



**Administration and Management of the Arts -- Fall 2021 Course
Syllabus**
Department of Theatre and Film -- College of Arts and Letters
THR4250-901/5250-902 -- CRN 58236/58237
DL Online

INSTRUCTOR INFORMATION

Instructor: Christopher M. Montpetit, [UToledo Department of Theatre and Film](#)

Office: Center for Performing Arts, Room 1030D

Office Hours (Fall 2021): By appointment (in-person and virtual appointments available)

Phone: 419/530-4776

E-Mail: UToledo email christopher.montpetit@utoledo.edu or through [UToledo Blackboard Messages/Bb Mail](#)

Course: Offered every spring term (CRN numbers may vary)

Course Website: [Blackboard Learn](#)

COURSE INFORMATION

Catalog/Course Description - 3 credit/lecture hours. Administration and Management of the Arts will provide undergraduate and graduate students with an advanced look at the managerial, structural, and operational functions of visual and performing arts organizations, translating traditional business practices into the language of the arts.

Course Learning Outcomes/Student Learning Outcomes - by the end of this course, the student will be able to:

- generate an arts organization's vision, mission, and strategic plan from the interpretation of a business entity's core values
- chart how artists, administrators, and board members relate to one another to accomplish various non-profit organizational objectives
- develop a series of financial strategies for an arts organization, inclusive of earned and contributed revenue-generating opportunities
- assess the administrative decisions necessary for an organization's ongoing financial and artistic health
- create marketing strategies and applications beneficial to an arts organization based on research and connected to their overall strategic plan
- cultivate additional management opportunities in the arts, including touring, facilities, and education
- establish a pragmatic and proactive crisis management plan for a nonprofit organization**
- utilize learned management skills to work at an arts institution
- present a practical and realistic arts organization research presentation/proposal**

**Graduate students only.

Course Overview/Teaching Methodology/Outline - this course will be approached as an interactive and collaborative course, following a format of lecture presentations, group discussion forums and/or debates, course projects and assignments, and questions or a series of questions. It will also rely heavily on participation and weekly preparation. In order to fully understand the topics being discussed, it is important that all work be completed in order to make a contribution in this course.

To foster skills of collaboration, students will be interacting online for the purpose of selected assignments/discussions that will be turned in throughout the semester, culminating in a final course research project submitted by each student at the end of the semester. Various semester exercises and assignments such as mission statement and strategic plan creation, budget development, initial fundraising and marketing campaigns and other structural planning elements will serve as the building blocks for this final course research project.

Content outline consists of 8 sections:

- Organizational Structures and Administration
- Vision, Mission and Strategic Planning
- Budgeting, Revenues and Expenses
- Fundraising and Non-Monetary Assistance
- Marketing and Public Relations
- Touring and Education
- Facilities Management
- Crisis Management

Schedule of topics are subject to change, with adequate notice given to students. A more detailed course schedule, containing topics, dates, assignments, and projects, is available at the end of this syllabus and for download through Blackboard. Course schedule dates can also be found on the Blackboard calendar.

Course Prerequisites - none

Course Requirements/Grading Policy - specific guidelines and grading rubrics will be provided with each assignment. Grades and instructor feedback for each assignment will be posted to the Grade Book within two weeks, if not earlier, after each assignment has been completed. There is no extra credit in this course. Students will be assessed as follows:

- Eight written assignments, worth 50 points each (40% of final grade)
- Two written assignments/analyses, worth 50 points each**
- Eight online discussions, worth 50 points each (40% of final grade)
- One final course research project, worth 200 points (20% of final grade)
- One research project presentation/proposal, worth 300 points**
- **Total possible points - 1000**
- **Total possible points - 1200****

**Graduate students only. Two additional written assignments/analyses will be required for graduate students. The final course research project, for undergraduate students, will be upgraded to a formal business presentation and/or proposal, for graduate students.

The final grade earned, based on total points, will be based on the following scale:

- A 950-1000 points

- A- 900-949 points
- B+ 870-899 points
- B 840-869 points
- B- 800-839 points
- C+ 770-799 points
- C 740-769 points
- C- 700-739 points
- D+ 670-699 points
- D 640-669 points
- D- 600-639 points
- F 0-599 points

Required Textbook/Reading Materials - no required textbook, readings from open sources

Theatre Productions - attendance at UToledo theatre productions is not required. Visit the Blackboard calendar for exact days/times of in-person and/or virtual theatre opportunities if you are interested. For tickets and information, visit the [UToledo Department of Theatre and Film](#) website.

COURSE POLICIES/GUIDELINES/EXPECTATIONS

Assignments/Journals/Course Research Project - in addition to content, journals, assignments and the course research project will also be graded on spelling, grammar, proper formatting, use of applicable bibliography, MLA/Chicago style guidelines, etc. See rubrics, attached to each assignment in Blackboard, for more detailed grading criteria. See the course schedule (available at the end of this syllabus) or the Blackboard calendar for due dates of journals, assignments and the course research project.

Please note the following guidelines for all submissions:

- submit through Blackboard (nothing will be accepted via email or in person)
- any assignment submitted late will result in five points being taken off of graded assignment for each day late (i.e. if graded assignment was 48 out of 50 and it was turned in three days late, the final grade on the assignment will be 33 out of 50) - this policy will be enforced, **NO** exceptions
- everything needs to be typed and proofread, demonstrating proper grammar, punctuation, capitalization, spelling, and academic writing style (i.e. play titles, book titles, or movie titles in *italics* or underlined), do not rely on spell check
- assignments must be saved in .doc/.ppt/.pdf format, if assignment is not saved in one of the correct file formats and cannot be opened by the instructor, it will be counted as late (do not send .odt, .pages or other files as they can't be opened)
- a secure, reliable internet connection and functional computer are the responsibility of the student, internet or computer problems will not be accepted as excuses for late assignments
- no work will be accepted after the final day of classes, unless the assignment's due date is during finals week, see course schedule and Blackboard calendar for dates
- the Blackboard site uses SafeAssign, which examines all submissions for plagiarism - instances of plagiarism will result in a failing grade (i.e. 0 out of 50) for that assignment

Attendance - there is no grade for attendance, being an online course. Extended absence, due to illness, injury or emergency, should be reported to instructor and appropriate UT Office/Advisor immediately.

Content - please note some clips and images used in this course could be considered unsuitable for minors and may contain material that could be considered offensive.

Discussions/Participation - regular online participation is required through eight online discussion boards in Blackboard. Discussion posts are comprised of an original posting to the question or scenario posed and at least two postings in response to fellow classmates' postings. In addition to content, discussion posts will also be graded on spelling, grammar, proper formatting, etc. See rubric, attached to each discussion, for more detailed grading criteria. See the course schedule and/or Blackboard calendar for due dates of discussion posts. Discussion posts are to be completed within each of the approximate two-week period they are assigned. No late discussion posts (after that discussion ends) will be permitted - this policy will be enforced, **NO** exceptions.

Drop/Withdrawal Dates - see course schedule and Blackboard calendar for UToledo dates of drop and withdrawal periods.

Plagiarism/Academic Dishonesty - Course Policy: Plagiarism will result in a failing grade (i.e. 0 out of 50) for that assignment. Repeated incidents of plagiarism will result in a failing grade (i.e. F) for the course. The point of this course is to cultivate one's own individual opinions and points of view. Taking ideas, concepts, artist renderings, etc., without appropriate documentation, from other authors or sources, including those of fellow students, defeats the purpose of this course. It not only violates the integrity of the class, but also hinders one's own growth and individuality. The purchasing or sharing of papers or projects between students or the re-use of papers or projects submitted for more than one assignment or class also constitutes plagiarism. The above policy will be enforced, **NO** exceptions.

Plagiarism/Academic Dishonesty - University of Toledo Policy: [Academic dishonesty](#) will not be tolerated. Plagiarism in any of its various forms will result in penalization, ranging from a grade of "F" for the single assignment to a failing grade to the whole class. Degree of penalization is at the sole discretion of the instructor. Examples of academic dishonesty include, but are not limited to the following:

- any activity that fits the definitions of plagiarism
- representing (plagiarizing) the words, ideas or information of another person as one's own and not offering proper documentation (for example: cutting and pasting, or paraphrasing, information from a website and not citing the website as a source)
- aiding another student in any way in the process of plagiarizing or representing the words, ideas or information of another person as their own and not offering proper documentation
- taking, converting, concealing, defacing, damaging or destroying any property related to the preparation or completion of assignments, research or examination
- providing a fellow student your work as a "guideline" for completing their work (if a student needs clarification about the nature of an assignment they should ask the instructor, this policy applies to all individual, non-group work - should you provide your work to another student, and they plagiarize your work, both you and the plagiarist will receive disciplinary action due to academic dishonesty)

To learn more about what constitutes academic dishonesty (plagiarism), visit UToledo's policy on [academic dishonesty](#).

Technology Requirements/Communication/Blackboard Guidelines - tips for technology, communication, and Blackboard success include:

- students need to have access to a properly functioning computer throughout the semester, the [Browser Check Page](#) will enable you to perform a systems check on your browser, and to ensure that your browser settings are compatible with Blackboard, the learning management system that hosts this course
- student computers need to be capable of running the latest versions of plug-ins, recent software and have the necessary tools to be kept free of viruses and spyware, the computer needs to run most of the following software, available in the [UToledo Online Download Center](#) (not all software programs are needed, though, for this course) -
 - Word Processing Software
 - Adobe Acrobat Reader
 - Apple QuickTime Player
 - Java Plugin Console
 - Adobe Flash Player
 - Adobe Shockwave Player
 - Mozilla Firefox or Google Chrome Browser
- high-speed Internet access is recommended as dial-up may be slow and limited in downloading information and completing online tests, this course does contain streaming audio and video content
- if using a public library or other public access computer, please check to ensure that you will have access for the length of time required to complete tasks and tests, a list and schedule for on-campus computer labs is available on the [Open Lab for Students](#) webpage
- traditionally, on-campus labs have offered students the use of computer hardware and software they might not otherwise have access to, with UToledo's Virtual Lab students can access virtual machines loaded with all of the software they need to be successful using nothing more than a broadband Internet connection and a web browser, the virtual lab is open 24/7 and 365 days a year at [VLAB: The University of Toledo's Virtual Labs](#)
- need IT help?, in general, instructors are not trained in tech support for individual computer or internet problems - if you have trouble with your computer or your internet connection, you should contact your manufacturer, service representative, or service provider
- should the course site be inaccessible due to technical issues or you encounter technical difficulties with Blackboard, contact utdl@utoledo.edu or call 419/540-8835 (toll-free student support phone number is 1-866/UTOLEDO)
- the [UToledo Help Desk](#) offers extended hours in the evenings and on weekends to assist students with technical problems, when calling after hours, leave a detailed message, including your Rocket Number and phone number, and a staff member will respond on the next business day; the UToledo online Help Desk website is also available online to answer your questions, technical questions related to on-campus Internet access, virtual labs, hardware, software, personal website hosting, and UTAD account management
- before submitting any work in Blackboard...turn off all instant messaging and

- other web applications, close all browser windows that are not connected to the course, and make sure your system and browser are compatible with Blackboard
- be certain to back up your work regularly on a flash/jump drive, external hard drive, CD-ROM, or any other format available to you, if you do not currently have backup capabilities, please make arrangements for this as soon as possible, keep in mind that simply saving to one device, for example to the hard drive on your computer, is just a save - it is not a backup (you should keep your documents on two separate devices at all times in case one of them malfunctions or is lost)

Tips for Course Success - some tips for success in this course include:

- if you have questions and need to see me, stop by my office on the main campus during office hours or set up an appointment, if you cannot meet in person; contact me using Blackboard Messages to ensure your message is received
- there are no stupid questions, if you are unsure of something or have a question, please ask
- online classroom disruptions, disrespecting the instructor or fellow classmates, will not be tolerated
- cell phones must be turned off or put on vibrate while in class
- proper "netiquette" is expected, it is important to be courteous and civil when communicating with others, students taking hybrid or online courses are subject to the communication regulations outlined in the UToledo Student Handbook (through the Division of Student Affairs), for more information on "netiquette" visit [Albion's Netiquette Home Page](#)
- complete and submit assignments prior to the due date and set yourself up to have a secure reliable computer connection, if you wait until the day something is due and then have problems I will not be able to assist you
- email, phone or Blackboard messages are not checked over the weekend or over the holidays/breaks
- check your Blackboard Messages/Bb Mail and Course Announcements regularly
- familiarize yourself with the course Blackboard site and visit it often
- do not wait until the last minute to ask for assistance, if you contact me late in the semester or long after an assignment was due I may not be as accommodating

UNIVERSITY POLICIES/LINKS

Academic Accommodations - the University of Toledo embraces the inclusion of students with disabilities. We are committed to ensuring equal opportunity and seamless access for full participation in all courses. For students who have an Accommodations Memo from the Office of Accessibility and Disability Resources, I invite you to correspond with me as soon as possible so that we can communicate confidentially about implementing accommodations in this course.

For students who have not established accommodations with the Office of Accessibility and Disability Resources and are experiencing disability access barriers or are interested in a referral to health care resources for a potential disability, please connect with the office by calling 419/530-4981 or sending an email to StudentDisability@utoledo.edu.

Academic Policies for Undergraduate Students - all students at the University of Toledo are expected to read, understand, and follow the academic policies that govern their attendance at the University. These [Undergraduate Academic Policies](#) include, but are not limited to,

academic dishonesty, academic forgiveness, adding and dropping a course, grades and grading, and the missed class policy. Please visit the website to read a comprehensive list of academic policies that pertain to you in this class and throughout your academic journey.

Academic Policies for Graduate Students - all students at the University of Toledo are expected to read, understand, and follow the academic policies that govern their attendance at the University. These policies include, but are not limited to, academic dishonesty, academic forgiveness, adding and dropping a course, grades and grading, and the missed class policy. Please use the following URL to read a comprehensive list of academic policies that pertain to you in this class and throughout your academic journey:
<http://www.utoledo.edu/policies/academic/graduate/>.

ADA Policy Statement on Non-Discrimination on the Basis of Disability - the University is an equal opportunity educational institution. Please read [The University's Policy Statement on Nondiscrimination on the Basis of Disability Americans with Disability Act Compliance](#). Students can find this policy along with other university policies listed by audience on the [University Policy webpage](#) (<http://www.utoledo.edu/policies/audience.html/#students>).

Copyright Notice - the materials in the course website are only for the use of students enrolled in this course for purposes associated with this course, and may not be retained or further disseminated.

Electronic Communications Policy - electronic communication is a valid mechanism for official communication with students at the University of Toledo. The university has the right to send official communications to students electronically. The university has the right to expect that students will receive electronic communications and will read them on a frequent and consistent basis. Students may opt out of certain electronic communications where required by law. Students are responsible for monitoring and managing their university-provided email account on a frequent and consistent basis. Students may choose to forward email to non-university email accounts at their own risk. Students who choose to have email forwarded to another email address are responsible for both email contents and associated attachments. Student's official email address does not absolve the student from knowing and complying with the content of the official communication. The university is not responsible for email forwarded to any other email address. Regarding the student's failure to receive or read in a timely manner official university communications sent to the students, students are responsible for monitoring their web portal communications on a frequent and consistent basis.

Inclusive Classroom Statement - in this class, we will work together to develop a learning community that is inclusive and respectful. Our diversity may be reflected by differences in race, culture, age, religion, sexual orientation, gender identity/expression, socioeconomic background, and a myriad of other social identities and life experiences. We will encourage and appreciate expressions of different ideas, opinions, and beliefs so that conversations and interactions that could potentially be divisive turn, instead, into opportunities for intellectual and personal development.

Institutional Classroom Attendance Policy - please be aware that the university has implemented an attendance policy, which requires faculty to verify student participation in every class a student is registered at the start of each new semester/course. For this course, if you have not attended/participated in class (completed any course activities or assignments) within the first 14 days, I am required by federal law to report you as not attended. Unfortunately, not attending/participating in class impacts your eligibility to receive financial aid, so it is VERY

important that you attend class and complete course work in these first two weeks. Please contact me as soon as possible to discuss options and/or possible accommodations if you have any difficulty completing assignments within the first two weeks.

Instructional Support Services/Resources - many UToledo services are listed below:

- use the following link to view a comprehensive list [Campus Health and Safety Services](#) available to you as a student
- Counseling Center - the [Counseling Center](#) is the university's primary facility for personal counseling, psychotherapy, and psychological outreach and consultation services, the Counseling Center staff provide counseling (individual and group), mental health and wellness programming, and crisis intervention services to help students cope with the demands of college and to facilitate the development of life adjustment strategies
- Course Blackboard website - <https://blackboard.utdl.edu/>
- [Division of Student Affairs](#)
- eLibrary Services Portal - the [eLibrary](#) is a customized gateway to UToledo Libraries for online students, it was designed to help you locate the best online library resources without leaving Blackboard
- eTutoring Services - the Ohio eTutoring Collaborative, in partnership with the University of Toledo, now provides online tutoring support for all UToledo students, [eTutoring Services](#) are offered in a wide array of subjects, including Writing, Math, Calculus, Statistics, Accounting, Biology, Chemistry, and Anatomy and Physiology
- [Student Food Pantry](#)
- [University of Toledo Writing Center](#)
- [UToledo Online/Distance Learning](#)
- please follow this link to view a comprehensive list of [Student Academic and Support Services](#)

Podcast and Media Use Policy - media produced and provided on the course site is solely for class use by students currently registered for the course, and under no circumstances can be posted, linked to, or made available for distribution or copying to any persons, institutions, or servers (i.e. no portion of them may be downloaded and posted on YouTube or sent to friends). The authors of these materials hold the copyright and the only authorized use by students is for the purposes of the course. Violating this policy constitutes a serious infraction of UToledo's computer use policy and may result in consequences up to and including expulsion from the university and legal action (both criminal and civil) from the various rights holders whose copyrights you may have infringed.

Sexual Discrimination/Misconduct - the University of Toledo is committed to providing educational and working environments that are free from sex discrimination, including sexual harassment, sexual assault, dating violence, domestic violence, stalking and retaliation. Title IX of the Education Amendments of 1972 (aka Title IX) is a federal law that prohibits sex discrimination. Additional information, forms, resources and contacts for [Title IX at UToledo](#) can be found online.

Special Course Expectations During COVID-19 (Fall 2021) - maintaining a safe campus during the ongoing COVID-19 pandemic remains a top priority. UToledo continues to follow the guidance of the U.S. Centers for Disease Control and Prevention and Ohio Department of Health to keep our campus safe.

- Attendance** - the University of Toledo has a missed class policy. It is important that students and instructors discuss attendance requirements for the course. Before coming to campus each day, students should take their temperature and complete a self-assessment for symptoms of COVID-19, such as cough, chills, fatigue or shortness of breath. Anyone with a temperature at or above 100.0 degrees Fahrenheit or who is experiencing symptoms consistent with COVID-19 should not come to campus and should contact their primary care physician or the Main Campus Health Center at 419/530-3451 or Health Science Campus Student Health and Wellness Center at 419/383-5000. For more information on the symptoms of COVID-19, please go to <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>. COVID-19 testing for sick students is available on both Main Campus and Health Science Campus. Call 419/383-4545 for an appointment. Absences due to COVID-19 quarantine or isolation requirements **are** considered excused absences. Students should notify their instructors and follow the protocols summarized in this document on [Navigating COVID-Related Course Concerns](#). In the event that you have tested positive for COVID-19 or have been diagnosed as a probable case, please review the [CDC guidance](#) on self-isolation and symptom monitoring, and report the disclosure to the Division of Student Affairs by emailing StudentAffairs@utoledo.edu or by connecting with their on-call representative at 419/343-9946. Disclosure is voluntary and will only be shared on a need to know basis with staff such as in the Office of Student Advocacy and Support, The Office of Residence Life, and/or the Office of Accessibility and Disability Resources to coordinate supportive measures and meet contact tracing requirements.
- Face Coverings** - face coverings are required while on campus, except while eating, alone in an enclosed space, or outdoors practicing social distancing. Students will not be permitted in class without a face covering. If you have a medical reason preventing you from wearing a face covering due to a health condition deemed high-risk by the CDC, submit an [online application](#) to request an accommodation through the Office of Accessibility and Disability Resources. Students will need to provide documentation that verifies their health condition or disability and supports the need for accommodations. Students already affiliated with the Office of Accessibility and Disability Resources who would like to request additional accommodations due to the impact of COVID-19, should contact their accessibility specialist to discuss their specific needs. You may connect with the office by calling 419/530-4981 or sending an email to StudentDisability@utoledo.edu.
- Vaccination** - doctors and other health care professionals agree that the best way to protect ourselves and each other is to get vaccinated. Case data clearly show that vaccines remain highly effective at preventing serious illness from COVID, including the highly contagious delta variant. If you have not yet received your COVID vaccine, the University encourages you do so as soon as possible. No appointment is needed to get the shot at the UTMC Outpatient Pharmacy, University Health Clinic or Main Campus Pharmacy. Once you receive the COVID vaccination, please register on the COVID Vaccine Registry site at: <https://utvaccinereg.utoledo.edu/>.
- Special Notes** - it's important to note, that based on the unpredictability of the COVID-19 virus, things can change at any time. So please be patient and understanding as we

move through the semester. Please refer to <https://www.utoledo.edu/coronavirus/> on a regular basis for updates to current requirements or mandates. I also ask that you keep me informed of concerns you may have about class, completing course work/assignments timely and/or health concerns related to COVID.

Statement of Diversity - the Department of Theatre and Film strongly endorses a policy of individual and collective respect for each member of our diverse community. Theatre and the mediated arts of film and video represent a fundamental form of human expression present in all known human cultures. Thus, they transcend boundaries of gender, sexuality, politics, nationality, geography, culture, and historical epoch. We strive to communicate and to understand; indeed, successful work in our field requires empathy without judgment. As a discipline, we have battled censorship for more than 2,000 years, and as a department, we seek to ensure all groups and individuals the right to speak within an arena of civility and mutual respect. Our department strives to provide a safe and supportive educational environment that both nurtures all components of human experience and functions as a crucible for creative expression.

Updated 8/26/21

Administration and Management of the Arts -- Fall 2021 Course Schedule

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Week:	Unit/Assignments:	Due Date:
Mon 8/30	Introduction	
	Review Powerpoint lecture notes/web links	Sun 9/5
	<i>Notes - First Day of Classes Mon 8/30</i>	
Mon 9/6	Organizational Structures and Administration	
	Review Powerpoint lecture notes/web links	Sun 9/12
	<i>Notes - Labor Day Holiday Mon 9/6</i>	
Mon 9/13	Organizational Structures and Administration continued...	
	Submit Written Assignment 1; Submit Online Discussion 1	Sun 9/19
	<i>Notes - Last Day to Add/Drop Mon 9/13</i>	
Mon 9/20	Vision, Mission and Strategic Planning	
	Review Powerpoint lecture notes/web links	Sun 9/26
Mon 9/27	Vision, Mission and Strategic Planning continued...	
	Submit Written Assignment 2; Submit Online Discussion 2; Submit Written Assignment/Analysis 1 (graduate students only)	Sun 10/3
Mon 10/4	Budgeting, Revenues and Expenses	
	Review Powerpoint lecture notes/web links	Sun 10/10
Mon 10/11	Budgeting, Revenues and Expenses continued...	
	Submit Written Assignment 3; Submit Online Discussion 3	Sun 10/17
	<i>Notes - Fall Break Thu 10/14-Fri 10/15</i>	
Mon 10/18	Fundraising and Non-Monetary Assistance	
	Review Powerpoint lecture notes/web links	Sun 10/24
Mon 10/25	Fundraising and Non-Monetary Assistance continued...	
	Submit Written Assignment 4; Submit Online Discussion 4	Sun 10/31
Mon 11/1	Marketing and Public Relations	
	Review Powerpoint lecture notes/web links	Sun 11/7
	<i>Notes - Last Day to Withdraw Fri 11/5</i>	
Mon 11/8	Marketing and Public Relations continued...	
	Submit Written Assignment 5; Submit Online Discussion 5	Sun 11/14
	<i>Notes - Veterans Day Holiday Thu 11/11</i>	
	<i>Notes - Festival of New Student Work Thu 11/11-Sun 11/15</i>	

Mon 11/15	Touring and Education	
	Review Powerpoint lecture notes/web links; Submit Written Assignment 6; Submit Online Discussion 6	Sun 11/21
Mon 11/22	Facilities Management	
	Review Powerpoint lecture notes/web links; Submit Written Assignment 7; Submit Online Discussion 7	Sun 11/28
	<i>Notes - Thanksgiving Holiday Break Wed 11/24-Fri 11/26</i>	
Mon 11/29	Crisis Management	
	Review Powerpoint lecture notes/web links; Submit Written Assignment 8; Submit Online Discussion 8; Submit Written Assignment/Analysis 2 (graduate students only)	Sun 12/5
Mon 12/6	Study/Project Week	
	Review/Prep Final Course Research Project	Sun 12/12
	<i>Notes - Last Day of Classes Fri 12/10</i>	
Mon 12/13	Finals Week	
	Submit Final Course Research Project; Submit Research Project Presentation/Proposal (graduate students only)	Fri 12/17
	<i>Notes - University Commencement Sat 12/18</i>	

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