

FSU

DEPARTMENT OF ARTS LEADERSHIP,
EDUCATION & THERAPY

COLLEGE OF FINE ARTS



Student Handbook

M.A. Arts Administration

2026-2027

TABLE OF CONTENTS

TABLE OF CONTENTS	1
WELCOME	4
GENERAL INFORMATION	5
Mission, Vision, Values & Student Success	5
Mission Statement	5
Departmental Values	5
Community Vision Statement	5
Student Success in the Department of Arts Leadership	6
Purpose and Objectives of the Arts Administration Program	6
Departmental Contact Information	8
Staff Information	8
Faculty Information	9
Academic Calendar & Registration Deadlines	13
Fall	13
Spring	13
Summer	13
ADMISSION	14
Admission Requirements	14
Experience & GPA Requirements	14
TOEFL (for International Students only)	14
Transcripts	14
Application Materials	14
Degree Offerings	15
Admission Deadlines	15
Tuition & Funding Opportunities	16
Tuition	16
Graduate Assistantships (Apply by Feb 1st)	16
Other Fellowships and Funding Sources	17
Financial Aid	17
International Students	17
English Language Proficiency	17
Academic Records	18
Finances	18
The Center for Global Engagement	18
Intensive English Studies	19

POLICIES & PROCEDURES-----	20
Responsibilities-----	20
Student-----	20
Advisor-----	21
Expectations, Procedures & Requirements-----	21
Academic Integrity-----	21
Time Requirements-----	22
Academic Achievement & Grades-----	22
Incomplete Policy-----	22
Failure to Meet Expectations-----	23
Grievances & Appeals-----	23
Grade Appeal Process-----	23
Academic Grievances Process-----	24
Policy for Dismissal of a Graduate Student for Reasons Other than GPA-----	25
Procedures for Dismissal of a Graduate Student for Reasons Other than GPA-----	27
Category 1-----	27
Category 2-----	27
Steps for Dismissal of a Graduate Student for Reasons Other than GPA-----	28
Step 1: Identification-----	28
Figure: From Identification to Remediation-----	28
Step 2: Remediation Plan-----	29
Step 3: Consultation-----	29
Step 4: Approval of Dismissal Letter-----	31
Step 5: Sending the Dismissal Letter-----	31
CURRICULUM (For both Online and Residential Program)-----	33
Core Curriculum-----	33
Elective Courses-----	33
Internship and Directed Research-----	34
Internship (ARE 5944 – 6 Credit Hours)-----	34
Directed research option-----	34
Graduate Certificates-----	35
Museum Education and Visitor-Centered Curation-----	35
Civic and Nonprofit Leadership, College of Social Sciences and Public Policy-----	35
Program Evaluation, Anne’s College-----	35
Plan of Study - MA Students Pursuing the Graduate Certificate in Civic & Nonprofit Leadership admitted Fall 2025 or later-----	37

Plan of Study - Students Pursuing the Graduate Certificate in Museum Education & Visitor-Centered Curation admitted Fall 2025 or later-----	38
ACADEMIC PROGRESS-----	40
UNIVERSITY RESOURCES-----	40
New Students-----	40
Campus Life at FSU-----	40
Health & Wellness-----	41
Academics-----	42
Community-----	42
APPENDICES: FORMS-----	43
Assistantship Application-----	43
Internship Site Selection Form-----	43
Internship Evaluation Form - Self-----	43
Internship Evaluation Form - Site Supervisor-----	43
Late Add Form-----	43
Directed Research Request and Proposal-----	43

WELCOME

Greetings! Welcome to the Department of Arts Leadership, Education & Therapy at Florida State University! We are delighted you have chosen FSU to embark on your academic journey. Whether you are new to FSU or returning, you are now part of a vibrant community where creativity, passion, and scholarly dedication thrive.

Florida State University, recognized as a preeminent institution in Florida, holds the highest designation of very high research activity as classified by the Carnegie Classification of Institutions of Higher Education. Our faculty members are leaders in their fields, bringing creativity and research excellence to foster an engaging and dynamic learning environment.

Our philosophy and curriculum are designed to build a strong sense of community, encourage creativity, and support our mission of empowering individuals through the arts. We believe in the transformative power of art education to enhance social consciousness, deepen empathy, and promote community integration. Our graduates have pursued diverse and impactful careers as educators, therapists, planners, curators, administrators, and more.

This handbook is designed to guide you through your master's journey, outlining the policies and procedures essential for navigating the Master of Art (M.A.) in Arts Administration. It covers each phase of the program, from admission to graduation, reflecting our commitment to high standards that may exceed those of the Graduate School. Master students and graduate faculty must stay informed of current Graduate School policies and procedures, including updates between manual releases.

As you navigate through this handbook, you will find essential information and resources to help you succeed. We encourage you to take full advantage of the many opportunities within our supportive and inclusive community, engage with peers and faculty, participate in interdisciplinary collaborations, and immerse yourself in FSU's learning experiences.

Thank you for joining the Arts Leadership family. We look forward to supporting your growth, celebrating your achievements, and seeing your contributions to our community.

Questions about this handbook should be directed to the **Chair of the Arts Leadership, Education & Therapy Department.**

GENERAL INFORMATION

With over a 70-year history, the Department of Arts Leadership, Education & Therapy believes in the intrinsic value of art as a catalyst for social change. Not only can art promote the development of the individual but serves to enrich and enliven the world around us. As a comprehensive education and research program, we only offer graduate level degrees. We find this provides a rigorous and individualized learning experience as students work towards one of our 9 specialized degree options.

Mission, Vision, Values & Student Success

Mission Statement

In the Department of Arts Leadership, we empower people to empower people through the arts.

Departmental Values

While we pursue our mission, we value:

- Raising social consciousness
- Deepening empathy
- Embracing complex social identities
- Fostering community integration
- Championing participatory action

Community Vision Statement

The Department of Arts Leadership, Education & Therapy strives to create a climate of inclusivity for our faculty, staff, and students. In doing so, we acknowledge that we are imperfect and are constantly working towards building a more just academic community. Because of this, we are always in the process of reviewing our curriculum, policies, and departmental culture to identify and address areas in need of reform. As such, we encourage departmental stakeholders to voice concerns or share ideas with the **Student Success Committee**, which meets monthly. As issues and ideas are presented, the faculty is committed to engaging in civic discourse focused on meaningful change as we push ourselves to broaden our perspectives and continue to open our doors wider.

Student Success in the Department of Arts Leadership

All students are invited to join the Student Success Committee in the Department of Arts Leadership. This committee is constituted by both faculty and student representatives, and is dedicated to fostering a supportive and inclusive environment for all graduate students. It guides initiatives that promote student well-being, academic success, and a strong sense of community within the department. Through events, such as orientations, town halls, professional development workshops, and monthly committee meetings, we work to ensure that students feel welcomed, heard, and connected throughout their academic journey. Students are encouraged to participate in the committee's events and consider getting involved to help shape the graduate experience for themselves and their peers.

Purpose and Objectives of the Arts Administration Program

The primary mission of the Master of Arts in Arts Administration program at Florida State University is to prepare graduates for leadership roles in arts and cultural organizations. Our program equips students with a strong foundation in both theoretical and practical aspects of arts administration. Through internships, community engagement, and interdisciplinary collaboration, students develop administrative and entrepreneurial competencies to lead diverse, creative communities. Upon completion, graduates are well-prepared to make a meaningful and culturally sustaining impact in the arts sector.

The Master of Arts in Arts Administration program is offered in both in-person and online modalities¹. Both formats are delivered by the same distinguished faculty roster, provide access to equivalent academic resources, and culminate in the conferral of the same accredited degree. We collaborate with the Askew School of Public Administration and Policy and the M.A. in Museum Education & Visitor-Centered Curation within the Department of Arts Leadership to offer two graduate certificates—[the Graduate Certificate in Civic and Nonprofit Leadership](#) and [the Graduate Certificate in Museum Education & Visitor-Centered Curation](#)—which students may pursue as part of their planned coursework, typically within the standard degree credit load.

¹ We are not authorized by the Department of Homeland Security or Department of State to enroll international students in F-1 or J-1 immigration status in a fully online degree program.

In addition, we also offer combined pathway degrees, through which academically strong undergraduates—typically admitted in their junior or senior year—may take designated courses that apply toward both the bachelor’s degree and the master’s program.

This degree is more than just coursework, it is focused on research and theory with the goal of becoming an expert in the field. Students are supported in their efforts to investigate and advance understanding related to individual student interests. Many degree recipients of the master’s degree are now faculty in colleges and universities all over the world, leading and serving the profession of arts administration in meaningful ways.

Florida State University, distinguished as a pre-eminent university in the state of Florida, is identified by the Carnegie Classification of Institutions of Higher Education as engaged in very high research activity, the highest status accorded to a doctoral-granting university. The wide-ranging scholarship of FSU faculty and graduate students is nationally and internationally recognized for its contributions to science, business, government, culture, and society. FSU faculty members are also recognized for their exceptional level of instruction.

Departmental Contact Information

Our department staff and faculty are always happy to answer any questions you have. Please be sure to look carefully at who the best person might be to respond to your inquiry. Be sure to use email whenever possible, as this creates a clear and transparent communication trail. Also remember to expect that emails sent before or after normal working hours/days will be responded to during normal business hours. Most faculty and staff strive to respond to emails within 48 hours.

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Academic Calendar & Registration Deadlines

The Academic Calendar holds essential information on how our academic year is structured, including key dates, deadlines, and holidays. Understanding the academic calendar is crucial for planning your studies, ensuring you meet important deadlines, and maximizing your academic experience.

Our academic year is divided into three main semesters: Fall, Spring, and Summer. Each semester has its own unique schedule, including start and end dates, registration periods, and exam periods.

We encourage you to familiarize yourself with these calendars and refer to them regularly to stay informed about important dates and events throughout the academic year. If you have any questions or need more assistance, please contact the Office of the Registrar.

The **Florida State University Registration Guide** is published biannually by the Office of the University Registrar as an edition of the General Bulletin. The Registration Guides provide a specific term's enrollment appointments, academic calendar, exam schedules, financial information, university notices, and registration information.

Fall	Spring	Summer
<u>Academic Calendar</u> <u>Enrollment Appointments</u> <u>Exam Schedule</u> <u>Fees and Financial Info</u> <u>Registration Info</u> <u>University Notices</u>	<u>Academic Calendar</u> <u>Enrollment Appointments</u> <u>Exam Schedule</u> <u>Fees and Financial Info</u> <u>Registration Info</u> <u>University Notices</u>	<u>Academic Calendar</u> <u>Enrollment Appointments</u> <u>Exam Schedule</u> <u>Fees and Financial Info</u> <u>Registration Info</u> <u>University Notices</u>

NOTE: Students must take care to **register within their enrollment period to avoid late registration fees**. If a student requires help with registration, they can contact the department's Academic Specialist: Jennie Christensen, jmchristensen@fsu.edu.

ADMISSION

Admission Requirements

Experience & GPA Requirements

- An earned bachelor's degree from a regionally accredited US institution, or a comparable degree from an international institution, with a minimum of 3.0 (on a 4.0 scale) grade point average (GPA) in all coursework
- The applicant must be in good standing in the institution of higher education
- An undergraduate major related to Art, Art Education, Arts Administration, Museums, or Performing Arts
- Thirty (30) hours of Arts and/or Arts Leadership coursework or relevant work experience in a cultural organization. (Students may satisfy deficiencies upon acceptance into the program)

TOEFL (for International Students only)

- Minimum scores: 80 internet/213 computer

Transcripts

- Official transcripts must be submitted
- For detailed information on this process, visit: Graduate Admissions.

Admissions decisions are made after the application deadlines. If you have questions about the degree during the application process, you can reach out to the program director within the major you are applying for. If you need clarification on the application itself, please don't hesitate to contact our admissions officer, **Jennie Christensen via jmchristensen@fsu.edu**.

Application Materials

Letters of Recommendation

- Students must submit three letters of recommendation
- The letters of recommendation should be from someone who can describe your ability to meet the graduate level of rigor and expectations in coursework, writing, and speaking skills

Statement of Purpose

- A 1,000 word biography addressing:
 - professional or academic background
 - career goals
 - rationale for applying to the program
 - list of other programs you are applying to
- Advice for writing a statement of purpose can be found at the FSU Career Center Website

Academic Writing Sample

- Most people submit a paper that they wrote in college, retouching it for content and style.
- If you don't have a paper that you have already written, you can write one from scratch.
- You'll want to submit a piece of writing that demonstrates your ability to analyze a topic in the same (or related) field to which you are applying.

Resume/ CV

Degree Offerings

The MA in Arts Administration program prepares graduates with the knowledge, tools, and competencies necessary for leadership in managing various types of cultural organizations and sustaining a vibrant creative ecosystem in diverse communities. The program curriculum combines practice and theory with discussion-based courses, community-engaged experiential learning experiences, and highly engaged faculty.

Admission Deadlines

Fall Admissions

- International applicants, priority deadline: January 15
- Applicants interested in funding consideration: February 1
- Applicants uninterested in funding consideration: July 1

Tuition & Funding Opportunities

Tuition

Graduate students are charged tuition on the basis of Florida residency or non-residency. The current schedule of charges may be obtained at:

<https://tuition.fsu.edu/>.

The Academic Common Market (ACM): The Academic Common Market (ACM) is a tuition-savings program for college students in 15 Southern Regional Education Board (SREB) states, who want to pursue degrees that are not offered by their in-state institutions. Students can enroll in out-of-state institutions that offer their degree program and pay the institution's in-state tuition rates. Search programs available for your home state by clicking Search for Programs on the ACM website:

<https://fda.fsu.edu/academic-resources/academic-policies/academic-common-market>.

Graduate Assistantships (Apply by Feb 1st)

Prospective and admitted students are eligible to apply for an assistantship. Assistantships are competitive and the number of funded positions varies from year to year. Assistantships supply graduate students with a tuition waiver and stipend. The Department is an equal opportunity employer. PhD students receive priority for Graduate Assistantship funding, with limited support available for MA students as resources permit.

The department offers three different types of assistantships:

- Graduate Assistantships (GA): GAs may receive a position in support of an academic degree program, the department administration, a department committees, or in assisting an individual faculty member.
- Research Assistantships (RA): RAs may receive a position to carry out research with a specific faculty member or within a funded research project.
- Teaching Assistantships (TA): TAs are degree-seeking graduate students with a related master's degree. TAs perform primary teaching duties as the Instructor of Record (IOR). Non-native English speakers must pass a speaking proficiency exam to become an Instructor of Record (See: <https://cies.fsu.edu/programs/english-academic-purposes/speak-exam-information>).

Graduate Assistantships cover the fall and spring semesters and do not include summer. The award carries an annual stipend of approximately \$9,300. In addition to the stipend, students receive a waiver for at least 9 credit hours for the matriculation portion of course fees each semester. Graduate assistants must enroll in a full course load (9 hours) of approved graduate credit each semester (your advisor is responsible for approving your courses). Additionally, students must do 10 hours of work related to their assignment.

The application form for assistantships can be found at:

<https://arted.fsu.edu/assistantships-funding/>

Other Fellowships and Funding Sources

The Graduate School offers fellowship opportunities and awards to prospective and active students: <https://gradschool.fsu.edu/funding-awards>.

Financial Aid

Loan Programs are available. Contact the Office of Financial Aid for more information:

<https://financialaid.fsu.edu>

Financial Aid Awards vary according to need. Details about student loan and work-study opportunities at the University at <https://financialaid.fsu.edu/types-aid/federal-workstudy>

International Students²

Few schools offer more support and services to their international population than FSU. Our **Center for Global Engagement** staff will work with you to ease your transition to our Seminole Community. We hope you will contact us with any of your questions that are left unanswered after browsing our handbook. After you have been admitted to the University, please browse this site for information on your next steps. The following sections outline key points for international graduate students at FSU to pay attention to, more information can be found on the **international admissions** page.

English Language Proficiency

Official English Language Proficiency results are required of all international applicants whose native language is not English. The following are the minimum scores required

² We are not authorized by the Department of Homeland Security or Department of State to enroll international students in F-1 or J-1 immigration status in a fully online degree program.

for admission to the University, although some departments require higher scores at the graduate level:

- Internet based TOEFL (**IBTOEFL**): 80
- Paper based TOEFL (**TOEFL**): 550
- International English Language Testing System (**Academic IELTS**): 6.5
- Pearson Test of English (**PTE**): 55

These scores are considered official only when they are sent directly to the Office of Admissions from the testing agency and are not valid after two years. International graduate applicants seeking teaching assistantships are required to pass the SPEAK test which evaluates the English-speaking ability of non-native speakers of English and is administered at Florida State.

Academic Records

All transcripts/academic records that are not in English must be accompanied by certified English translations. To be considered "certified," documents should be true copies that are signed and dated by an educational official familiar with academic records. Any translated record should be literal and not an interpretive translation. Documents signed by a notary or other public official with no educational affiliation will not be accepted. If the transcript/academic record does not indicate the degree earned and date the degree was awarded, separate proof of degree is required.

Finances

Florida State University is required by U.S. federal regulations to verify the financial resources of each applicant prior to issuing the Form I-20. If granted admission to the University, an email with instructions on how to complete the I-20 will be sent from the Center for Global Engagement (CGE). You will provide information verifying your financial support (bank statements, award letters, scholarships, etc.). FSU requires proof of financial support for the first year of study and demonstrated availability of funds for the length of your academic program. U.S. federal grants and loans are not awarded to international students. Graduate students may apply to their respective departments for assistantships or fellowships, although funds are very limited. For further information, please contact your academic department directly.

The Center for Global Engagement

The **Center for Global Engagement** (CGE) and its staff are here to serve international students and their families. Whatever you need to help make your transition to Florida State go more smoothly, they will work hard to provide. They will advise you about F

and J visa requirements and assist you with cultural adjustment, employment matters, housing, or personal concerns. The Center itself offers meeting space to international student organizations, a kitchen, and lounges for recreational use.

Intensive English Studies

If you need to improve your English skills before beginning your academic career in the United States, Florida State's **Center for Intensive English Studies** (CIES) is the place for you. CIES is an English language school for serious students who want to improve their English skills. You will be given personalized instruction by highly qualified teachers in a safe, friendly environment. Please note that admission to and completion of the CIES program does not necessarily guarantee admission to the University as a degree-seeking student.

POLICIES & PROCEDURES

The following section outlines the broad procedures, progressions, and policies. In this first section certain topics are covered summarily with links to more in depth descriptions in other parts of the handbook.

Responsibilities

During your time in the graduate program, it is important to understand what the responsibilities of each of the departmental stakeholders are. In this section we will outline the general responsibilities for you and your advisor.

Student

Student responsibility includes meeting with the program advisor prior to registration each semester to ensure appropriate course selection and timely degree progress. Your primary obligation is the timely and satisfactory completion of your program requirements including research and/or course work. It is your responsibility to become familiar with program requirements, the **university** calendar, and policies in the **Graduate Student Handbook** and the **College of Fine Arts Student Handbook**.

You are responsible for maintaining contact with advisors, instructors, and committee members in order to keep them updated on your progress through courses and the program. You are responsible for meeting deadlines and providing quality academic products for evaluation in both your coursework and dissertation work.

As a graduate student in the Department of Arts Leadership, you have the right to regular contact with advisors and/or committee members throughout your program. In the event of an extended leave for your primary supervisor, you have the right to an alternate advisor. In order to facilitate the timely completion of program requirements, you also have the right to timely feedback (within approximately one month) on all academic work presented for evaluation. If you feel that your rights and obligations as a student have been violated, please see the **grievances and appeals section** of this handbook.

The university has outlined the following rights and responsibilities in the **graduate student handbook**:

A responsible student recognizes that freedom means the acknowledgment of responsibility to the following: to justice and public order; to fellow students' rights and interests; to the University, its rules, regulations, and accepted traditions; to

parents, teachers, and all others whose support makes one's advanced education possible; to city, state, and national laws; to oneself; and to the opportunity for specialized training and continuing education toward the ends of personal fulfillment and social service. Students are urged to use their freedom in the University community to develop habits of responsibility that lead to the achievement of these personal and social values. Responsible student behavior requires observance of the Student Conduct Code, which is based on respect for the dignity and worth of each person and the requirements for successful community life. (from the **FSU graduate student handbook**)

Advisor

An essential part of a student's experience in the master's program is their relationship with the advising and supervising faculty. When you enter the program, you are assigned a faculty advisor who is generally the director of the program in which you are enrolled. The faculty advisor/program director will assist you with the following both initially and throughout the program.

- Orientation to the program
- Review of the policies and procedures of the program
- Mapping out the plan of study
- Identifying beginning and emerging educational goals, research interests, and areas of specialization
- Tracking and evaluating student progress through the program
- Selection of electives
- Fulfillment of graduation requirements and documentation

Expectations, Procedures & Requirements

Below is a list of expectations and requirements for new MA students to be aware of.

Academic Integrity

The Academic Honor Policy is an integral part of the FSU academic environment. The policy is fully described in the University's **Graduate Student Handbook**, which outlines the University's expectations for students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty throughout the process.

New students are introduced to the Academic Honor Policy at Orientation and pledge to uphold it at New Student Convocation. In surveys, students have indicated that the strength of an individual instructor's message about the importance of academic integrity is the strongest deterrent to violating the Academic Honor Policy. Thus, instructors should remind students of their obligations under the policy and fully communicate their expectations to students. If an instructor encounters academic dishonesty, they should follow the procedures to resolve the alleged violation in a timely manner while protecting the personal and your educational rights as a student.

Please review the full academic honor policy on the **Office of Faculty Development and Advancement** website. In addition to this policy, you will be required to complete the academic integrity module by the end of the first full month of your semester, this is available in the Arts Leadership Graduate Student Canvas Site.

Time Requirements

The master's program in Arts Administration is usually completed in two years, though up to three years may be required to complete the 36 credit hours.

Academic Achievement & Grades

FSU requires that you maintain a 3.0 cumulative average; failure to do so results in a termination of studies. In addition to this requirement, any grade of a C or lower can result in you being asked to retake the course by your advisor or chair.

Incomplete Policy

Incomplete ("I") grades will only be recorded in exceptional cases if the student has completed a substantial portion of the course, is otherwise passing, but is unable to complete a well-defined portion of the course for reasons beyond their control. If the student finds themselves in these circumstances, they must petition the instructor and be prepared to present documentation that substantiates their case. Incomplete grades will not be granted to allow the student to do extra coursework in an effort to increase their grade. All incomplete grades will need to be documented using the incomplete form. For a comprehensive overview of policies related to Incomplete Grades and access to the form, please consult the **Grade Services** page from the University Registrar.

Failure to Meet Expectations

Graduate students in the Arts Administration program are expected to meet all academic and professional benchmarks in order to progress toward graduation. Failure to meet the following expectations may affect degree completion or result in dismissal from the program:

- Coursework: each student must work directly with the instructor regarding the adequate completion of coursework. MA students must receive a C+ or higher in their non-elective coursework, or they will be required to retake the course.
- Internship or Research Project: Students are required to complete a 6-credit internship (ARE 5944) as a core component of the program. Students with significant prior professional experience may petition to substitute the internship with a supervised research project by enrolling in ARE 5705 (3 credit hours) and ARE 5910r (3 credit hours). Substitution requests must be approved by the program director and must meet equivalent standards of academic rigor and professional relevance.

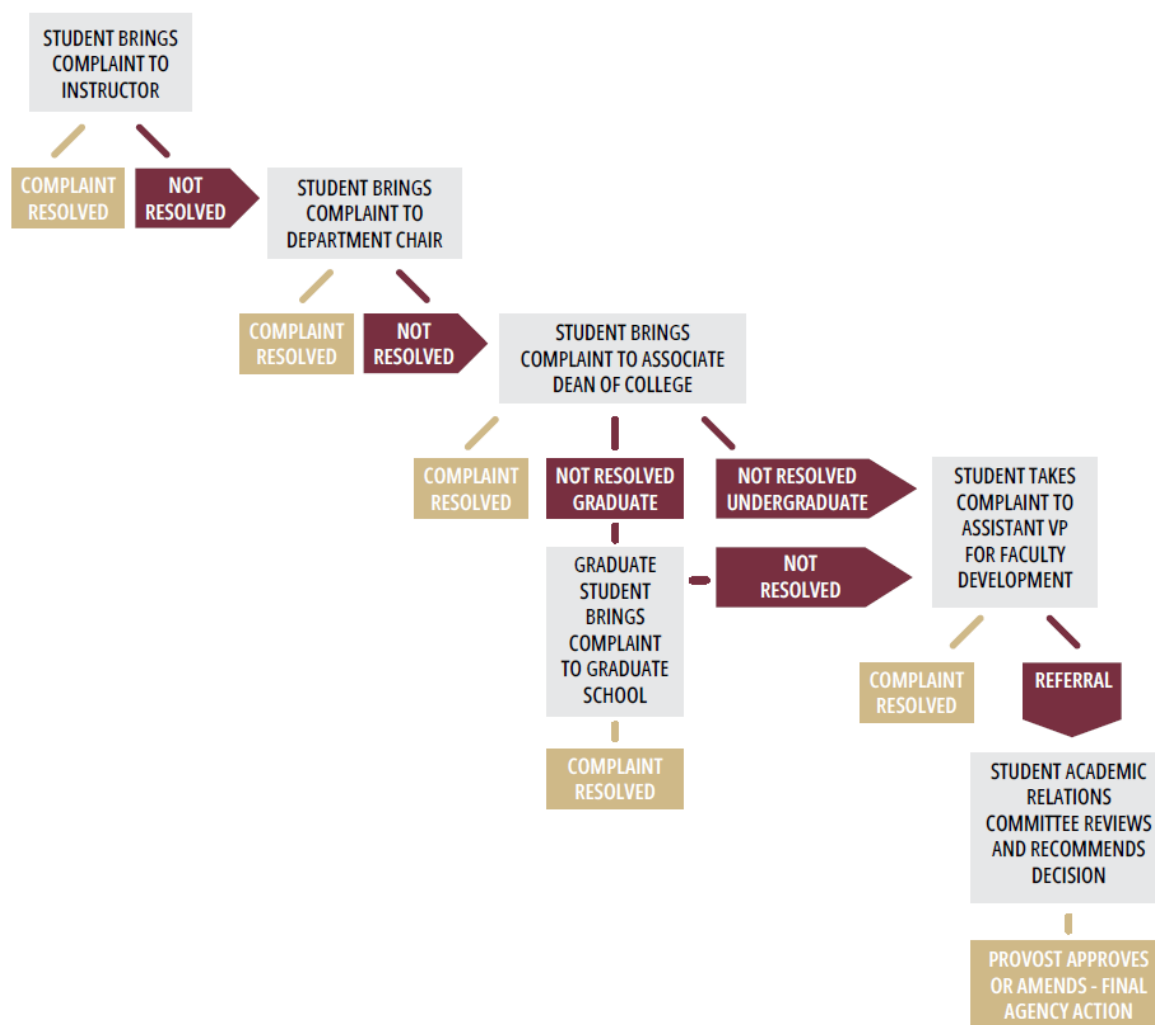
Students are expected to maintain regular communication with instructors and advisors, meet all deadlines, and demonstrate academic integrity and professionalism throughout their studies.

Grievances & Appeals

Grade Appeal Process

The purpose of the grade appeals system is to afford an opportunity for a student to appeal a final course grade under certain circumstances. Faculty judgment of students' academic performance is inherent in the grading process and hence will not be overturned except when you can show that the grade awarded represents a gross violation of the instructor's own specified evaluation (grading) statement and therefore was awarded in an arbitrary, capricious, or discriminatory manner. The evaluation (grading) statement used during the grade appeals process is the one in your instructor's syllabus at the beginning of the semester.

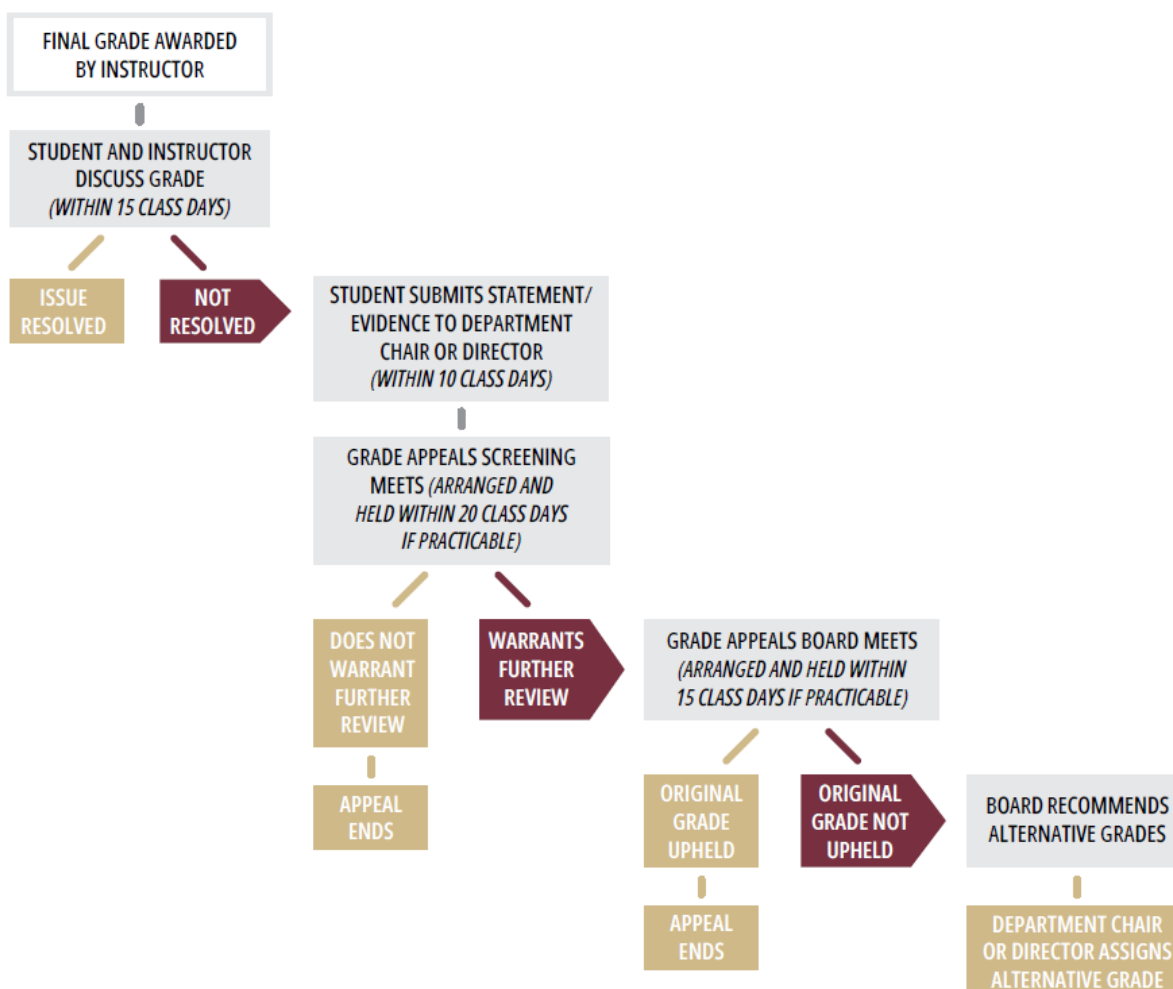
For instructions on the process, please review the "Grade Appeals Flowchart" document.



Academic Grievances Process

Students who allege that academic regulations and procedures have been improperly applied in specific instances may have their grievances addressed through the general academic appeals process. In this process, you bring a complaint first to the instructor, then to the department chair, and finally to the academic dean appropriate to the course involved, stopping at the level at which the complaint is resolved. If no resolution is reached, you may bring the complaint to the attention of the Vice President for Faculty Development and Advancement for either resolution or referral to the Student Academic Relations Committee of the Faculty Senate. A graduate student whose complaint is unresolved must see the Dean of the Graduate School prior to meeting with the Vice President for Faculty Development and Advancement.

Please see the chart below for details of this process:



Policy for Dismissal of a Graduate Student for Reasons Other than GPA

The University reserves the right to dismiss graduate students and terminate their enrollment in an academic program based on a number of different criteria, beyond that of GPA alone. Oversight is provided by The Graduate School, Office of Faculty Development and Advancement, and Office of the Registrar. Additional details on the steps involved in the process are available for faculty and administrators from the Office of Faculty Development and Advancement and for graduate students at the Graduate School.

Dismissed students will not be permitted to register for further graduate study, including registering as non-degree students, in the degree program or college from which they had enrollment terminated.

Graduate students who have been dismissed from one degree program may seek admission to another degree program but will not be readmitted or allowed to add the dismissed degree program back as a second major or degree. This includes seeking admission into a different degree program that shares a joint pathway with the dismissed degree program.

Program terminations (dismissal for a reason other than GPA) are generally identified by the faculty with support from the Department Chair (or unit head) in the department/unit or single-unit college level and may occur for a number of different reasons.

As specified by university policy, Graduate policy, or within the unit's Graduate Student handbook, reasons may include but are not limited to:

- Inability to conduct independent research in a fashion appropriate with the accepted norms of a discipline.
- Inability to function within a team environment to the extent that it negatively affects the learning, practice and/or research of fellow graduate students.
- Behavior that does not meet the professional standards of a discipline (typically clinical, social work or school settings, but also including Motion Picture Arts, internship work, etc.).
- Failure to meet artistic or creative performance standards.
- Failure to be approved for an Extension of Time (EOT).
- Failure to complete important degree milestone requirements within a reasonable period of time.
- Failure to complete the master's degree or make timely progress towards the research or writing of their thesis, or the production of their thesis-equivalent creative project.

In addition, please note that suspension or expulsion from the university may result if a student is found responsible in a formal Academic Honor Policy (AHP) hearing for an egregious AHP violation, or as an outcome from a Student Conduct Code charge for which a student is found responsible.

Graduate program handbooks must provide information about failure to meet specific milestone or behavioral requirements. Students who are dismissed for reasons other

than grades may follow the General Academic Appeals Process if they have evidence that academic regulations and procedures have been improperly applied.

Procedures for Dismissal of a Graduate Student for Reasons Other than GPA

Category 1

Failure to make Adequate Progress in the Academic Degree Program and/or Failure to Meet the Professional Standards of the Discipline

This may include, but is not limited to the following:

- Inability to conduct independent research in a fashion appropriate with the accepted norms of a discipline.
- Inability to function within a team environment to the extent that it negatively affects the learning, practice and/or research of fellow graduate students and/or the faculty PI.
- Behavior that does not meet the professional standards of a discipline (e.g., clinical, social work or school settings, but also including Motion Picture Arts, internship work, etc.).
- Failure to meet artistic or creative performance standards.
- Failure to complete important degree milestone requirements within a reasonable period of time.
- Failure to complete the master's degree or make timely progress towards the research or writing of their thesis.

Category 2

Failure to Meet University or Program Requirements for Continuation in the Academic Degree Program

This may include, but is not limited to the following:

- Failure to pass the comprehensive examination, if required by a program for the master's or specialist degree.
- Failure to pass the defense of the thesis, treatise, or dissertation.
- Failure to meet the time limit completion requirement for the master's, specialist, or doctoral degree.

- Failure to be approved for an Extension of Time (EOT).
- At a minimum, except for situations in which a serious violation of established behavioral, academic, or professional expectations has occurred in the academic degree program, the following steps must be addressed.

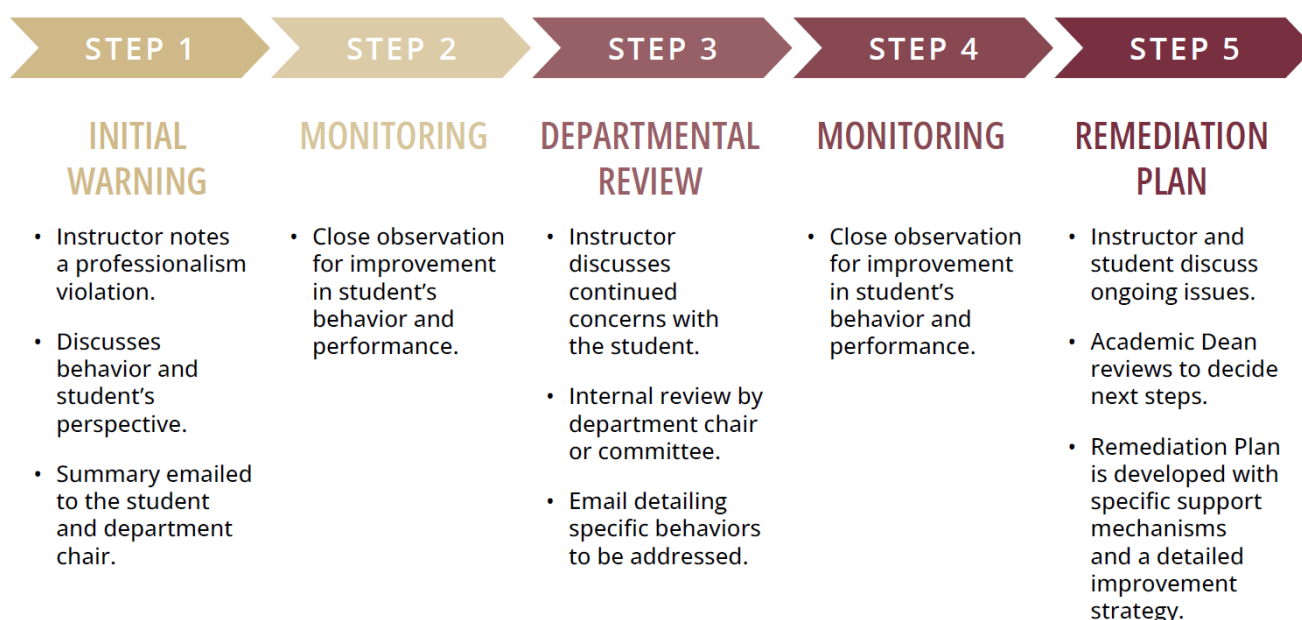
Steps for Dismissal of a Graduate Student for Reasons Other than GPA

Step 1: Identification

A graduate student is identified by the faculty or unit leadership in their academic program, department, or single-unit college as:

- 1) Category 1: Failing to make adequate progress in the academic degree program and/or failing to meet the professional standards of the discipline.
 - Proceed to Step 2.
- 2) Category 2: Failing to meet university or program requirements for continuation in the academic degree program.
 - Skip Step 2. Proceed to Step 3.

Figure: From Identification to Remediation



Step 2: Remediation Plan

If the reason for the dismissal of the graduate student falls into Category 1 (see above), then the graduate student must meet with their major professor/faculty advisor and Department Chair to develop a detailed remediation plan for improvement.

- The unit should provide a written remediation plan and/or written academic communication to the graduate student containing specific information about improvement(s) needed to avoid dismissal.
- The remediation plan and/or academic communication should be developed by the major professor/faculty advisor and Department Chair for the individual graduate student and be shared with the graduate student in writing.
- NOTE: The remediation plan should include a reasonable timeline for the graduate student to meet the goals and objectives of the remediation plan. The length of time for remediation is dependent on the situation and is up to the program to decide and justify.
- The Associate Dean for Academic Affairs must be notified of the situation, the deficiencies, and the remediation plan prior to communication with the graduate student.

*If the reason for the dismissal of the graduate student falls into Category 2 (see above), then the Department Chair can move directly to Step 3 (see below).

Step 3: Consultation

This step involves Consultation with the Office of Faculty Development and Advancement to Discuss Potential Program Dismissal.

If the graduate student fails to resolve/remediate the specified and documented deficiency within a reasonable timeframe, as noted in Step 2 (see above), or falls into Category 2, then the department or single-unit college may initiate a program dismissal. If the program chooses to terminate the academic progress of the graduate student, then the following steps must be completed prior to notifying the graduate student of the termination and sending the graduate student a dismissal letter.

- The Department Chair must first consult with the Associate Dean for Academic Affairs of the college regarding their intent to dismiss. The discussion should include the unit's graduate handbook language, the remediation steps taken (if Category 1), the graduate student's efforts to date to resolve or address the deficiencies, and the grounds for the program termination.

- The Associate Academic Dean for Academic Affairs (Dr. Sara Scott Shields, skshields@fsu.edu) should contact the Office of Faculty Development and Advancement (Dr. Amy Guerette, aguerette@fsu.edu) and set up a consultation to discuss the program's intention to move forward with the dismissal (for reasons other than GPA) of a graduate student from a degree program.
- At a minimum, the dismissal letter must specify the following information.
 - The process followed to notify the graduate student of their deficiencies and the opportunity and guidance that was provided to allow them an opportunity to rectify those deficiencies.
 - The termination reasons.
 - Benchmarks missed.
 - The fact that dismissal from the degree program constitutes dismissal from the University (unless formally admitted to another graduate degree program prior to dismissal).
 - Clear information about the method and timing of the graduate student's separation from the degree program and University.
 - An academic hold will be placed on registration to prevent future registration. Any future registration will be cancelled.
 - If applicable, outline possible alternatives offered and agreed upon by the graduate student, e.g., conferral of a lower-degree level (see Step 3D below).
 - Timeline to complete specific coursework for the given semester, if any. For example, the letter needs to clearly articulate to the graduate student that the courses in which they are currently enrolled need to be completed by the dismissal date in order to earn credit for them.
 - Notification of the right to appeal and information about how to do so, and
 - A deadline for any appeal submittal to the Associate Academic Dean for Academic Affairs. *See "**General Academic Appeals Process**" for more information.

During the consultation with the Office of Faculty Development and Advancement and/or writing of the dismissal letter, there can be a discussion about the possibility of providing the graduate student with alternative opportunities. This is **not required**, and it is at the unit's discretion to offer.

Under certain extenuating circumstances during the dismissal process of a graduate student, the Department Chair, or Associate Dean for Academic Affairs may offer the graduate student with the opportunity to change their degree program type or level **within** the same degree program (i.e., MA to MS, MFA to MS, PhD to EdS, PhD to MA/MS, etc.). The student must accept a conferral of an alternate degree or degree level.

Prior to considering and offering this opportunity to the graduate student, the Department Chair, or Associate Dean for Academic Affairs **must** first evaluate the following:

- 1) Whether the graduate student already possesses the lower level of the degree, as the University prohibits the awarding of more than one degree from the same CIP Code. *There can be no appeal to this requirement.
- 2) The Department Chair must clearly explain to the graduate student in writing that if the lower level of the degree is awarded, then:
 - a) The graduate student can facilitate a Change of Major Request into a different degree program (if accepted by the other program).
 - b) All coursework leading up to that degree is considered final and credits used towards the alternate degree cannot be used towards a future graduate degree.

Step 4: Approval of Dismissal Letter

Once the dismissal letter has been written and finalized by the Department Chair and reviewed and approved by the Associate Dean for Academic Affairs, it should be sent for final approval to the Office of Faculty Development and Advancement (Dr. Amy Guerette, aguerette@fsu.edu).

Step 5: Sending the Dismissal Letter

After final approval has been granted from the Office of Faculty Development and Advancement, the written dismissal letter must be sent to the graduate student who is being dismissed, as well as several offices for record-keeping.

The dismissal letter must be sent from the Department Chair to the graduate student. The following individuals must be copied (i.e., cc:ed) on the dismissal letter:

- Associate Dean for Academic Affairs (Dr. Sara Scott Shields, skshields@fsu.edu)

- Office of Faculty Development and Advancement (Dr. Amy Guerette, aguerette@fsu.edu)
- Office of the University Registrar (Dr. Kimberly Barber, kabarber@fsu.edu),
- The Graduate School (Mr. James Beck, jpbeck@fsu.edu)

CURRICULUM (Both Online and Residential Program)

Core Curriculum

All MA students in the Arts Administration Program must include in their programs of study:

Arts Administration Graduate Core

15 hours

ARE 5641 Critical Analysis

ARE 5262 Principles of Arts Administration

ARE 5665 Leading the Arts Organization

ARE 5867 Development and Grantwriting in the Arts

ARE 5865 Cultural Policy

Financial Management & Legal Issues

6 hours

Choose 1 - Financial Management (Choose any one course from the following list)

- PAD 5208 Budget and Finance in Nonprofit Organizations - This course alternates between synch online and in-person modalities every other year.
- TPA 5425 Fiscal Management and Economics in the Arts
- PAD 5227 Managing Public Financial Resources

Choose 1 - Legal Issues (Choose any one course from the following list)

- ARH 5806 Art & Cultural Heritage Law & Policy
- TPA 5408 Business and Legal Issues in the Arts

Elective Courses

Recommended Elective:

9 hours

ARE 5245 Program Development for Educational and Community Contexts

ARE 5253 Arts in Community Engagement

ARE 5645 History of Innovation

ARE 5258 Museum Education

ARE 5256 Visitor-Centered Exhibition

ARE 5257 Visitor Studies

ARH 5797 Museum Basics

ARH 5838 The Museum Object

TPA 5409 Audience Development and Arts Marketing

MUM 5816 Audience Development and Marketing

TPA 5931 Media Design

PAD 5417 Human Resource Management

PAD 5373 Emergency Management Leadership and Communications

PAD 5142 Managing the Nonprofit Organization

PAD 5174 The Independent Sector
 PAD 5173 Nongovernmental Organizations
 PAD 5335 Strategic Leadership for Communities
 PAD 5206 Fundraising and Fund Development
 PAD 5041 Public Service Ethics
 PAD 5327 Public Program Evaluation
 PAD 5826 Intergovernmental Management and Relations
 PAD 5828 Nonprofits, Nongovernmental Organizations, and Disasters
 PAD 5859 Managing Public Procurement
 PAD 5397 Foundations of Emergency Management
 SYO 5547 Race & Gender in Organizations
 COM 5451 Agile Project Management
 HFT 5756 Convention Services and Events Management

***Note:** You are also encouraged to search for courses on your own as you collaborate with your advisor (all qualifying courses will be listed at the 5000 level or higher). Prior to enrolling in a course outside the department, students should consult with their advisor. Elective courses not on the approved list must receive prior approval from the student's advisor.

Internship and Directed Research

All students must complete 6 credit hours of professional experience through either:

- ARE 5944 Internship (6 credits), or
- Directed Research, consisting of two research-based courses (6 credits total)

Students are encouraged to select the option that best aligns with their academic goals and professional background, subject to program approval.

Internship (ARE 5944 – 6 Credit Hours)

The internship is a hands-on fieldwork experience in arts administration, completed during the summer term.

Directed research option

Students with significant prior professional experience in arts administration or a related field may petition to substitute the internship with a Directed Research pathway.

To be eligible, students must submit a formal request to the Program Director, outlining their relevant experience and its alignment with the program's learning objectives.

Approval is granted on a case-by-case basis. The request form can be found in the appendices of this document.

Students approved for this option must complete both courses below:

- ARE 5705 Research Survey (3 credit hours)
- ARE 5910r Supervised Research (3 credit hours)

The directed research project must demonstrate academic rigor and professional relevance equivalent to the internship experience. It should contribute meaningfully to the student's academic and career development.

Graduate Certificates

The following programs are commonly of interest to students in our department and are compatible with our degree requirements:

Museum Education and Visitor-Centered Curation

This certificate is housed within the Department of Arts Leadership. MA students completing degrees in arts administration may find the EC graduate certificate program complements their course of study and provides support and specialization for those interested in working with museums.

<https://arted.fsu.edu/programs/museum-education-visitor-center-curation-graduate-certificate/>

Civic and Nonprofit Leadership, College of Social Sciences and Public Policy

Designed primarily for students who already hold or wish to assume nonprofit leadership roles. It will also be of interest to students in government agencies or private businesses that deal extensively with nonprofits. The nonprofit certificate emphasizes the distinctive features of nonprofit organizations and provides management skills and knowledge that are helpful, specifically for civic and nonprofit leaders.

<https://cosspp.fsu.edu/academics/graduate-certificate-programs/>

Program Evaluation, Anne's College

The Program Evaluation graduate certificate provides students a set of interdisciplinary competencies to design, implement, and critique evaluation research. The program content also helps evaluators, policy analysts, health and social service administrators, and program managers in their careers. The structure of the certificate coursework is based on the 2018 American Evaluation Association (AEA) Evaluator Competencies.

During the program, you'll gain a range of knowledge, skills, and dispositions important for conducting evaluations in different practice settings.

<https://annescollege.fsu.edu/program-evaluation>

Graduate Certificate in Project Management

Florida State's Graduate Certificate in Project Management is a unique program that combines rigorous academic coursework and extensive real-world training.

- To provide students with a working knowledge of project management principles.
- To train students to master tools and methodologies necessary to successfully manage projects in any career field.
- To prepare students for the Project Management Institute's PMP, CAPM, and PMI-ACP certifications.

<https://comm.cci.fsu.edu/programs/certificates/project-management/>

Example Plans of Study with Certificates

The plans of study outlined below demonstrate how students can successfully use elective credits to complete requirements for a graduate certificate.

Plan of Study - MA Students Pursuing the Graduate Certificate in Civic & Nonprofit Leadership admitted Fall 2025 or later³

Arts Administration Graduate Core

15 hours

ARE 5641 Critical Analysis

ARE 5262 Principles of Arts Administration (Certificate Required 1)

ARE 5665 Leading the Arts Organization (Certificate Elective Group 1)

ARE 5867 Development and Grantwriting in the Arts (Certificate Elective Group 1)

ARE 5865 Cultural Policy (Certificate Elective Group 2)

Financial Management & Legal Issues

6 hours

Choose 1 - Financial Management

PAD 5208 Budget and Finance in Nonprofit Organizations (Certificate Elective Group 1)

Choose 1 - Legal Issues

ARH 5806 Art & Cultural Heritage Law & Policy

TPA 5408 Business and Legal Issues in the Arts

Certificate Required:

3 hours

PAD 5174 The Independent Sector (Certificate required 2)

Select Two from below for Certificate Elective Group 2

6 hours

PAD 5041 Public Service Ethics

PAD 5327 Public Program Evaluation

PAD 5397 Foundations of Emergency Management

PAD 5417 Human Resource Management

PAD 5826 Intergovernmental Management and Relations

PAD 5828 Nonprofits, Nongovernmental Organizations, and Disasters

³ This plan of study is designed for students pursuing both the degree and certificate within the required 36 credit hours; however, students may exceed this minimum if they wish. Please check other elective courses listed in the CURRICULUM section above.

PAD 5859 Managing Public Procurement

PAD 5173 Nongovernmental Organizations

MUM 5816 Audience Development, Marketing and Public Relations in Musical Arts Organizations

Capstone Project Requirement

6 hours

A capstone essay that combines knowledge gained through the program and the student's unique topical interests is to be prepared at the culmination of the program of study. The essay can be accomplished in one of three ways.

- 1) The first alternative is to fulfill 3-credit-hour ARE 5705 + 3-credit-hour Supervised Research (ARE 5910r) from the Department of Arts Leadership.
- 2) The second alternative is to complete a 3-credit-hour Internship + 3-credit-hour Supervised Research (ARE 5910r) from the Department of Arts Leadership.
- 3) The third alternative is to complete a 3-credit-hour Internship + a 3-credit-hour Action Report (PAD 6908) course prepared for the MPA degree, focusing on some aspect of nonprofit management or the nonprofit sector.

Total credit hours to achieve

36 hours

Plan of Study - Students Pursuing the Graduate Certificate in Museum Education & Visitor-Centered Curation admitted Fall 2025 or later⁴

Arts Administration Graduate Core

15 hours

ARE 5641 Critical Analysis

ARE 5262 Principles of Arts Administration

ARE 5665 Leading the Arts Organization (Certificate elective)

ARE 5867 Development and Grantwriting in the Arts (Certificate elective)

ARE 5865 Cultural Policy

Financial Management & Legal Issues

6 hours

⁴ This plan of study is designed for students pursuing both the degree and certificate within the required 36 credit hours; however, students may exceed this minimum if they wish. Please check other elective courses listed in the CURRICULUM section above.

Choose 1 - Financial Management

PAD 5208 Budget and Finance in Nonprofit Organizations

(* PAD 5208 sync online / in person alternate every other year)

TPA 5425 Fiscal Management and Economics in the Arts

PAD 5227 Managing Public Financial Resources

Choose 1 - Legal Issues

ARH 5806 Art & Cultural Heritage Law & Policy

TPA 5408 Business and Legal Issues in the Arts

Recommended Elective:**9 hours**

ARE 5258 Museum Education (Certificate required)

ARE 5256 Visitor-Centered Exhibition (Certificate required)

ARE 5253 Arts in Community Engagement (Certificate elective)

ARE 5245 Program Development for Educational and Social Studies (Certificate required)

***Note:** You are also encouraged to search for courses on your own as you collaborate with your advisor (all qualifying courses will be listed at the 5000 level or higher). Prior to enrolling in a course outside the department, you should consult with your advisor. Elective courses not on the approved list must receive prior approval from the student's advisor.

Culminating project**6 hours***Track A - Internship*

- ARE5944 Field Laboratory Internship (6 hrs)

*Note: 3 credit hour of ARE5944 can be counted towards certificate elective course requirement

Track B - Research Project

- ARE5745 Research Survey (3hrs)
- ARE5910 Supervised Research (3hrs)

Total credit hours to achieve**36 hours**

ACADEMIC PROGRESS

Students are expected to maintain satisfactory academic progress by completing required coursework, meeting the minimum GPA requirement, and consulting regularly with their advisor. Students intending to pursue a certificate should formally declare it before completing their second applicable course. In consultation with their advisor, students should also determine whether to follow the research or internship track and make appropriate arrangements in advance.

UNIVERSITY RESOURCES

New Students

- **Graduate Student Handbook:** Policies and standards governing student conduct and rights at the university
- **New Student Resources:** Review the resources for new graduate students, which includes information about **campus life** and **childcare**
- **FSU Graduate School** The Graduate School supports graduate students in every program at Florida State University. We provide assistance in academic matters, advice on University-wide degree requirements, information on the availability of financial assistance including assistantships, fellowships and scholarships, as well as approval for theses and dissertations.
- **Admissions** Online status checks, information about Previews, residency requirements, majors, and more
- **Financial Aid** Links to FAFSA, Scholarship info, and costs for attending FSU
- **Division of Student Affairs** - The Florida State University Division of Student Affairs empowers and supports all students to achieve their full potential.
- **My.fsu.edu student portal / Secure Apps**
- **Canvas** (canvas.fsu.edu)

Campus Life at FSU

- **FSU Events Calendar**
- **Student Organizations and Involvement** serves as a guide for Florida State students in molding and creating their FSU experience.

- **Student Government Association** The Student Government Association is your voice at Florida State University with three branches of the government—executive, legislative, and judicial. SGA budgets more than ten million dollars of activity and service fees each year to Student Organizations, the Oglesby Union, and Campus Recreation.
- **Congress of Graduate Students (COGS)** As the body representing graduate students, COGS represents graduate student interests to the university and community and is empowered to issue resolutions expressing the views of graduate students and calling attention to important issues. The Congress provides graduate students with grants for conference travel, and funds programs and activities across campus that are targeted at graduate students. Additionally, the Congress is a funding source for graduate student organizations.
- **FSU Athletics** Scores, schedules, and more for all Men's and Women's Sports
- **Oglesby Student Union** The Oglesby Union offers several activities for students, 7 days a week. Departments include:
 - **The Union Art Center**
 - **Crenshaw Lanes Bowling**
 - **FSU Flying High Circus**
 - **Club Downunder** offers concerts, comedians, and other activities several times a week
 - **Student Life Cinema** Blockbuster films shown in FSU's movie theatre, FREE for FSU Students
 - **Seminole Dining** Check out all of the dining options on campus, including the Suwannee Room, Chili's, and more

Health & Wellness

- **Campus Recreation** Work out at the Leach Center, join a Sports Club or Intramural Team, reconnect with nature through Outdoor Pursuits and the FSU Reservation, and more.
- **Department of Student Support & Transitions** The Victim Advocate Program offers support for victims of crime, and education to the community
- **University Health Services** FSU's fully accredited Primary Care facility, providing a full range of medical services and outreach programs

- **University Counseling Center** Provides confidential mental health counseling services and prevention programming to FSU students free of charge.
- **Alcohol.fsu.edu** Read about the dangers of binge drinking, FSU's alcohol policies, and other information
- **Tobacco-Free Campus** Read the Tobacco-Free Policy and find resources for tobacco cessation.
- **Healthy Campus** Our Mission is to maximize campus wellness, we support academic and personal success.

Academics

- **Registrar** Information about Courses, Academic Calendar, Tuition, and Graduation
- **Reading-Writing Center** Consultants in the Reading-Writing Center, many of whom are themselves graduate students and all of whom are trained in holistic, process-centered peer consulting, help fellow writers both strategically, and with practical support for the project in hand: from brainstorming, to getting words on the page through extended drafting and revising, tutors act as both test audience and experienced commentators, talking with students about their goals and expectations, and offering practical help, feedback and advice. In addition, RWC consultants can help hone analytical reading skills that are an essential prerequisite for effective academic writing
- **Office of Accessibility Services** As a primary advocate for students with disabilities, the OAS works with faculty and staff to provide accommodations for the unique needs of students both in and out of the classroom.
- **Career Center** As a centralized comprehensive career services office, the Career Center is involved in a wide variety of programs including career planning services, experiential education, course instruction and research. Career Liaison, College of Fine Arts - Aimee Rieger - arieger@fsu.edu
- **Garnet & Gold Scholar Society** The Garnet and Gold Scholar Society facilitates involvement and recognizes the engaged, well-rounded student who excels within and beyond the classroom in the areas of Leadership, Internship, Service, International, and Research.

Community

- **Center for Global Engagement** Provides comprehensive immigration services and advising to international students, scholars, faculty and staff. The Center for Global Engagement is certified by the federal government's Student and Exchange Visitor Program.
- **Center for Leadership & Service** The Center for Leadership & Service transforms lives through leadership development and community engagement.
- **Student Organizations and Involvement** serves as a guide for Florida State students in molding and creating their FSU experience.

APPENDICES: FORMS

Assistantship Application

Internship Site Selection Form

Internship Evaluation Form - Self

Internship Evaluation Form - Site Supervisor

Late Add Form

Directed Research Request and Proposal