qualified, non-degree seeking students (aka non-matriculating students) for up to 12 credits worth of coursework with program director approval. Non-matriculating students are not eligible for a degree or financial aid. Goucher alumni are welcome to take courses to keep their skills up-to-date and broaden their tool boxes as non-matriculating students.

## **Dual Degrees**

### **4+1 and 4+2 Bachelor's to Master's Programs**

For those undergraduate students interested in continuing their studies at the graduate level, Goucher offers accelerated degree programs in which students can earn both the Bachelor of Arts degree and a Master of Arts degree in five years rather than the more typical six or seven years. These accelerated 4+1 degree programs are available in Cultural Sustainability, Digital Arts, Education/Teaching, Environmental Studies, and Management.

For students interested in earning both a BA degree and a MFA in Digital Arts we have a 4+2 program. To be eligible, undergraduate students need to have at least a 3.0 grade point average and have been approved by their undergraduate faculty advisor and the director of the graduate program the student wishes to enter. Students may apply as rising juniors. Undergraduates may take up to nine graduate credits that would apply to both the 120 credits required for the bachelor's degree, and the credits required for the master's degree. To finish on time students typically will do two to three summers of coursework. Information on the programs is available at the relevant program website at: <http://www.goucher.edu/graduate-programs>

### **MA/MA, MA/MFA, and MFA/MFA Programs**

Students who would like a broader knowledge base can apply to the limited residency dual-degree programs with the initial application, or at any time before graduation. Dual-degree students typically take an extra year of course work and finish with two master's degrees. By coordinating classes across programs, students can maximize their education and credentials while minimizing the cost and time in school. In this dual degree option, classes are drawn from across both curricula so students can develop their skills in two domains. Students also complete a capstone project or thesis, which is the culmination of a student's work and draws from topics shared in both programs. For more information, visit the website at: [www.goucher.edu/graduate-programs/dual-degree-masters-program](http://www.goucher.edu/graduate-programs/dual-degree-masters-program)

The MA/MA and MFA/MA dual degrees can be combined in a variety of ways. To earn a MA/MA dual degree, students must take the courses identified below as required for each program and complete an additional number of elective credits to achieve a total of 66 credits. To earn a MA/MFA dual degree, students must take the course identified below as required for each program and complete an additional number of elective credits resulting in a total of 66 credits for a dual degree with the MFA in Nonfiction, or 90 credits for the dual degree with the MFA in Art & Technology. Some programs have a shared capstone requirement or management core requirements. For an MFA/MFA dual degree, the total required credits are 90 with required courses in both programs. Students interested in this option should meet with the relevant program directors in Nonfiction and Art & Technology to outline an appropriate academic plan.

**Program Requirements**

Dual Degree Program Requirements	Other Requirements
<p><b>MA in Arts Administration (28 credits)</b>            Principles of Arts Administration (3)            Writing and Research Methods for the Arts Administration (3)            Leadership and Strategic Thinking (3)            Financial Management for the Arts (3)            Marketing the Arts (3)            Fundraising and Financial Development (3)            Law and the Arts (3)            Public Policy for the Arts (3)            International Arts Policy (3)            Grantsmanship (1)</p>	<p>Electives            Major Paper, Thesis, Manuscript or            Capstone integrating both curricula (6)</p>
<p><b>MA in Cultural Sustainability (18 credits)</b>            Introduction to Cultural Sustainability (3)            Introduction to Cultural Documentation (3)            Intro to Cultural Documentation-Field Lab (1.5)            Cultural Partnership (3)            Cultural Policy (3)            Arts and Social Change (3)            Ethnographic Methodologies (1.5)</p>	<p>Electives            Management Classes (9)            Major Paper, Thesis, Manuscript or            Capstone integrating both curricula (6)</p>
<p><b>MA in Digital Arts (19.5 credits)</b>            History of Multimedia Art (3)            Contemporary Storytelling (3)            Media on the Internet (3)            Digital Media Programming (3)            Audio Techniques (1.5)            3D Modeling (3)            2D Design for Print and Web (1.5)            Camera Techniques (1.5)</p>	<p>Electives            Management Classes (9)            Major Paper, Thesis, Manuscript or            Capstone integrating both curricula (6)</p>
<p><b>MA in Environmental Studies (21 credits)</b>            Environment, Culture &amp; Community (3)            Environmental Sustainability &amp; Resilience (3)            Environmental Social Science (3)            Environment, Development, and Economics (3)            The Environment &amp; the Media (3)            Environmental Research (6)</p>	<p>Electives            Management Classes (9)            Major Paper, Thesis, Manuscript or Capstone            integrating both curricula (6)</p>
<p><b>MA in Historic Preservation</b>            Introduction I (3)</p>	<p>Electives            Major Paper, Thesis, Manuscript or</p>

<p>Introduction II (3)  American Architecture and Building (3)  Historic Property Documentation (3)  Cultural Landscape Theory (3)  Thesis Proposal (3)  Thesis (2)</p>	<p>Capstone integrating both curricula (6)</p>
<p><b>MA in Management (22.5 credits)</b>  Professional Development (1.5)  Organizational Development (3)  Principles of Marketing (3)  Financial Skills &amp; Managerial Accounting (3)  Economic Principles for Managers (3)  Legal Frameworks (3)  Principles of Project Management (3)  Strategic Management (3)</p>	<p>Electives  Major Paper, Thesis, Manuscript or  Capstone integrating both curricula (6)</p>
<p><b>MFA in Art &amp; Technology (28.5 credits)</b>  History of Multimedia Art (3)  Contemporary Storytelling (3)  Media on the Internet (3)  Digital Media Programming (3)  Audio Techniques (1.5)  3D Modeling (3)  2D Design for Print and Web (1.5)  Camera Techniques (1.5)  Creative Seminar Studio Courses (6)  MFA Thesis (3)</p>	<p>Electives  Management Classes (9)  Major Paper, Thesis, Manuscript or  Capstone integrating both curricula (6)</p>
<p><b>MFA in Nonfiction (46 credits)</b>  Mentorship I (4)  Workshop I: Creative Writing (4)  Mentorship II (4)  Workshop II: Manuscript: Beginning (4)  Mentorship III (4)  Workshop III: Manuscript: Work in Progress (4)  Mentorship IV (4)  Workshop IV: Final Manuscript (6)  4 x Residency (3)</p>	<p>Electives  Major Paper, Thesis, Manuscript or Capstone  integrating both curricula (6)</p>

# Academic Calendar

## Summer 2018

Apr 15 Registration opens  
Jun 4 Summer classes begin  
Jun 8 Last day to drop/add  
Jun 22 Last day to withdraw  
Jul 20 Last day of classes

## Fall Residency 2018

Apr 15 Registration opens  
Jul 17 PGP I - On-campus residency begins  
Jul 26 Last day to drop/add  
Jul 29 Last day of on-campus residency  
Jul 30 PGP I - Online period begins  
Aug 18 PGP I - Online period ends

## Fall Online 2018

Aug 27 PGP II - Online classes begin  
Sep 10 Last day to drop/add  
Nov 2 Last day to withdraw  
Nov 23 Last day to request an extension  
Dec 7 PGP II - Online classes end

## Spring Residency 2019

Oct 7 Registration opens  
Jan 5 PGP I - On-campus residency begins  
Jan 10 Last day to drop/add  
Jan 12 Last day of on-campus residency  
Jan 14 PGP I - Online period begins  
Feb 2 PGP I - Online period ends

## Spring Online 2019

Feb 4 PGP II - Online classes begin  
Feb 18 Last day to drop/add  
Apr 19 Last day to withdraw  
Apr 25 Last day to request an extension  
May 9 PGP II - Online classes end  
May 25 Commencement

# Program Specific Notes and Dates

## Arts Administration

Course introductions to online courses are offered during the fall residency. Non-Arts Administration students who are interested in taking classes must attend course introductions sessions in July. For more information, contact Ramona Baker

## Nonfiction

Manuscript Deadline	Fall	Spring
Manuscripts due	Nov 5	Apr 22
Third-semester manuscripts	Dec 14	Jun 3
Final manuscript submission	Jan 14	Jul 1

Chris White Award entries and excerpts for the anthology are due **Mar 8**.

## Art & Technology, Cultural Sustainability, Digital Arts, and Environmental Studies

Capstone proposals are due by the end of the semester prior to when the capstone begins. See your program director for details.

## Historic Preservation

To take HP courses, students must attend the appropriate course introduction which is offered during the fall residency.

### Award Applications

- The application date for the McCullough Award and the Lee Award is the **last day of the spring semester**.
- The announcement date for eligibility, guidelines, and deadlines for prizes in the HP program, including alumnae/i prize for first year students, the Lee Award, and the McCullough Award is **September 30<sup>th</sup>**.

# Course Offerings

## Summer 2018 | PGP I | Online

Course	Title	Credits	Faculty
CNF 612	Editing and Revision	3	Lessard
CNF 625	Research and Reporting	3	Holland, Lessard, or Levenson
CNF 633	Book Proposal	3	Burke or Wyckoff
CNF 635	Reported Memoir	3	Lessard or Levenson
CNF 650	Fieldwork in NF	3	Messitt
PMGT 601	Leadership and Self Development	3	Skillman and Walker
PMGT 623	Grant Writing	1.5	McLoud

## Fall 2018 | PGP I | Residency

Course	Title	Credits	Faculty
AAD 601	Principles of Arts Administration	3	Baker
AAD 617	Public Policy for the Arts	3	Reese
AAD 627	International Arts Policy	3	Chiu
AT 700	Seminar	3	Clark
CNF 608	Nonfiction Residency	1.5 / 3	Varies
CNF 640	Projects in Digital Narrative	3	Varies
CNF 634	Book Proposal Intensive	3	Burke
CSP 600	Intro to Cultural Sustainability	3	Skillman
CSP 610	Intro to Cultural Documentation	3	Anderson and Gerhart
CSP 618	Cultural Sustainability Theory	3	Turner
CSP 625	Festivals, Events, & Performances	3	Briggs
CSP 670B	EthnoMeth: Visual	1.5	Dornfeld
CSP 675	Capstone	Varies	Varies
DA 510	Audio Techniques	3	Willits
DA 610	Media on the Internet	3	Bernstein
DA 667	Immersive World Building	3	Molina
DA 700B	Creative Seminar	3	Clark
ENV 624B	Environmental Research: Systems Thinking	1.5	Hill
ENV 624D	Environmental Research: Evaluating Claims	1.5	Hill
HP 601	Intro I: Fundamental Concepts in HP	3	Bradley
HP 637	Research Seminar	3	Bradley and Schiszik
PMGT 608	Principles of Project Management	3	Cebula

## Fall 2018 | PGP II | Online

Course	Title	Credits	Faculty
AAD 605	Writing and Research for the Arts	3	Lucas
AAD 610	Leadership and Strategic Planning	3	Coleman-Cook
AAD 614	Law and the Arts	3	Browne
AAD 625	Grantsmanship	1	Chiu
AAD 630	Managing Performing Arts Organizations	3	Wildman
AAD 636	Arts Education	3	Chiu
AT 699	Studio	4	Varies

CNF 601	Mentorship I	4	Varies
CNF 602	Mentorship II	4	Varies
CNF 603	Mentorship III	4	Varies
CNF 604	Mentorship IV	4	Varies
CNF 620	Workshop I	4	Varies
CNF 623	Workshop II	4	Varies
CNF 626	Workshop III	4	Varies
CNF 630	Workshop IV	6	Varies
CNF 631	Workshop V	4	Varies
CNF 611	Readings in Nonfiction	3	Rubinkowski
CNF 625	Research and Reporting	3	Rotella
CNF 633	Book Proposal	3	Burke, Wyckoff, or Younce
CNF 645	Teaching Internship	3	Wexler
CNF 650	Fieldwork in Nonfiction	3	Messitt
CSP 605	Cultural Policy	3	Baron
CSP 610F	Field Lab	1.5	Rathje
CSP 635	Interpretive Planning	3	McLoud
CSP 638	Language Preservation	3	Shepard
CSP 675A	Capstone	1.5	Turner
CSP 699	Independent Study	Varies	Varies
DA 600	History of Multimedia Art	3	Catera
DA 615	Digital Media Programming	3	Bernstein
DA 635	Composition and Sound Design for Multimedia	3	Willits
DA 650	2D Design for Print and Web	3	Lempke
DA 655	3D Modeling	3	Murphy
DA 675	Capstone	6	Varies
DA 675Y	Capstone	3	Varies
ENV 615	Environment and the Media	3	Freitag
ENV 627	Environmental Social Science	3	Mazur-Strommen
ENV 633	Environmental Sustainability and Resilience	3	Assadourian
ENV 634	Environment, Development, and Economics	3	Phillips
ENV 675	Capstone	6	Varies
ENV 699	Independent Study	Varies	Varies
GRW 601	Writing Studio	1.5	Eleuterio
HP 602	Intro II: Policy and Practice in HP	3	Price
HP 614	American Architecture and Building	3	Gant
HP 628	Independent Study	Varies	Varies
HP 634	Preservation Technology	3	Schiszik
HP 635	Preservation Law	3	Cook
HP 638	Thesis Proposal	2	Bradley
HP 641	Thesis	5	TBD
PMGT 606	Managing and Organization	3	Cebula
PMGT 675	Practicum	Varies	Varies

## Spring 2019 | PGP I | Residency

Course	Title	Credits	Faculty
DA 515	Digital Imagine	3	Lempke
DA 560	Camera Techniques	3	Clark
DA 621	Physical Computing	3	TBD
CNF 608	Nonfiction Residency	1.5 / 3	Varies
CNF 640	Projects in Digital Narrative	3	TBD
CNF 634	Book Proposal Intensive	3	Burke

CSP 600	Introduction to Cultural Sustainability	3	Skillman
CSP 615	Cultural Partnerships	3	Rathje and Morales
CSP 628	Principles of Cultural Mediation	3	Kymani
CSP 657	Spirituality, Culture, and Sustainability	3	Ralph
CSP 675	Capstone	Varies	Varies
PMGT 617	Principles of Marketing	3	Grossman
PMGT 621	Fundraising	1.5	Baker
PMGT 630	Designing and Delivering a Learning Experience	1.5	Blanchard

## Spring 2019 | PGP II | Online

Course	Title	Credits	Faculty
AAD 611	Financial Management for the Arts	3	Lucas
AAD 612	Marketing for the Arts	3	Crowley
AAD 613	Fundraising and Financial Development	3	James
AAD 619	Cultural Ecosystems	3	Ewell and Vega
AAD 631	Managing Visual Arts Organizations	3	Rynd
AAD 634	Planning and Managing New Ventures in the Arts	3	McFarland
AAD 650	Independent Studies	3	Varies
AAD 651	Major Paper	3	Varies
AT 675	Studio	4	Varies
CNF 601	Mentorship I	4	Varies
CNF 602	Mentorship II	4	Varies
CNF 603	Mentorship III	4	Varies
CNF 604	Mentorship IV	4	Varies
CNF 620	Workshop I	4	Varies
CNF 623	Workshop II	4	Varies
CNF 626	Workshop III	4	Varies
CNF 630	Workshop IV	6	Varies
CNF 631	Workshop V	4	Varies
CNF 611	Readings in Nonfiction	3	Rubinkowski
CNF 625	Research and Reporting	3	Rotella
CNF 633	Book Proposal	3	Burke, Wyckoff, or Younce
CNF 645	Teaching Internship	3	Wexler
CNF 650	Fieldwork in Nonfiction	3	Messitt
CSP 621	Foodways	3	Moonsammy
CSP 642	Culture and Calamity	3	Shepard
CSP 665	Arts and Social Change	3	Yoon
CSP 670C	EthnoMeth Writing	1.5	Dornfeld
CSP 675B	Capstone	4.5	Varies
CSP 699	Independent Study	Varies	Varies
DA 520	Methods and Data Structures	3	TBD
DA 622	Motion Graphics	3	Lempke
DA 649	User Interface Design	3	Cevik
DA 665	Interactivity	3	TBD
DA 670	Web Development	3	Scott-Nelson
DA 675	Capstone	6	Varies
DA 675Y	Capstone	3	Varies
DA 799	Thesis Document	3	Varies
ENV 634	Environment, Development, and Economics	3	Phillips
ENV 675	Capstone	Varies	Walker
ENV 699	Independent Study	6	Walker
GRW 601	Writing Studio	1.5	Eleuterio

HP 623	Preservation Economics	3	Smith
HP 628	Independent Study	1-4.5	Walker
HP 631	Historic Property Documentation	3	Lytle
HP 632	Preservation and Planning for Heritage	3	Frye
HP 633	Cultural Landscape Theory	3	Orthel
HP 638	Thesis Proposal	1.5	Bradley and Schiszik
HP 641	Thesis	4.5	TBD
PMGT 605	Digital Ethics and Intellectual Property	3	Willits
PMGT 626	Non-profit Leadership	3	McLoud
PMGT 675	Practicum	Varies	Varies

# Course Descriptions

## Master of Arts in Arts Administration

### AAD 601 Principles of Arts Administration (3 credits)

This course introduces students to the history and practice of arts administration. It examines the distinctions and challenges common to all areas of the arts and considers the differences in mission and administration among organizations in theatre, dance, music, visual arts, media arts, arts councils and arts service organizations, arts education, and multidisciplinary organizations. The course examines regulations and distinctions related to nonprofit status and various new hybrids. It reviews community involvement in the arts at the local, state, regional and national levels. It examines the cultural and economic contributions of the arts. All new MAAA students begin with this course during their first residency.

### AAD 605 Writing & Research for the Arts Administrator (3 Credits)

This course will strengthen students' writing and research skills in preparation for a career in arts administration. The course will prepare students not only for the professional writing needed in the field, but also for the academic writing that is expected in the MAAA program. Students will build on their current skills, emphasizing the use of style and tone to reach an audience, the mechanics of good writing, and editing skills. Using analysis and problem-solving methods, students will consider approaches that may be useful in a variety of situations that arts administrators may face. The research section of the course will review the steps required for academic research, synthesis of research findings, organization of a paper, and proper citation. Required for the first year.

### AAD 610 Leadership & Strategic Planning (3 Credits)

This course examines the characteristics of effective leadership in a nonprofit arts organization. It considers the ways in which skills and abilities can inspire the most productive interactions with and amongst artists, arts administrators, staff, boards, volunteers, audiences, etc. The course examines the best approaches to governance and structure for different types of arts organizations, and examines ethical considerations. The course looks at the changing needs of leadership as well as strategic planning related to organizational and community changes. Required in first year.

### AAD 611 Financial Management for the Arts (3 Credits)

This course introduces students to financial and accounting principles for the nonprofit executive. The vocabulary of finance, the tools for analysis of financial statements, the review of internal controls, and the basics of budgeting will help the student understand the role of the nonprofit manager in leading the organization to sound financial decisions. Required for the first year.

### AAD 612 Marketing the Arts (3 Credits)

This course examines the development of internal and external public relations and marketing plans. It considers various approaches to maximize impact for different types, styles, and sizes of

arts organizations. It examines the most productive uses of all forms of media. The course focuses on audience development and demographics, market segmentation, relationship products, promotional tools and tactics, e-marketing and uses of social media, research, customer service, and media relations. Required in the first year.

#### AAD 613 Developing Financial Resources (Fundraising) (3 Credits)

This course prepares students to take a leadership role in the planning and management of a comprehensive development program for a non-profit arts organization. It focuses on annual giving by individual, corporate, and foundation donors and examines the value of face-to-face solicitation, donor benefits, events, mass mailings, telefunding, social media, and online giving to secure contributed income. Participants will learn to identify, cultivate, solicit and steward donors at all levels and to develop fundraising skills and instincts among an arts organization's board, staff, and volunteers. An introduction to capital, planned giving, and endowment campaigns rounds out this core offering.

#### AAD 614 Law and the Arts (3 Credits)

This course examines the legal rights and responsibilities of artists and artistic institutions. Topics include the law of intellectual property (copyright and trademark), moral rights, personality rights (defamation, publicity, and privacy), and freedom of expression. The course also provides an introduction to basic contract law and to the structure and language of contracts, including commissioning, performance rights, and music licensing agreements. Other legal issues that arise in the management of arts organization may also be discussed.

#### AAD 617 Public Policy for the Arts (3 Credits)

This course examines governmental policy on the arts at the national, state and local levels including the history of public arts policy in this country and current politics. Understanding and changing public policy, identifying decision-makers and developing a vocabulary for successful advocacy are major components of the course. This course is taken during each student's second summer residency.)

#### AAD 619 Cultural Ecosystems (3 Credits)

This course examines the manner in which artists and arts organizations build community, and function within and support their communities. Topics include: the historical context of arts in our communities, changing demographics and their impact on artists and audiences, the integration of multiple cultures into arts policy, and programs, understanding cultural democracy, using the arts in the development of community identity, the arts and economic development, and community cultural planning.

#### AAD 625 Grantsmanship (1 Credit)

This course will cover the process of researching, preparing, and managing corporate, foundation, and government grants for nonprofit arts organizations. Topics to be covered will include research, cultivation, understanding guidelines, program development, outcomes-based evaluation, letters of intent, preparation of proposals, and reporting process. Students will become familiar with their own local funding environment, and will prepare complete grant proposals.

#### AAD 627 International Policy for the Arts (3 Credits)

This course examines international arts policy, including those policies of Asia (Far East and Middle East), Europe, North America, South America, Africa, and Australia. The primary goal of the course is to better prepare graduates to operate in a global context with an awareness of international artistic and cultural diversity. It is taken during the third summer residency, and it includes student interaction with faculty and guest lectures representing major cultures covering various continents/regions. Students will develop an awareness of the ways in which cultural policies influence cultural development, cultural exchange, international economics, and programming within that culture. Students will examine current and historical factors that influence cultural policies and political agendas around the world.

#### AAD 651 Major Paper (3 Credits)

The major paper is a research paper of thesis quality. Students receive guidance regarding their major paper work from the MAAA Program Director, the Major Paper Director, and two faculty members throughout their process.

#### Elective Courses

##### AAD 630 Managing Performing Arts Organizations (3 Credits)

This course examines the particular challenges related to theatre, music, and dance organizations as well as those involved in presenting performances and in management of performing arts venues. Course topics include contractual agreements, cooperative ventures between organizations, and managing organizations in transition. Organizational needs are considered from various points of view (staff, artists, board, patrons, funders, etc.). Issues are examined through a case study approach.

##### AAD 631 Managing Visual Arts Organizations (3 Credits)

This course dissects and examines the myriad challenges facing the director of an art museum, nonprofit art gallery or alternative space. Topics will include ethical issues, board governance, the pros and cons of facility expansion, provenance issues, fundraising strategies and their "Catch-22" components, audience development, media communication, managing controversy and change, the organization's role as educator, collaborative ventures, the critical investment in exhibitions, collecting and deaccessioning, and working with contemporary artists.

##### AAD 634 Planning & Managing New Ventures in the Arts (3 Credits)

This course is designed to provide the student with insights into setting up a new artistic venture or re-designing an existing program. Students will explore creating a concept, vision and mission; the life cycles of a non-profit, leadership issues; building support in the larger community; developing financial viability on many levels; public relations, marketing, outreach and audience development.

##### AAD 636 Arts Education (3 Credits)

This course will study the various arts education methodologies practiced in the classroom, explore models of best practices in different settings in urban and rural schools, discuss the role of the arts in academic learning, and examine public support for arts in education and advocacy for such support. Students will survey their own communities and professional backgrounds to build a context for their understanding of the coursework, discuss assigned readings and issues in

arts education, and practice resolution of real-life situations in arts instruction, seeking public support, and developing advocacy strategies to ensure the permanence of arts in the core curriculum of all schools.

#### AAD 637 Directed Reading in Arts Administration (3 credits)

Directed Reading can be designed by a student on an individual basis to broaden the student's knowledge in a particular area of arts administration. Students interested in taking this course must have the prior approval of the director, an outlined bibliography, and a faculty member who has agreed to advise their work.

#### AAD 650 Independent Study/Internship (3 credits)

The purpose of the MAAA Independent Study/ Internship is to offer professional experiences that allow students to work either independently or as part of a group or organization. Students choose faculty advisors to guide their process. Depending on focus of their study, students may also choose field advisors as well. The goal of the course is for each student to learn through individualized participation, research, guidance and/or observation.

## **Master of Arts in Cultural Sustainability**

#### CSP 600 Introduction to Cultural Sustainability (3 credits)

This course introduces cultural sustainability both through its interdisciplinary theoretical foundations in cultural policy, public folklore, anthropology, and community arts, and through reflection on cultural activism and inquiry.

#### CSP 605 Cultural Policy (3 credits)

Culture matters to people, and is threatened by globalization and modernity in troubling ways. As a matter of public policy, culture has been defined and addressed in different ways. This course looks at the history of these formulations and the practices they have engendered, and suggests ways that the value of culture is of critical importance to policy makers seeking a sustainable and livable future.

#### CSP 610 Introduction to Cultural Documentation (3 Credits)

Cultural documentation provides an orientation and foundation in the methodologies used to understand and engage with the cultural processes and assets of value to communities. This course introduces best practices in cultural documentation, the use of ethnographic fieldwork and digital media to record and understand culture, and the ethical and practical issues involved in appropriately and effectively engaging with people in a variety of community contexts. Cross-listed: DA 611.

#### CSP 610F: Introduction to Cultural Documentation—Field Lab (1.5 credits)

The Cultural Documentation Field Lab provides the opportunity for students to apply the skills, tools, and perspectives they have explored in Introduction to Cultural Documentation to their own work. In this course students will undertake a cultural documentation project in a community selected in consultation with the instructor and will be expected to submit a professional quality body of fieldwork material including notes, resource listings, and media along with a report detailing and reflecting on their findings. Prerequisite: CSP 610. Cross-listed: DA 612.

#### CSP 615 Introduction to Cultural Partnerships (3 credits)

What are effective strategies for scholars and organizations to work with communities to help develop the capacity for those communities to make choices about what matters to them? This course explores approaches to capacity and leadership development for community cultural sustainability. It suggests

ways that effective enduring partnerships and programs can be developed that reflect the voices and aspirations of communities, their stakeholders, and the cultural organizations that serve them. This course will introduce students to community-organizing skills, leadership development, facilitation, and collaboration and advocacy.

#### CSP 618 Cultural Sustainability Theory Seminar (3 credits)

This course considers and develops the foundations of cultural sustainability as an emerging academic field, a theoretical framework and a mode of practice. The seminar will help students deepen their understanding of cultural sustainability as a concept, better articulate the value of their own practice, and serve as a platform for the intellectual development of the field. Students will develop a theoretical essay applying relevant concepts from this inquiry to their own area of interest.

#### CSP 620 Food and Foodways (3 credits)

Food and foodways are integral to many aspects of cultural identity and activity, and important to consider in the development of projects in cultural and economic sustainability. In order to comprehend a community, it is important to understand how and why that community uses food to construct and maintain identity and tradition, express values and beliefs, perform identity, present itself to the public, manage health systems, use environmental resources, and support indigenous and local economies.

#### CSP 625. Festivals, Events and Performances (3 credits)

How and why do people celebrate? How can festivals construct a "separate space" outside the "everyday" What are the transformative, transgressive, subversive and communal possibilities for the employment of the "festive vocabulary?" How can a festival create a sense of what Victor Turner called "Communitas?" In this course, students will explore these questions; learn the basic elements of the festival; identify its history, motivation and multi-vocal meanings; learn the different elements of the "festive landscape;" provide analysis of community festivals in social and historical context; and, develop a festival program, including key thematic elements such as music, craft, and narrative components.

#### CSP 628 Principles of Cultural Mediation (3 credits)

Without the recognition of difference of opinion, viewpoints, and individual value systems, conversations around divisive issues can often be dominated by polarized and destructive debate. Creating a space for dialogue can allow for these multiple viewpoints to be shared. Students will reflect on how their own cultural background frames their understanding of themselves and others, and will develop an understanding of how intercultural dialogue and mediation can be utilized to work successfully and ethically in partnership with communities.

#### CSP 630: Community and Economic Development (3 credits)

A critical feature of cultural sustainability is the development of strategies that align with economic vitality and benefit cultural practitioners. This course surveys, analyzes, and evaluates efforts of this nature: cultural tourism, schools, marketing initiatives for cultural products, and other forms of entrepreneurship.

#### CSP 635: Interpretive Planning and Project Management (3 credits)

This class provides insight and guidance into the planning and implementation of cultural programming at museums and similar organizations. Students will explore best practices and current issues pertaining to the development of interpretive approaches and their concrete implementation in these settings.

#### CSP 638: Language Preservation (3 credits)

Language is one of the most salient and identifiable aspects of human culture. Human languages are important aspects of a culture's identity and sovereignty. Throughout the world communities are facing unprecedented language endangerment and half of the world's languages may become extinct in the next

100 years. This course provides an introduction to the practical and theoretical causes of language shift and what this shift means for impacted communities. Selected case studies provide a global perspective on the discourse.

**CSP 640 Exhibits, Real and Virtual (3 credits)**

Museum exhibitions, publications, websites, and other media provide powerful tools for sustaining, strengthening, and showcasing the cultural assets and practices of communities for purposes of education, advocacy, and preservation. Students explore the use of text, image, video, and sound in effectively telling the story of themes and issues that matter to communities. Cross listed with DA 641.

**CSP 642: Culture and Calamity (3 credits)**

There are physical, psychological, social, and cultural dimensions to upheavals in community life, whether caused by war, economic or environmental devastation, forced displacement, or even policy. Human expression, even in the most authoritarian states and in the direst hours of crisis, cannot be silent. This course will examine the cultural and artistic aspects of upheaval and conflict around the world, including the destruction of traditional culture and emergence of new forms and voices. Case studies and readings will examine culture as a reflection and record of upheaval and as a creative response to it.

**CSP 645: Advanced Cultural Documentation and Archival Management (3 credits)**

This course explores issues pertaining to cultural documentation and archival management at an advanced level. Ethical, legal, and theoretical issues surround cultural documentation; especially when the work becomes part of a community-based public archive. This course addresses the question, "How do I organize and manage a cultural documentation archive to ensure its relevancy to the community?" Students will explore a local repository of their choosing to understand contemporary curatorial and archival methods. Additionally, students will learn how to manage community documentation projects within an archival setting.

**CSP 648 Museums and Communities (3 credits)**

Today's museums are re-considering their civic missions and practices, the ways they engage new partners and audiences, and, therefore, their priorities. Many believe that the health of museums depends on becoming more civically engaged with a range of communities. Successful museums engage in dialogue about civic empowerment and often center on issues of how and where citizens seek and engage each other, about their senses of power, trust, and agency. This cornerstone course encompasses the unique and critical issues of working in today's museums, and offers strategies for connecting museums with communities in ways that position them as principal players in cultural sustainability.

**CSP 650: Organizing Communities: Advocacy, Activism, and Social Justice (3 credits)**

This course introduces students to the methods and perspectives of community organizing. Cultural sustainability is often a matter of social justice and self-determination, and knowledge of community organizing strategies provides a critical tool for Cultural Sustainability practitioners. Organizing, advocacy, and action strategies will be shared and assessed particularly as they pertain to matters of cultural democracy.

**CSP 653: Topics and Issues in Cultural Sustainability (3 credits)**

Cutting across much of the curriculum in the MACS program is a landscape of familiar but under-examined concepts that occasionally deserve focused study and analysis. At the same time, new topics or issues come up that require timely attention. Social concepts such as power, equity, and representation, have generated a body of literature and discourse applicable to cultural sustainability. This course enables MACS students to explore a particular topic or issue in depth and achieve a degree of mastery. The topics will vary relevant to current issues.

#### CSP 656 The Dynamics of Identity (3 credits)

This course examines the concept of identity to better understand how it influences the individuals and communities with which we work, as well as how we work with them. Students review the intellectual history of the idea of identity, the varied meanings it has, and the constellation of concepts and theories to which it is key (self, group, community, etc.) We then consider the influences on the construction -- and reconstruction -- of identity and the ways in which it is performed and interpreted.

#### CSP 657: Culture, Spirituality & Sustainability (3 credits)

To effectively work toward sustaining cultures, it is essential to understand the centrality and implications of spirituality in those cultures. In this course, students explore some of the ways spirituality is inextricably embedded in a community's worldview: in views of nature, morality, leadership, family life, and in artistic expression. We consider how recognition of these connections enhances sustainability efforts and promotes community engagement.

#### CSP 660 Oral History (1.5 credits)

This course provides training in best practices in oral history documentation. Through hands on instruction and mentorship with oral history practice, students will develop the knowledge and skills to professionally conduct oral history research.

#### CSP 665 Arts of Social Change (3 credits)

When faced with social injustices, including threats to survival, sustenance, or culture, humans often respond creatively by making art. Sometimes these arts draw on traditional cultural aesthetics and may represent the continued survival of defiant cultural art forms that will not be extinguished. Other times they take on a more innovative or even radical nature, emerging as new practices, narratives, or popular expressions. This course examines the vibrant use of arts to address social justice concerns and explores art in the context of the famous metaphoric view of art as either a mirror that reflects social reality or the hammer that shapes it.

#### CSP 670A/B/C Ethnographic Methodologies (1.5 credits)

At the heart of cultural sustainability is the ability to appropriately perceive need, value, cultural knowledge, meaning, and voice from the emic (insider's) perspective. Ethnography is a qualitative research strategy that engages cultural workers with community members to explore and represent cultural phenomena. This is community-action research. Literally, ethnography is a means to represent graphically (in writing, photography, film) the culture (ethno) of a people. This course will be offered in three sections, each of which focuses on specific methodologies including: research (670A), visual ethnography (675B), and writing (675C). Students are allowed to take more than one of these offerings.

#### CSP 675/CSP 675Y Capstone (1-6 credits)

The Capstone is undertaken with a committee of three advisors. Students choose either an immersion fieldwork project, a public program in a cultural institution or community, or an academic thesis. Under the mentorship of a faculty advisor, students develop their proposal in the semester prior to beginning their Capstone. Students are expected to present and defend a final document which demonstrates mastery of the core concepts of cultural sustainability.

#### CSP 699 Independent Study (1-4.5 credits)

A variable-credit opportunity to explore in depth a topic not covered by an existing course or to undertake a professional internship. The student works with a faculty member or field site advisor to design the course of study and determine how it will be assessed. A proposal and abstract for the Independent Study must be submitted by the end of the semester prior to the anticipated course.

# **Master of Arts in Digital Arts / MFA in Art & Technology**

## **DA 510 Audio Techniques (3 Credits)**

This course will prepare students to work with music and sound for both artistic and commercial purposes. Acoustic theory and processing techniques will provide a foundation for the exploration of sound waves in other audio courses.

## **DA 520 Methods and Data Structures (3 Credits)**

This course is a practical investigation of data as a material for art. This may include working with image data, text, social media, and data of the students choosing (such as economic, environmental, or societal data). You will learn methods for navigating data, transforming data, visualizing data, and come to understand it as a flexible material with significant creative potential. Work will focus on the creation of a series of digital artworks guided by different topics and techniques using the Python programming language. Topics may include textual analysis, computational poetry, data visualization, and image processing.

## **DA 560 Camera Techniques (3 Credits)**

This course introduces students to editing techniques, and develops critical listening and viewing skills by experiencing and discussing historic and contemporary examples of time based media. Individual project in digital editing are created and critiqued. Each student will come away with the understanding of film and video making language, basic production skills, and a historical overview.

## **DA 600 History of Multimedia Art (3 Credits)**

This course will examine the aesthetic and philosophical underpinnings of multimedia creative expression. Students will study the history and theory of multimedia art and apply these trajectories through individual and collaborative creative projects. Topics covered will include: the dialectic between music and visual arts embodied in the works of the Futurist and Dada movements as well as the work of John Cage; how these dialogues expanded into other movements and disciplines such as Fluxus, Video Art and Sound Art; contemporary art focused on socio political engagement culminating in tactical media and public interventions.

## **DA 610 Media on the Internet (3 credits)**

This course will ask you to engage critically with the effect of the internet on art production and distribution. How has the internet changed art? This will be a part-practical, part-theoretical course that will involve getting your hands dirty with basic HTML and CSS code, while also gaining a theoretical background in media politics, remix culture, and internet art history. Through readings and discussion, we will evaluate the political, social, and artistic consequences of living through a global “always on” network, and examine how artists are reacting to it in both supportive and disruptive ways.

## **DA 611 Introduction to Cultural Documentation (3 Credits)**

Cultural documentation provides an orientation and foundation in the methodologies used to understand and engage with the cultural processes and assets of value to communities. This course introduces best practices in cultural documentation, the use of ethnographic fieldwork and digital media to record and understand culture, and the ethical and practical issues involved in appropriately and effectively engaging with people in a variety of community contexts. Cross-

listed with CSP 610.

DA 612 - Cultural Documentation - Field lab (1.5 credits)

The Cultural Documentation Field Lab provides the opportunity for students to apply the skills, tools, and perspectives they have explored in Introduction to Cultural Documentation to their own work. In this course students will undertake a cultural documentation project in a community selected in consultation with the instructor and will be expected to submit a professional quality body of fieldwork material including notes, resource listings, and media along with a report detailing and reflecting on their findings. Prerequisite: DA611 - Cultural Documentation. Cross-listed with CSP 611.

DA 615 Digital Media Programming & DA615S Digital Media Programming Studio (3 Credits)

This course will introduce you to the practice of creative code and the basic structures of programming languages. You will learn how to break larger ideas down into smaller tasks that can be expressed in code. Projects will focus on generating visual content using the JavaScript library p5.js, but the basic concepts and syntax of this class can be applied broadly to projects in Java, Python, JavaScript, and others.

DA 617 Contemporary Storytelling (3 Credits)

Narrative in the 21st century is defined not only in literary terms, but also across numerous kinds of media including film, game, web, and even oral tradition. This course explores the numerous overlapping vessels for narrative, develops a syntax for the discussion of narrative across media, and identifies typical elements of the construction of successful modern narratives. While the theories of this class are applicable across all multimedia, students will focus their efforts into the creation of video works.

DA 641 - Exhibits, Real and Virtual (3 credits)

Museum exhibitions, publications, websites, and other media provide powerful tools for sustaining, strengthening, and showcasing the assets and practices of communities for purposes of education, advocacy, and preservation. Students explore the use of text, image, video, and sound in effectively communicating through the medium of the 'exhibit.' Cross listed with CSP 640. *Residency*

DA 649 User Interface Design (3 credits)

While superb aesthetics may earn admiration and appreciation, excellent interface design leads to clear, almost automatic, action. In this course, students will create and rigorously test the effectiveness of interface designs. They will also experiment with novel interfaces and grapple with their implications. Prerequisite: DA610 Media on the Internet.

DA 656 Advanced 3D Production (3 credits)

Advanced topics in 3D Modeling and Animation will be covered in this course. Areas of advanced character modeling, surface texturing, character animation, visual effects, compositing, physics simulation, and advanced rendering techniques may be covered. Prerequisite: DA 655 3D Modeling.

DA 667: Immersive World-Building/DA 667S Immersive World-Building Studio (3 credits)

World-building makes up the foundation of profoundly immersive experiences. Students in this course will design and implement immersive experiences. Topics will include video game design, virtual reality, and augmented reality. Prerequisites: DA520 Methods and Data Structures, DA655 3D Modeling.

#### DA 675/DA 675Y Capstone (1-6 credits)

Students participate in the conception, creation, and distribution of a multimedia arts project. In collaboration with faculty, the student shall conceive the project, develop funding sources and apply for grants, develop and execute a PR campaign, and realize some aspect of the creative content. The student may work with a team of other content providers and producers to experience the workflow and teamwork approach common to commercial production houses. Students will produce a professional portfolio appropriate to their career path. The student's work will be critiqued by the faculty as well as members of the professional community.

#### DA 699 Independent Study (1-4 credits)

To pursue advanced study of certain material or topics not covered in the Digital Arts curriculum, students may choose to design an independent study with a faculty member and the approval of the program director.

#### DA 700A/700B Creative Seminar (3 Credits)

The Creative Seminar is a course that will focus on critique of MFA student work across fields. The Creative Seminar is split into two portions. The first occurs online and is focused on a major creative work by the student. The second portion is held during a residency, and focuses on critical review of the major work. Both the online and residency portions of the Creative Seminar may include both student critique and presentations by faculty and guest speakers. The intention of the Creative Seminar is to help a student successfully realize a large-scale artistic project suitable for exhibition. An MFA student must complete the Creative Seminar before enrolling in Thesis Document or Capstone credits.

#### DA 799 Thesis (3 credits)

For MFA students, the Thesis accompanies the Capstone, and is taken for credit any time concurrently with the Capstone. While Capstone projects are primarily focused on the realization of a major artistic project, the Thesis is focused on critical theory and analysis relating to the major project. Successful completion of Thesis is tied to the successful defense of the Capstone.

## **Master of Arts in Environmental Studies**

#### ENV 615: The Environment and the Media (3 credits)

This course introduces students to the role of the media and communications in articulating environmental claims, issues, and challenges. It will explore techniques for communicating across social and political differences, expressing complex technical issues, mediating contentious issues, managing crisis rhetoric, and identifying sources and forms of bias and misrepresentation. Students will investigate effective and innovative strategies of communication, evaluate popular environmental discourse, and analyze environmental rhetoric.

#### ENV 624: Environmental Research (6 credits)

This research and methods course is offered in four 1.5 credit-hour sections: Science & Philosophy; Systems Thinking and Modeling; Research Methods; and Evaluating Claims—all of which are required, in any sequence. The course is designed to ground students in the qualitative and quantitative bases of research methodology, with the dual goal of training students to interpret, evaluate, communicate, and use scientific-research findings as well as design and conduct social science research projects.

Section A: Science and Philosophy introduces students to the scientific method and philosophical traditions, including positivism, phenomenology, and pragmatism, and debates between realism, instrumentalism, and constructivism deeply informing our approaches, assumptions, and understanding of environmental issues, problems, and solutions.

Section B: Systems Thinking and Modeling introduces students to the concept of systems thinking, design thinking, nonlinear dynamics, thresholds, uncertainty and surprise, and the importance and application of feedback loops in ecosystems, built-environment impacts, and human ecology. In this class, students will learn to develop models as useful technologies and tools in socioecological analysis.

Section C: Research Methods instructs students in formulating research questions and designing methods to measure, sample, or model them. This section includes both quantitative and qualitative methods, such as surveys, ethnography, case study, and participatory-action research. In this class, students will develop a research proposal.

Section D: Evaluating Claims presents case studies and critical analysis of research claims by examining the premises, logic, and application of method, as well as the validity and quality of the data. Students will develop quantitative literacy for understanding scientific models (mathematical, population dynamic, and dimensional) and their underlying principles and notational conventions as tools that organize data, define parameters, clarify processes, and enable predictions.

#### ENV 634: Environment, Development, and Economics (3 credits)

This course examines how natural resources intersect with social and economic-development initiatives. We will review the different kinds of natural resources and review case studies of both successes and failures in regard to sustainable use and community benefits. Special attention will be paid to community-based initiatives and examples of inclusive decision making and policy design. ENV 653 Special Topics and Issues: Community-Based Conservation (3 credits)

Grounded in conservation history, this course traces the development of complicated ideas concerning our perception of nature and heritage. We'll examine case studies that demonstrate the complexities of managing common pool resources and protecting cultural identities.

#### ENV 675/675Y: Environmental Studies Capstone (1-6 credits)

The capstone project will be the culminating project of the student graduate career in the program. He or she will complete either a traditional academic thesis with an applied focus or a project resulting in a product or event with supporting documentation and a reflective written exercise. Under the guidance of the academic director and a faculty adviser, each student will propose a project, conduct the research, and complete the project within the timeframe of one to two semesters. The nature of expected duties and experiences as well as the work to be accomplished by the student will be determined according to program guidelines and the student's professional interests. Activities, preparation, and evaluation criteria will be

determined prior to approval.

#### ENV 699: Independent Study (1-4 credits)

This option allows students to determine and submit a self-directed research and/or creative project. Students will present a statement of rationale to the academic director for approval based on the value of the study within the student's overall educational objectives for the program and the overall goals of the MAES program.

## **Master of Arts Historic Preservation**

#### HP 601 Introduction PT I. Fundamental Concepts in Heritage and Preservation (3 credits)

Provides an overview and history of historic preservation practices in the United States, challenging students to think critically about how practices and policies might evolve to serve additional constituencies in the future. Students explore how the work of preservation serves various American groups, supports the maintenance of a varied built environment with a sense of place, and contributes to the varied agendas of collective memory.

#### HP 602 Introduction PT II. Policy and Practice in American Historic Preservation (3 credits)

Provides a general overview of what historic preservation is and does in the United States, focusing on proper framing of inquiry with appropriate language and protocols into a variety of heritage topics.

#### HP 614 American Architecture and Building (3 credits)

Development of American buildings from the colonial period to the present with emphasis on construction materials and technologies that have shaped their appearance.

#### HP 623 Preservation Economics (3 credits)

Exploration of the economics of preservation including the impact of preservation programs and activities on a national, state and local level and the feasibility of individual preservation projects.

#### HP 628. Independent Study (3 credits)

Students develop the topic and focus of their own course in any area of historic preservation with the assistance of the program director. The faculty member is drawn from experts in the area selected. The course syllabus is written by the student during the semester prior to the one in which HP 628 Independent Study is taken.

#### HP 631 Historic Property Documentation (3 credits)

Documentation techniques for cultural heritage including research methods, preparation of narrative descriptions and statements of significance, and on-site investigations and evaluation.

#### HP 632. Preservation Planning for Heritage (3 credits)

Exploration of preservation planning at the federal, state and local levels with emphasis on the relationship between documenting the historic environment and community planning and on development and the use of local planning techniques to further historic preservation.

#### HP 633 Cultural Landscape Theory (3 credits)

This course explores the cultural landscape idea as a complex of understandings of societies' interrelationship with the physical and social world. Course exercises and readings challenge us to use that understanding within American preservation practices to address a central question: How will individual and social human interaction inform the identification, protection, and ongoing use of the landscape?

#### HP 634 Preservation Technology (3 credits)

The properties of building materials, the mechanism of deterioration and diagnostic methods, including examining and evaluating historic fabric, sustainability issues, and the whole building's performance as a system is emphasized as the basis for recommendation of appropriate conservation or restoration treatments.

#### HP 635 Preservation Law (3 credits)

Examines the federal, state, and local laws concerning historic preservation, including tax laws and real estate opportunities (and easements for structures, open areas and historic monuments, locations, and other nationally recognized properties). Additionally reviewed are current developments in historic preservation law litigation, recent decisions in the "takings" area and other constitutional developments relating to land-marking of properties.

#### HP 637 Research Seminar (1 credit)

The Research Seminar provides an introduction to framing a research project in the field of Historic Preservation. Students will learn how to develop a topic, select research and analytic frameworks, contextualize the topic and develop actionable recommendations related to practice, in the preparation for writing a thesis treatise or other major research project.

#### HP 638 Thesis Proposal (2 credits)

Proposal of the topic, content and focus of the thesis, including literature research and proposed committee members.

#### HP 641. Thesis (5 credits)

The thesis is the culmination of the program of study and incorporates a stated hypothesis to examine a preservation issue germane to the student's interest. Students will also have the opportunity of selecting additional faculty for HP 641 with the approval of the thesis director. The thesis committee will examine the written thesis and hear an oral defense. Prerequisite: HP 638 Thesis Proposal.

## **Master of Arts in Management**

#### PMGT 601 Leadership and Self-development I: Leadership Styles (3 credits)

This course will help students define leadership styles and set personal goals. Students will integrate conceptual knowledge and self-awareness within the context of ethical practice, social responsibility, and innovative practice (with a 4-day sailing component.)

#### PMGT 606 Managing an Organization (3 credits)

This course explores the fundamentals of managing a small or medium-sized organization.

Ethics and social responsibility, legal principles, building and leading a team, business/organizational planning and development, human resource and diversity issues, and international market implications will be covered.

#### PMGT 608 Principles of Project Management (3 credits)

This course is intended as an overview, describing the fundamental principles, processes, knowledge areas, and tools and techniques of project management. Students will learn how to manage the "faster, better, cheaper" pressures that most organizations face. Topics include the project management life cycle, selecting projects, project planning, quality management, and controlling projects.

#### PMGT 616 Financial Skills and Managerial Accounting (3 credits)

This course covers the creation and interpretation of financial statements, with a particular focus on building financial statements, cash flow, accounting controls, financial analysis, cost-benefit analysis, financial budgeting, and applying accounting information for managerial decision-making. The course stresses using financial information within organizations for understanding and analyzing activities and operations. Students learn linkages between accounting information and management planning through cost analysis (including activity-based costing), operational and capital budgeting, and performance measurement. Students learn how to build financial models, analyze business plans and to justify management decisions to create financially sustainable organizations.

#### PMGT 617 Principles of Marketing (3 credits)

The purpose of this course is to look at marketing as a broad concept, beyond the usual functions of selling and advertising. Students will explore the principles of marketing management and the tactics for achieving strategic marketing goals. Students will also investigate relevant social and ethical issues related to marketing. The course goals are for students to develop competency and apply the concepts and skills learned in order to produce a professional quality marketing plan. The plan should include an analysis of the customer (including the customer identity, segments, values, and behavior), a clear and compelling value proposition or unique selling proposition, incorporate all the elements of the marketing mix in appropriate ways, and utilize the tools of segmentation and SWOT analyses to guide strategic marketing decision making.

#### PMGT 620 Leadership and Self-development II: The Creative Professional (1.5 credits)

This course focuses on the real-world applications of planning, teamwork, marketing, and networking that help independent artists and commercial artists thrive and build long-term careers. Students will develop an understanding of the workflow for creating elaborate multimedia works and learn individual business practices and teamwork skills necessary to achieve success in today's multimedia professions. Practical issues such as the role of unions, agents, and personal managers, and the practice and development of professional networking strategies, the value of artistic content or services, and related topics will be discussed.

#### PMGT 623 Grant Writing (1.5 credits)

This course provides guidance and resources in the craft of grant writing for programs and organizations. Topics include private and public funders, grantsmanship, and grant management.

#### PMGT 625 Organizational Law (3 credits)

This course covers legal requirements and policy implications for for-profit and nonprofit organizations. Topics include the formation and operation of organizations, governance, contracts, property, agency, employment law, intellectual property, liability, fiduciary duties, federal taxation requirements, principles of charitable gifts and restrictions, and state and federal reporting requirements.

#### PMGT 630 Designing and Delivering a Learning Experience (1.5 credits)

This course will engage students in preparing for, planning, and delivering a learning experience. Topics will include analyzing and targeting a specific audience; choosing appropriate teaching methods for a given audience; developing and producing content; facilitating discussions; and using an array of top technology tools. Participants will be introduced to prominent theories of teaching and learning, and will be challenged, throughout the course, to integrate the theories in practical applications. Emphasis is on relevancy to a participant's field of study. The course will culminate in participants delivering an impactful learning experience in a face-to-face or online environment, or other medium of their choice.

#### PMGT 641 Social Networks and New Media (1.5 credits)

Introduction to using online social networks and emerging new media to engage in community building, whether it is around a cause, interest group or a business. This course introduces students to the concepts related to virtual communities and social capital. It starts by examining the impact that new media has had on culture, politics, traditional media, commerce and relationships. From there it explores the rapidly changing tools for collaboration, curation, consensus building and social media marketing in an online environment. Lastly, the course examines the ethical, legal and provenance issues that arise. Part theory, part sociology with a mixture of business and marketing strategy, students will walk away with their own actionable social media campaigns.

#### PMGT 650 Models of Social Entrepreneurship (3 credits)

This course explores different organizational models of how people are working to change the world in positive ways. Looking beyond the traditional categories of non-profit, for-profit, government and education, innovative models that are being developed to address the pressing social and environmental issues faced by communities are identified and analyzed. The topics include: earned income, social ventures, hybrid organizations, crowdsourcing, cooperatives, community engagement, grass tops partnerships, and co-working. Students evaluate existing models to determine their strengths and opportunities for improvement related to their context, resources, power relationships, and their value as solutions to specific problems.

#### PMGT 675/PMGT 675Y Practicum (1.5 - 6 credits)

The practicum is a variable credit elective educational experience that provides students an opportunity for synthesis and demonstration of their capacity to work in the field of management effectively. Under the mentorship of a faculty committee, students will develop a project or thesis. Students build a portfolio of work that draws on their management courses as well as from their choice of coursework from Goucher's other professional master's degree programs, including cultural sustainability, digital arts, or environmental studies. The practicum culminates in a final project that reflects the students' business acumen applied to a specific context.

Students present and defend to the committee a portfolio of work accomplished at the end of the practicum experience.

PMGT 699 Independent Study (1.5-3 credits) This option allows students to determine and submit a self-directed research and/or creative project. Students will present a statement of rationale to the academic director for approval based on the value of the study within the student's overall educational objectives for the program and the overall goals of the PMGT program.

## **Master of Fine Arts in Nonfiction**

### Required Courses

CNF 601 Mentorship I (4 credits)

CNF 602 Mentorship II (4 credits)

CNF 603 Mentorship III (4 credits)

CNF 604 Mentorship IV (4 credits)

These courses, taken during each of a student's four semesters on campus, require group work with the residency workshop group. This work includes discussion and analysis of craft for an equivalent of at least 20 pages. Students will also read books assigned by the faculty mentor, in addition to books they choose related to their thesis.

In the first semester, students write a proposal declaring their thesis topic. During the second semester, students write a 20-page essay on an area of craft. In the third semester — at the start of the second year — students submit a thesis synopsis that explains progress made in the first year and anticipates work to come. They turn in a draft of the manuscript at the end of the third semester and complete it to finish the fourth term and qualify for graduation.

CNF 608 Nonfiction Residency (3 credits)

This course begins with a seven-day period of study on Goucher's campus in January or July that includes workshops, lectures, panel discussions, and other material needed for students to continue their off-campus work during the semester. The on-campus session is followed by a three-week online portion to help students prepare for the 14-week online semester.

CNF 620 Workshop I: Creative Writing (4 credits)

In this course students review nonfiction forms — personal essay, memoir, immersion journalism, literary journalism, and so on, and work one-on-one with a faculty mentor to choose, refine, and propose a manuscript topic. Fifty pages of new writing is required, as well as the equivalent of 20 pages of writing on craft.

CNF 623 Workshop II: Manuscript: Beginning (4 credits)

Students in this second-semester course expand their manuscript, writing 50 pages of new writing to add to the work completed in the first semester.

CNF 626 Workshop III: Manuscript: Work in Progress (4 credits)

In this course, students continue to develop and revise the manuscript. At the end of the term

they submit a completed draft of the project to their fourth-semester faculty mentor.

#### CNF 630 Workshop IV: Final Manuscript (6 credits)

In this course, the culmination of students' writing in the program, they work one-on-one with a faculty mentor to complete writing, revising, and editing the manuscript.

#### Elective Courses

#### CNF 605 Workshop V: Advanced Study in Craft (4 credits)

Students work with a faculty member along with other students in a workshop to begin a new project or explore a new avenue of an existing manuscript.

#### CNF 610 Internship (3 credits)

In this course, students gain hands-on experience at a literary journal, magazine, newspaper, or publishing house, either on-site or online. They may also work one-on-one with a published writer, agent, or editor. Internships require a minimum of 45 contact hours. Students are responsible for arranging their internships, and the program offers guidance and monitors the student's experience.

#### CNF 611 Readings in Nonfiction (3 credits)

This course offers students greater literacy and depth of knowledge in the literature of fact. This course also engages students in a variety of approaches, methodologies, and major themes in nonfiction writing by studying influential scholarship on the subject as well as some of the most prominent writing about nonfiction craft. By the end of this course, students will gain skills to improve their own writing and sharpen their critical skills.

#### CNF 612 Editing & Revision in Nonfiction (3 credits)

This is a master class in learning prose styling. It provides students with immersion in the techniques of editing and polishing their work. They also will learn the foundations of sentence construction, clear expression, and other tools of craft.

#### CNF 614 Poetry & Nonfiction (3 credits)

This elective is a course in reading and writing poetry, and how those pursuits intersect with and influence the writing of nonfiction prose.

#### CNF 625. Research & Reporting (3 credits)

In this course, students learn skills to conduct in-depth research, interviews, and reporting under the supervision of a faculty mentor. They also will explore strategies for weaving data and other information into narrative. This course does not contain a writing component.

#### CNF 631 Workshop V: Advanced Projects (4 credits)

In this elective, students work with a faculty member on the beginning of a new project or investigation of a new idea on an existing manuscript, or more in-depth attention.

#### CNF 633 The Book Proposal (3 credits)

In this elective, students build a book proposal under the one-on-one supervision of a literary agent, editor, or other professional with publishing experience.

CNF 634. Book Proposal Intensive (3 credits)

This course is a brief but comprehensive introduction to designing and writing a book proposal. It teaches writers how to envision a book project with a readership in mind, apply structure widely accepted in the publishing industry to a project's primary themes and ideas, and apply a series of steps to produce a plan for writing the full proposal.

CNF 635 Reported Memoir (3 credits)

Databases, documents, and other resources, and practices can enrich a memoir and verify the accuracy of a writer's work. In this course, students conduct in-depth research and interviews under the supervision of an MFA faculty mentor or other writing professional. This elective teaches the skills to deepen personal writing through research; it does not contain a writing component.

CNF 640 Projects in Digital Narrative (3 credits)

The course allows students to increase their knowledge of storytelling while gaining proficiency in using what they learn in a variety of different platforms. In a workshop setting with a faculty mentor, they will learn how stories are constructed and created. They will also learn how the elements of narrative apply in writing, video, audio, and other forms.

CNF 645 Teaching Internship (3 credits)

Students gain teaching experience in one of Goucher's undergraduate creative nonfiction writing classes. This course contains both online and in-person options.

CNF 650 Fieldwork in Nonfiction (3 credits)

Students learn to work more independently and create a research and writing plan outside of the CNF program's core course structure. Students will also submit a final written project that demonstrates mastery of a chosen focus of writing and research. Unlike electives that focus solely on research, this course emphasizes writing.

PGW 695 Post Graduate Workshop in Nonfiction (1 credit)

This intensive course allows graduates of the program to work on a project with a member of the Nonfiction faculty.

*Alumni of the CNF program may take any electives. New documentation must be completed and submitted to the program.*

# Other Important Information

## Academic Policies

Academic calendars, policies and procedures are available online and in the Student Handbook available at <http://www.goucher.edu/learn/graduate-programs/ma-in-arts-administration/curriculum/program-catalogues-handbooks-and-academic-calendars>

## Admissions

Applications for admission to Goucher College's graduate programs are managed by the Director of Admissions and Recruitment for the Welch Center. The application process is available entirely online for the current admissions cycle and future semesters. To learn more about the application process, please visit <http://www.goucher.edu/become/apply/>

## Course Descriptions

For course descriptions and sample syllabi, please visit the program websites at <http://www.goucher.edu/learn/graduate-programs/>

## Fees & Expenses

For the Fall 2017 entering class, tuition is \$850 per credit hour. Students pay a Residency Fee that covers transportation for field trips, guest speakers, all lunches and dinners, and other materials and special events hosted during residency. Each semester a technology fee is assessed. Modest annual increases in tuition and fees should be expected. For tuition and fees details, please visit <http://www.goucher.edu/billing/graduate-and-professional-program-tuition-and-refund-information>

## Financial Aid

Students may apply for a Federal Direct Stafford and/or a Direct Graduate PLUS Loan. Eligibility for federal direct loans is based on need, as determined by the Free Application for Federal Student Aid (FAFSA). Students receiving these loans are required to take a minimum of 4.5 credits per semester. To determine eligibility for these loans, please complete the FAFSA at [www.fafsa.gov](http://www.fafsa.gov). Some applicants will be required to submit additional information. We encourage all students to use the Financial Aid Student Tracking System (FASTS) to learn the status of their financial aid file. For financial aid purposes, the fall semester includes both the fall residency courses and the fall online courses; and the spring semester includes both the spring residency courses and the spring online courses. This means that all the credits taken during the Residency and Online sessions are combined to determine if a student is a part-time or a full-time student

for financial aid. For more information on how to apply for federal aid, award types, or billing and refunds please, visit <http://www.goucher.edu/financial-aid/apply-for-financial-aid/graduate-students>