

GRADUATE STUDENT HANDBOOK

DEPARTMENT OF MUSEUM STUDIES
BAYLOR UNIVERSITY

Adopted February 2023



COLLEGE OF ARTS & SCIENCES
Department of Museum Studies

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INTRODUCTION

The Department of Museum Studies prepares Baylor students for careers in museums, cultural organizations, and related non-profit institutions. The program provides students with a solid understanding of museum education, collections management, curation, and administration.

The department offers a BA and a MA in Museum Studies as well as undergraduate and graduate minors in the field. The department also offers two unique courses of study. The Joint BA/MA degree in Museum Studies is the first in the nation. It offers undergraduate students in Museum Studies and other selected majors the opportunity to complete both degrees in five years instead of the usual six. The Minor in Informal Education, offered in partnership with the School of Education's Department of Curriculum and Instruction, prepares bachelor's level students for careers in museums, zoos, galleries, historical sites, parks, and other cultural sites that offer educational experiences for visitors.

The Department of Museum Studies is located within the Mayborn Museum Complex which surrounds students with many academic and career opportunities. This multidisciplinary museum serves as a living laboratory where students apply their classroom learning by participating in all aspects of the museum's daily operations. In addition to the opportunities within the Mayborn, a variety of experiences are available with other cultural institutions, both within the university and in the surrounding community.

DEPARTMENT INFORMATION

FACULTY AND STAFF

The program emphasizes the connection between the academic and the professional, combining classroom study and research into the history and current state of museums with recognition of the best practices in the field. The full-time faculty have experience working in the museum world, in museum staff positions, as museum board members, and as leaders in museum professional organizations. In addition, the department benefits from the experience of current museum professionals, as teachers of classes, as guest lecturers, as hosts during visits to their museums, and as supervisors of graduate student employees and interns.

Full-Time Faculty

Dr. Kenneth Hafertepe, Professor in Museum Studies and Department Chair, received his PhD in American Civilization from The University of Texas at Austin. He worked for ten years at Historic Deerfield, a museum of New England history and art. Dr. Hafertepe has published seven books, co-edited two more, and also published numerous articles and lectured at many Texas museums and historic sites. He served for twelve years on the American Alliance of Museums' Committee on Museum Professional Training, including four years as chair. Dr. Hafertepe teaches courses in material culture and American decorative arts. He also teaches the graduate introductory course, *The Museum: History, Philosophy, and Prospects*. Dr. Hafertepe holds graduate faculty status.

Dr. Julie Holcomb, Associate Professor in Museum Studies and Interim Graduate Program Director, received her PhD in Transatlantic History from The University of Texas at Arlington and her MLIS with a specialization in Archives and Records Management from The University of Texas at Austin. She was the founding director of the Pearce Museum in Corsicana, Texas. She has published three books, two articles, and several book chapters. Dr. Holcomb serves as the editor of *Quaker History*, a scholarly publication of the Friends Historical Association. She is also a Certified Archivist. Dr. Holcomb teaches courses in museum and archival collections management and museum ethics. She holds graduate faculty status.

[The department is conducting a national search to hire a third full-time faculty member, who will serve as Lecturer in Museum Studies.]

Adjunct Faculty

Mr. Eric Ames, Adjunct Lecturer in Museum Studies and Assistant Director of Marketing and Communications for ITS and University Libraries, completed his MA in Museum Studies at Baylor University in 2009. He has published three books on Waco history. Mr. Ames holds a certification as a Professional Certified Marketer from the American Marketing Association. He is vice president of the board of directors for the Historic Waco Foundation and has served as chair of the Historic Landmark Preservation Commission for the City of Waco. Mr. Ames teaches courses in historic preservation, outreach and marketing, and digital collections management.

Ms. Lesa Bush, Adjunct Lecturer in Museum Studies and Associate Director of the Mayborn Museum Complex, began her career as an elementary school teacher. While

visiting a museum with her class, she realized her passion for informal learning. Ms. Bush has worked in the museum field since 1999. She teaches the undergraduate museum education course and guest lectures in the graduate museum education course.

Ms. Emily Clark, Adjunct Lecturer in Museum Studies and Museum Engagement Manager, Mayborn Museum Complex, completed her MA in Museum Studies at Baylor University in 2016. After graduation, Ms. Clark spent three years building and running the Mayborn's makerspace, Design Den. She now manages the Mayborn's Museum Engagement Team, which includes Design Den programs, STEM and Cultural History programs for families and schoolchildren, and Spark Team, the museum's day-to-day floor staff made up of Baylor student employees.

Dr. Trey Crumpton, Adjunct Lecturer in Museum Studies and Manager of Visitor Experience, Mayborn Museum Complex, began working at the Mayborn in 2003 as a student employee. He completed a BS in Environmental Science and Museum Studies and an MS in Environmental Science at Baylor and a PhD in Leadership Studies at Dallas Baptist University. In 2006, Dr. Crumpton was hired as full-time collections staff. In 2015, he moved into management of permanent exhibit renovations. Dr. Crumpton's research interests center on interpretation in natural and cultural history, particularly backyard biodiversity and the human-ecological relationship.

Mr. Coleman Hampton, Adjunct Lecturer in Museum Studies and Executive Director of the Bell County Museum (Belton, Texas), completed a BA in History and a MA in Museum Studies at Baylor University. During his tenure at the Bell County Museum, Mr. Hampton has increased audience focused programs, created an inclusive museum environment, and built lasting relationships with regional schools. He serves as Chair of the Texas Brazos Trail Region, Chair of Prehistoric Texas Educational Initiative, as well as past leadership roles in the Texas Association of Museums and the Temple Rotary Club.

Ms. Rachael Nadeau Johnson, Adjunct Lecturer in Museum Studies and Collections Manager, Dr Pepper Museum, completed her MA in Museum Studies from Baylor University in 2014. She oversees the Dr Pepper Museum's collections and collections on repository, along with being involved in exhibit design. Ms. Nadeau Johnson is active in the Museum Association of Waco, the Texas Association of Museums, and the American Association for State and Local History. She teaches the graduate course in museum collections management.

Mr. Charlie Walter, Adjunct Lecturer in Museum Studies and Director of Baylor University's Mayborn Museum Complex, completed a BS in Wildlife and Fisheries Science with an emphasis in Museum Science from Texas A&M and an MBA from the University of North Texas. Mr. Walter has held leadership positions at the DoSeum, the New Mexico Museum of Natural History and Science, and the Fort Worth Museum of Science and History. He has also held numerous leadership positions in the field, including the Texas Association of Museums and the Waco Mammoth Foundation.

Staff

Ms. Lisa Rieger, Administrative Associate, Museum Studies, is often the first contact potential students have with the department. She provides important support for students and faculty in the department, facilitating field trips and coordinating the receipt of applications to the graduate program. Ms. Rieger also works closely with the staff of the Mayborn Museum Complex on various projects. She is a lifelong resident of the Waco area and a great resource for students who are new to the area.

CLASSROOMS

Museum Studies classes are held in the administrative wing of the Mayborn Museum Complex. There are two seminar rooms (MMC 1605 and 1606) and a lecture hall (MMC 1701). A Collections Lab is also available to students who are completing courses in collections management.

MAYBORN LIBRARY

The Mayborn Library is in the administrative wing of the Mayborn Museum. It is a branch of the Baylor University Libraries serving the students, faculty, and staff of the Museum Studies program and the Mayborn Museum as well as students, faculty, and staff across the Baylor campus.

Materials in the Mayborn Library are selected to serve the needs of the Museum Studies program and the Mayborn Museum. Students have access to print materials, including reserve materials, books, and journals, computers, printers, and a KIC Scanner. Ms. Lisa Rieger oversees the daily work of the library, including checking books in and out of the library. The library is available Monday through Friday from 8 to 5.

To check out a book, you will need a valid Bear ID. Please see Lisa Rieger or her work study assistant for help with checking out books. Students may return Mayborn books directly to Ms. Rieger or to any Baylor Libraries book return.

MASTER OF ARTS IN MUSEUM STUDIES

Students earn the Master of Arts degree in Museum Studies by successfully completing thirty-six semester hours of course work, including six semester hours of museum internship, thesis, or master's project.

ADMISSIONS

New students are admitted for the fall semester only. An applicant for the master's degree in museum studies should have a baccalaureate degree, documentation of courses taken, and GPA earned in previous college or university study. The admissions committee looks favorably on internship experience in a museum, gallery, historic site, archive, or related cultural institution. Applications are considered on a rolling basis until the class is filled. Students wishing to be considered for graduate student employment and/or tuition remission, which are the principal forms of financial aid in the department, should complete their applications by February 15. The application consists of transcripts from all undergraduate and graduate institutions, three letters of recommendation, and a personal statement explaining their interest in museums and museum studies, and why they are a good fit for Baylor. Letters of recommendation must include two letters from academic references and one letter from a professional reference.

The admissions committee looks carefully at academic credentials but is also interested in previous experiences that show familiarity with and aptitude for museums and the museum profession. Professional experience may include summer internships or volunteer assignments in a museum or related cultural institution; it does not have to be a full-time position. Students who lack such experience in a museum are encouraged to take some time to gain such experience before applying to the program.

Note: Effective August 2022, completion of the Graduate Record Examination (GRE) is optional for applicants to the master's degree in museum studies.

JOINT BACHELOR OF ARTS WITH MASTER OF ARTS

The joint bachelor's and master's degree in Museum Studies is the first in the nation. Baylor students can complete the two degrees in five years; this can be done entirely in Museum Studies or in conjunction with an undergraduate major in American Studies, Anthropology, Art and Art History, History, or Journalism.

Students should apply for the graduate program in their junior year and can take one undergraduate course, MST 4300, and three graduate courses, MST 5304, 5309, and 5311, during their senior year. Having completed the BA, they can graduate after one additional year of study. Students are required to meet all requirements for the BA in their undergraduate major for a total of 124 credit hours.

MUSEUM STUDIES

Students majoring in Museum Studies may apply for the graduate program in their junior year. These students must complete all the requirements for the BA in Museum Studies, for a total of 124 credit hours, as well as additional coursework at the graduate level.

AMERICAN STUDIES AND MUSEUM STUDIES

To earn a joint BA/MA in American Studies and Museum Studies, a student must complete all requirements for the BA degree with a major in American Studies, for a total of 124 credit hours, as well as additional coursework at the graduate level.

ANTHROPOLOGY AND MUSEUM STUDIES

To earn a joint BA/MA in Anthropology and Museum Studies, a student must complete all requirements for the BA degree with a major in Anthropology, for a total of 124 credit hours, as well as additional coursework at the graduate level. (See the Graduate Catalog for details of graduate requirements, including eligibility and admissions.)

ART AND ART HISTORY AND MUSEUM STUDIES

To earn a joint BA/MA in Art and Art History and Museum Studies, a student must complete all requirements for the BA degree with a major in Art History or Studio Art, for a total of 124 credit hours, as well as additional coursework at the graduate level. (See the Graduate Catalog for details of graduate requirements, including eligibility and admissions.)

HISTORY AND MUSEUM STUDIES

To earn a joint BA/MA in History and Museum Studies, a student must complete all requirements for the BA degree with a major in History, for a total of 124 credit hours, as well as additional coursework at the graduate level. (See the Graduate Catalog for details of graduate requirements, including eligibility and admissions.)

JOURNALISM AND MUSEUM STUDIES

To earn a joint BA/MA in Journalism and Museum Studies, a student must complete all requirements for the BA degree with a major in Journalism, for a total of 124 credit hours, as well as additional coursework at the graduate level. (See the Graduate Catalog for details of graduate requirements, including eligibility and admissions.)

ADMISSIONS PROCESS

Students would apply to the graduate program in their junior year. Like the traditional MA program, applications are due February 15. Successful applicants would begin their graduate coursework the following fall.

Eligibility Requirements

Eligible students must apply for formal admission to the Graduate School. This process will not require the GRE. Students must submit the following:

- Two academic letters of reference
 - One letter of reference must be from a professor in the student's major degree program.
- One professional letter of reference
 - This letter of reference should come from an individual who can speak to the student's professional potential. The individual may have supervised the student in a paid or volunteer position or served as an advisor to a student organization in which the student served in a leadership position.
- Personal statement
- Project sample
 - This should be a meaningful project (e.g. an academic paper, a website, an exhibit, a public program, an artwork) that would be included in a professional portfolio.

Eligible students also need to complete the following prior to submitting their application:

- MST 1300 (Introduction to Museums)
- At least one additional MST course selected from the following course offerings:
 - MST 2303 Museum Educational Programming
 - MST 3304 Introduction to Cultural Collections
 - MST 4308 Introduction to Material Culture
 - MST 4301 Non-Profit Perspectives
 - MST 4309 Introduction to American Decorative Arts
 - MST 4331 Exhibit Design and Preparation
- Interview with the Graduate Program Director to discuss degree planning and program goals.
- During the senior year, students must complete the following to continue in the joint B.A./M.A. program:
 - Earn a B or higher in each course taken toward the completion of the 12 hours of graduate credit in the senior year.

DEGREE PLAN FOR JOINT BA/MA

Students enrolled in the BA/MA program would fulfill all the requirements of their undergraduate major, and they will also complete an additional 30 hours of graduate study. (Note: MST 5304, 5309, and 5311, taken during the senior year, will count toward both the BA and the MA. Students must separately complete all A & S and university requirements for the BA in their major for a total of 124 credit hours.)

Required Courses (15 hours total)

- MST 4300 or 5301 (Museum History and Philosophy)
- MST 5304 (Museum Collections Management)
- MST 5309 (Museum Education)
- MST 5311 (Museum Administration)
- MST 5340 (Capstone)

Electives (15 hours total)

- At least 9 hours of 5000-level MST seminars from the following course offerings:
 - MST 5312 (Outreach and Community Relations)
 - MST 5318 (Museum Ethics)
 - MST 5323 (Historic Preservation)
 - MST 5324 (Archival Arrangement and Description)
 - MST 5326 (Archival Technology and Digital Collections Management)
 - MST 5327 (Special Topics)
 - MST 5328 (American Material Culture)
 - MST 5329 (American Decorative Arts)
 - MST 5331 (Design and Management of Exhibits)
 - MST 5333 (Issues in Preservation Management)
 - MST 5V40 (Independent Study)
- The remaining 6 hours of coursework may be completed from the following:
 - Any 5000-level MST seminar (see above listing)
 - Any 5000-level graduate seminar in a cognate field (i.e. history, English, etc.) listed in the most recent Graduate Catalog, selected in consultation with the Graduate Program Director.
 - Any 4000-level course in a cognate field (i.e. American studies, anthropology, art and art history, history, English, etc.) listed in the most recent Graduate Catalog and taught by a member of the graduate faculty, completing the additional requirements designated for graduate credit, selected in consultation with the Graduate Program Director.

Professional Experience

In consultation with the Graduate Program Director, students enrolled in the B.A./M.A. program will complete an internship the summer before they begin their Plus One Year. To document their professional experience, students will register in MST 5096.

GRADUATE COURSEWORK

GRADUATE COURSES IN MUSEUM STUDIES

Required

MST 5301
MST 5304
MST 5309
MST 5311
MST 5340

Electives

MST 5312
MST 5318
MST 5323
MST 5324
MST 5326
MST 5328
MST 5329
MST 5331

TRANSFER CREDIT

A maximum of six semester hours of graduate study in museum-related courses may be transferred from an accredited institution of higher learning toward a master's degree in Museum Studies at Baylor University, subject to certain restrictions. Students interested in transferring graduate credit from another institution should begin by meeting with the Graduate Program Director to discuss course eligibility.

COURSES OUTSIDE THE DEPARTMENT

Graduate students wishing to take courses outside the department should consult with the Graduate Program Director about their plans. Graduate students may take up to six hours of coursework from outside the department with the approval of the GPD. To count toward the student's MA, courses taken outside the department must be graduate level.

MINIMUM GRADE REQUIREMENTS AND ACADEMIC EXPECTATIONS

All graduate students in Museum Studies are expected to maintain a minimum GPA of 3.0 throughout their program. In accordance with Graduate School policy, any student whose Baylor graduate GPA falls below 3.0 will be placed on probation. The student must restore their GPA to 3.0 by the end of the next nine credit hours of coursework in order to remain in the graduate program. *The student is not eligible to receive financial assistance from the University during the probationary semester(s).*

The Department will, to the extent possible, work with students who are struggling in the program. Students who are not meeting the expected standards of the program (i.e. low GPA, failure to successfully complete coursework, inadequate performance in graduate student employment position, failure to meet departmental targets for the capstone experience) will be

required to meet with the Department Chair and the Graduate Program Director to discuss a plan for corrective action. A student who does not successfully address the concerns outlined by the Department may be dismissed from the program.

GRADUATE INDEPENDENT STUDIES IN MUSEUM STUDIES

Independent studies conducted with a faculty member provide Museum Studies graduate students an opportunity to pursue research or professional development in areas not covered in existing courses. An independent study project should be part of a rational program of professional development, helping a student develop advanced skills in an area of museum practice. The independent study should also provide a tangible benefit to any institution that agrees to participate in the independent study.

Even so, the department has a responsibility to its faculty and to the university to fill scheduled courses that part-time and full-time faculty have worked hard to develop. Independent studies, like any other individual project such as theses, projects, and internships, are not counted as part of a faculty member's teaching load; therefore, these individual studies are uncompensated and are in addition to the faculty member's existing teaching, administrative, service, and research responsibilities. Thus, the department must take care to avoid overloading individual faculty members. Undergraduate and graduate internships, graduate professional projects, and undergraduate and graduate theses will always take priority over an independent study. For these reasons, the department will limit the number of independent study projects that are approved each semester.

There are four steps in the independent study application process. Each are explained in detail below.

1. Preliminary Advising Session
2. Proposal Development
3. Proposal Review and Approval or Rejection
4. Registration

Preliminary Advising Session

Students interested in independent study must complete a preliminary advising session with either the Graduate Program Director or the Department Chair. In this meeting, the GPD or Chair and the student will discuss the student's idea, review the requirements for independent study, and consider potential faculty supervisors.

Students interested in pursuing an independent study must meet following requirements:

- A minimum of twelve hours of Museum Studies coursework, including MST 5301, 5304, 5309, and 5311
- A minimum 3.5 GPA
- No outstanding "I"s (Incompletes) except for MST 5V97, MST 5V98, and MST 5V99.

For planning purposes, this advising session must be completed no later than the fourth week of the semester before the semester in which the project will be completed.

Proposal Development

Applying for an Independent Study

Students who wish to be considered for an independent study will need to develop a proposal of study in consultation with a faculty member. The proposal should include a detailed description of the project, a list of readings as appropriate, and a description of the deliverables. The proposal should also include the number of credit hours to be awarded upon successful completion of the project. The proposal must demonstrate that the project is worthy of three hours of graduate credit. In other words, it should represent a substantial investment of time, which the department defines as two hundred hours for three hours of credit.

The independent study proposal must be submitted to the Department Chair and the Graduate Program Director for review by the MST Independent Study Committee. In assessing the proposal, the committee will weigh the qualities of the proposed project and the needs and requirements of the department.

If no faculty member is available to supervise the independent study, the proposal will be denied. Furthermore, in their review of independent study proposals, the committee will consider the number of internship, project, and thesis faculty supervisors are needed that semester. Undergraduate and graduate internships, graduate projects, and undergraduate (Honors) and graduate theses will always take priority over an independent study.

If the committee approves the student's proposal, the student will be cleared to register for MST 5V40 for the agreed number of credit hours. (Note: It is the responsibility of the student to register for the correct number of hours; it is a great inconvenience for the department to correct this student error after the fact.)

Guidelines for the Independent Study

All graduate independent study projects are subject to the following:

- An independent study must be conducted in the semester in which the grade is awarded.
- Students are limited to one independent study project per semester. For the purposes of this calculation, the capstone experience (i.e. internship, professional project, or thesis) is not counted as an independent study, so a student could, with approval, register for both MST 5V40 and either MST 5V97, MST 5V98, or MST 5V99.
- Only three hours of independent study may be applied toward the MA degree. The department, at its discretion, may allow up to six hours of independent study to be applied toward the MA degree.
- Because independent study projects are not counted as part of a faculty member's teaching load, the Department of Museum Studies may limit the number of independent studies approved each semester and a Museum Studies faculty member may decline to direct an independent study.

FINAL COMPREHENSIVE WRITTEN EXAM

Students will complete a comprehensive exam testing the student's mastery of the four core areas of museum practice: history and philosophy, museum education, museum collections management, and museum administration. The comprehensive exam is based on the following courses: MST 5301, MST 5304, 5309, and 5311. The exam is scheduled for the second Friday in February. Faculty will offer review sessions on the three Fridays prior to the exam.

For each section of the exam (i.e. history and philosophy, museum education, museum collections management, and museum administration), students will select two questions to answer. Students will have 30 minutes to complete each section of the exam.

Student responses are graded as: Discussion Required, Good, Very Good, or Outstanding. Any response that merits a ranking of Discussion Required must with that faculty member, who will conduct a modified oral examination to determine whether the student should pass that area of the comprehensive exam.

After the grading process is complete, the Graduate Program Director will report the results to the Graduate School.

If a student fails the comprehensive exam, the student will meet with the Department Chair, the Graduate Program Director, and any relevant faculty members to discuss the basis for the decision. The student may be granted an opportunity to retake the exam within 6 months. A second failure results in dismissal of the student from the program.

CAPSTONE EXPERIENCE

Graduate students in Museum Studies are required to complete a capstone experience. The options available to the student will depend on their program.

- Graduate students in the traditional 36-hour master's program may opt to complete an internship (MST 5V97), a professional project (MST 5V98), or a thesis (MST 5V99) for which they will earn six semester hours by registering for MST 5V97, MST 5V98, or MST 5V99. Internships are completed in the summer after the first or second year.
- Students enrolled in the joint BA/MA program will complete an internship the summer before they begin their Plus One Year. To document their professional experience, students will register for MST 5096.

The capstone experience will require a substantial investment of the student's time and energy. Upon completion of the Capstone Experience, graduate students will make a formal presentation to students, faculty, and museum staff about their experiences and submit a final report to BEARdocs, Baylor University's digital repository.

To see examples of student capstone work, check out the following collections in BEARdocs:

- [Internship Reports](#)
- [Project Reports](#)

OPTIONS FOR THE CAPSTONE EXPERIENCE

- **Professional internship** is an intensive experience consisting of full-time work for ten weeks at a museum approved by a faculty advisor and under the mentorship of a seasoned museum professional. The internship may take place in Waco or elsewhere. The internship should help the student transition into a professional position.
- **Professional project** is a hands-on application of museum best practices, developed in conjunction with museum studies faculty and executed in a museum in Waco or central Texas. The student is expected to produce a written report about the project. This option is desirable if the student plans to enter the museum field after graduation.
- **Thesis** is the recommended choice for students anticipating further academic work in a cognate discipline, or professional work in the curatorial field, which might require written analysis of artifacts in books, catalogues, and exhibit labels. The thesis option is also desirable if the student might be interested in college or university teaching in the future.

PROPOSAL AND APPROVAL PROCESS FOR THE CAPSTONE EXPERIENCE

MA students will work with the faculty to develop a project or thesis or identify internship opportunities. Students planning to complete a thesis or project will submit a one-page proposal to the faculty committee before the end of their second semester. Students who wish to complete an internship will work with the faculty to select an appropriate internship site. The department prefers students receive compensation for their internship even though they are receiving academic credit.

PROFESSIONAL INTERNSHIP (MST 5V97 AND MST 5096)

Professional Requirements

Students should work with the Museum Studies faculty to develop a list of possible sites at which they could intern. The student is responsible for submitting all information required by the host institution.

- The host institution must have one or more experienced professional staff members who can serve as a mentor as well as supervisor for the student.
- The Department of Museum Studies must review all internships taken for academic credit to ensure all internships meet departmental requirements.
- The student, the host institution, and the faculty supervisor must complete and sign the Museum Studies internship agreement prior to the start of the internship.
- The student and their host institution supervisor will complete an internship evaluation at the end of the internship. The evaluation includes:
 - An internship review form, which includes a self-evaluation, to be completed by the student.
 - A skill evaluation to be completed by the internship supervisor.
 - A final section of the document that allows for final comments from student and supervisor. This portion of the evaluation is completed after the student and supervisor have met to discuss the results of the internship.
- A copy of the evaluation, signed by the student and their host institution supervisor must be submitted to the faculty supervisor.

Academic Requirements

Students are expected to keep a journal and to submit mid-term and final reports according to a schedule set by their faculty supervisor.

- The **journal** should include not only the student's activities on a given day but also their observation of how best practices are applied (or sometimes cannot be applied) in the real world.
- The **mid-term** report should be between 250 and 500 words.
- The **final** report should be between 500 and 750 words.

Internship students are also expected to complete at least one reading from the Internship Reading List. The student's faculty advisor may require additional readings.

The reports should discuss how the internship did (or did not) allow the student to utilize knowledge and skills from their coursework and how the internship deepened their knowledge of the museum profession. The final report should describe and evaluate any specific projects on which the student worked, including what the student's role in the project was. The reports should also include an assessment of the required readings.

Students are encouraged to provide photographic documentation of the host institution, such as the appearance of public spaces, behind-the-scenes work areas, and of the specific projects on which the student was involved. Students should work with their internship supervisor to identify appropriate photographic documentation.

Depending on the distance of the internship from Waco, either a site visit by the Baylor supervisor or one or more telephone or video chat conversations can assure regular communication through the internship.

Upon conclusion of the internship the student will make a formal presentation to students, faculty, and museum staff about their experiences. Host institutions will also be invited to the presentation. This presentation should be approximately 20 minutes; PowerPoint presentations may be shown. If the student is unable to return to Waco or other conditions make an in-person presentation impossible, a presentation via Zoom, Teams, or Skype will be an acceptable alternative.

Grading Policy

Students will receive credit for their internship once all academic requirements are complete (i.e., journal, mid-term and final reports, and presentation). The grading policy for MST 5V97 and MST 5096 is CR or NC.

If it takes two semesters to complete the professional and academic internship requirements, the student may temporarily receive an “I” or “Incomplete” for the first semester. In this case, the faculty and the Graduate Program Director will work with Financial Aid to make sure the “I” does not affect the student’s funding.

BEARDocs

Graduate students will submit their final report and a copy of their presentation to BEARDocs, Baylor University’s digital repository. Students will work with their site supervisor and their faculty advisor to identify what materials should be included. Students will submit a signed Copyright Availability form indicating the approval of their supervisor and their advisor.

PROFESSIONAL PROJECT

Professional projects combine professional practice with academic research. Since 2017, MST graduate students have completed a variety of professional projects. The following are some examples:

- “Archiving an Artist’s Studio: Preserving the Legacy of Dr. Mary Ruth Smith,” Allyson Cliett
- “The Roaring Lion Project: Exploring WordPress as an Exhibit Space,” Hannah Engstrom
- “Podcasting and Museums: A How-To Guide and Object-Based Example,” Sarah D. Howard
- “Processing a Print Collection,” Caroline Cruseturner
- “Archaeology and Museums: A Project in Two-Parts,” Kirstin J. Rose-Bean
- “John James Audubon: Life, Work, & Legacy [an exhibit at the Martin Museum of Art],” Alex Hampton
- “MAW Museum 2.0: Bringing Participatory Programs to Waco,” Matthew Doyen

Like internship or thesis, professional projects require a substantial investment of time and require a written report documenting their work. Professional project is appropriate when a student’s proposed capstone experience does not fit neatly within the parameters of an internship or a thesis. For example, developing, fabricating, installing, and marketing an exhibit, such as the Audubon exhibit created by Alex Hampton, spanned three semesters. Professional projects make a contribution to professional practice through the creation of a product such as the creation of an exhibit (physical and/or online), the preservation of an artist’s body of work, the development of educational resources for a Baylor faculty member, or the creation of a procedures manual for an archaeological dig site.

Academic Requirements

Students completing a professional project will work with their faculty supervisor to discuss academic requirements specific to the project. For example, a student may be expected to keep a journal and to submit mid-term and final reports according to a schedule set by their faculty supervisor. Below are the general requirements for the journal and mid-term and final reports.

- The **journal** should include not only the student's activities on a given day but also their observation of how best practices are applied (or sometimes cannot be applied) in the real world.
- The **mid-term** report should be between 250 and 500 words.
- The **final** report should be between 500 and 750 words.

Professional project students will work with their faculty advisor to develop a reading list for the project.

The reports should discuss how the project did (or did not) allow the student to utilize knowledge and skills from their coursework and how the project deepened their knowledge of the museum profession. The final report should describe and evaluate any specific projects on which the student worked, including what the student's role in the project was. The reports should also include an assessment of the required readings.

Students are encouraged to provide photographic documentation of the host institution, such as the appearance of public spaces, behind-the-scenes work areas, and of the specific projects on which the student was involved. Students should work with their internship supervisor to identify appropriate photographic documentation.

Depending on the distance of the project site from Waco, either a site visit by the Baylor supervisor or one or more telephone or video chat conversations can assure regular communication through the internship.

Upon conclusion of the project the student will make a formal presentation to students, faculty, and museum staff about their experiences. Host institutions will also be invited to the presentation. This presentation should be approximately 20 minutes; PowerPoint presentations may be shown. If the student is unable to return to Waco or other conditions make an in-person presentation impossible, a presentation via Zoom, Teams, or Skype will be an acceptable alternative.

Grading Policy

Students will receive credit for their project once all academic requirements are complete (i.e., journal, mid-term and final reports, presentation, and any other deliverables chosen by the faculty advisor). The grading policy for MST 5V98 is CR or NC.

If it takes two semesters to complete the professional and academic internship requirements for the professional project, the student may temporarily receive an "I" or "Incomplete" for the first semester. In this case, the faculty and the Graduate Program Director will work with Financial Aid to make sure the "I" does not affect the student's funding.

BEARDocs

Graduate students will submit their final report and a copy of their presentation to BEARDocs, Baylor University's digital repository. Students will work with their site supervisor and their faculty advisor to identify what materials should be included. Students will submit a signed Copyright Availability form indicating the approval of their supervisor and their advisor.

THESIS

A thesis in Museum Studies can focus on any subject related to museums or related cultural institutions, and especially to any aspect of a subject that is offered as a class in the department. The student should develop a thesis proposal having consulted with at least one faculty member from the department, and the thesis proposal must be submitted to the department for approval.

The student must identify a faculty member who is willing to serve as chair of the thesis committee. The thesis chair will then approach another faculty member within the department to serve as second reader and a faculty member from outside the department to serve as the third reader. The first three readers must hold Graduate Faculty status at Baylor either in Museum Studies or in their home department.

If there are other faculty or museum professionals who would be helpful in researching and writing the thesis, they may be appointed as additional readers. Additional readers must have at least a master's degree in museum studies or a related discipline. They can read and comment on all drafts of the thesis, and can attend the defense, but will not have a vote as to whether to approve the thesis.

It is the responsibility of the student to submit a clean draft of the thesis to all committee members at least two calendar weeks before the defense of the thesis. Committee members are all busy people and cannot be expected to drop what they are doing to read a thesis.

If the thesis involves any [human subjects](#), the student is legally required to submit their project to Baylor University's Institutional Review Board (IRB). Before submitting their IRB proposal, students must complete [CITI Human Subject Research Training](#). All research must be exempted from review or approved by the IRB before it can be initiated.

- **Full Committee Review** – IRB meets monthly to review initial applications, amendments, and continuing reviews of research projects. Submission deadlines for full committee review are usually late September, October, and November for full board meetings that occur the next month. Students should review the [Schedule and Deadlines for IRB](#)
- **Expedited Review** – Student projects that qualify for expedited review are reviewed as they are received with the IRB Chair, or designee completing the IRB review on behalf of the full committee. Although Expedited Review may happen more quickly than Full Committee Review, students should allow a minimum of two weeks (assuming all required materials have been submitted with the application and all members of the research team have completed the required CITI training) for review and notification. University closures will affect this timeline.
- **Exemptions** – The Office of Research Compliance (ORC) may designate an activity as “exempt” from IRB oversight. Only the ORC may make this determination. It may take up to two weeks for a determination of exemption.

In planning their thesis schedule, students must include time to prepare for and complete the IRB process. Ideally, students should complete the IRB process no later than the beginning of the fall semester of their second year.

The thesis is written as a collaboration between the student and the advisor. An important part of the education and experience involved in the Master of Arts degree is the production of a document explaining and describing the student's original research. Development of the thesis is a lengthy process requiring multiple revisions prior to submission to the committee. The student and their advisor will set a schedule for the submission of drafts.

There is no ideal length for a thesis in Museum Studies; it should be the proper length for the subject under consideration. Given that a thesis counts for at least six hours of academic credit, it should be as substantial as two or three research papers in a semester-long course.

In preparing their final manuscript, Museum Studies graduate students should use Turabian Style. Turabian follows most of the conventions of Chicago Manual of Style, but also adds extra guidelines. In case of conflict, the Graduate School's requirements will supersede Turabian.

All students writing a thesis are required to defend the thesis. The student's thesis chair will decide when a student is ready to defend. This involves a public presentation of around twenty minutes, followed by an equal amount of time for questions. The public presentation must be attended by all three committee members but may also be attended by other faculty members in Museum Studies or other departments, Mayborn Museum staff, fellow students, and friends and family. After the public presentation, the student and their committee will retire to another room to continue the discussion of the thesis. After the student answers all questions to the committee's satisfaction, they are asked to step out while the committee makes its final decision. The student is then informed of the result.

If the thesis presentation and defense is conducted on Zoom or Teams, the process will follow, to the extent possible, the process outlined for an on-campus presentation and defense.

The candidate should expect to make reasonable changes to their thesis based on faculty comments made before and during the thesis defense. The appropriately revised thesis is then submitted to the Graduate School. It is the student's responsibility to be certain of deadline dates, pay the required feeds, and meet all other Graduate School rules. Students should consult the calendar posted on the Graduate School website.

The last day to defend the thesis for December graduation is usually mid-October; for spring graduation, mid-March; and for August graduate, early July. The student should consult the [Graduate Academic Calendar](#) for precise dates.

The department will print and bind two copies of the completed thesis. One copy will be placed in the Mayborn Library and the second given to the chair of the thesis committee. Students may order additional copies for themselves by contacting Lisa Rieger, Lisa_Rieger@baylor.edu.

GRADUATION

At the beginning of the student's final semester, the student should consult the Graduate School's calendar, marking all deadlines on their personal calendar. The student will need to apply to graduate via Bearweb and purchase or rent their regalia if they plan to participate in the commencement ceremony.

GRADUATE MINOR IN MUSEUM STUDIES

The graduate-level minor in Museum Studies requires nine semester hours. Working with the Graduate Program Director, students select museum studies courses that align with their personal and professional goals.

FINANCIAL INFORMATION

SCHOLARSHIPS

The department offers tuition scholarships on a competitive basis. Tuition scholarships provide tuition remission up to 100% per semester.

GRADUATE STUDENT EMPLOYMENT

The department and its partner institutions offer graduate student employment in campus museums, libraries, and archives, and at the Waco Mammoth National Monument and the Dr Pepper Museum. Stipends are set by the host institution.

Students working in Baylor institutions may work up to 20 hours per week. Students wishing to work more than 20 hours per week must receive approval from the Graduate Program Director and the Dean of the Graduate School.

Museum Studies graduate students have received graduate student employment positions at these museums, libraries, and programs at Baylor University. Students receive a stipend in return for 15-20 hours of work per week.

- Mayborn Museum Complex
- Armstrong-Browning Library
- Baylor University School of Education
- Department of Museum Studies
- Institute for Oral History
- Keston Center Religion, Politics, and Society
- Martin Museum of Art
- W.R. Poage Legislative Library
- Ray Riley Digitization Center, Baylor University Libraries
- The Texas Collection
- Waco Mammoth National Monument

(Note: these may vary from year to year depending on availability of funding.)

PART-TIME EMPLOYMENT IN LOCAL MUSEUMS

Students may find part-time employment in local museums and cultural institutions, such as Historic Waco, the Texas Ranger Museum and Hall of Fame, the Cameron Park Zoo, the Dr Pepper Museum, the Waco Mammoth National Monument, and the Waco McLennan County Library.

OTHER RESOURCES

Other forms of financial aid, including loans and federal work study, are available through Student Financial Services.

PROFESSIONAL CONFERENCES

Policy on Student Travel to Conferences

It is the policy of the Department of Museum Studies that attendance at and participation in academic and professional conferences are important aspects of the professional development of our students. While students can benefit from attending the Texas Association of Museums (TAM) annual meeting, we recognize that travel to other conferences can also be of strategic importance, especially for students who wish to find a job in another state.

The Department of Museum Studies is committed to taking all first-year graduate students to the Texas Association of Museums annual meeting. The Department's Blanche Largent Endowment will cover transportation to and from the conference, student registration for the full conference, lodging at the conference hotel, and any meals not covered by the registration.

Second-year graduate students have the choice of attending the TAM annual meeting or attending another conference that better suits their career trajectory. Students opting to attend another conference can apply for up to \$600 from the department. The application should consist of a resume and a brief statement explaining how the conference will develop their career. Departmental awards are given in the form of a scholarship, which is posted to the student's financial aid account.

Students should note that they can also apply for a \$400 grant from the graduate school; however, this is contingent upon the student making a presentation at the conference and making a separate application to the graduate school.

Students should also investigate student volunteer options at desired conferences as they may offer discounted options for registration fees.

Students planning to attend another conference than TAM should check with their faculty to see if they know of museum professionals with whom the student might meet. This is important because the student will most likely not have any of their professors and fellow students with them at the conference, and networking will not be facilitated as it is at TAM.

Because some professional conferences are held in the fall, students wishing to attend such a conference must notify the department of their intentions as soon as possible, no later than two months before the starting date of the conference.

All graduate students, whether attending TAM or another conference, are expected to submit a report on their experience at the conference. This report should be between 750 and 1250 words. It should be submitted to the Museum Studies office no later than two weeks after the end date of the conference.

CALVIN SMITH AWARD

When graduate students exemplify outstanding work on their capstone initiatives (thesis, project, or internship), the Museum Studies Department recognizes that work with its Calvin Smith Award. This is for a capstone experience that goes well beyond meeting professional standards. It shows a commitment to the project, a desire to be a leader in the museum profession and demonstrates a proficiency in the principles and practices of the museum profession at an exemplary level. Recipients of this award receive a museum publication (book) of their choice and a certificate recognizing this achievement.

These awards are named for Calvin B. Smith, the longtime director of the Strecker Museum at Baylor and the founding chair of the Department of Museum Studies. Calvin was a leading light in the development of the Texas Association of Museums and took many a vanload of Baylor students to the TAM annual meeting. He was also a museum entrepreneur: it was Calvin who convinced Gov. Bill Daniel to donate his historic village to Baylor; it was Calvin who helped organize the Dr Pepper Museum and Free Enterprise Institute with Wilton Lanning and Joe Cavanaugh. And it was Calvin who led the charge for the excavation and study of the Waco Mammoth Site; the work of Calvin and his colleagues laid the groundwork for the creation of today's Waco Mammoth National Monument. Calvin Smith is truly a legend in the museum field!

Students who win the Calvin Smith Award are strongly encouraged to write Mr. Smith a letter describing their capstone experience and thanking him for his work promoting museums and Museum Studies.

SOCIAL MEDIA POLICY

The Department of Museum Studies is developing a social media policy. Until that time, please refer to the policy adopted by the Mayborn Museum Complex, which is in the Appendices.

Students and faculty may connect on LinkedIn as professional colleagues. However, students and faculty may not be “Friends” on Facebook until the student has graduated or is no longer enrolled in the program.

BAYLOR RESOURCES FOR STUDENTS

STUDENTS' BASIC NEEDS (FOOD & HOUSING)

Food insecurity is defined as “a lack of consistent access to enough food for you to live an active, healthy life.” At Baylor, we want all students to have access to food resources that will support their holistic well-being and success. If you or someone you know experiences food insecurity at any time, you can find information on campus and community food resources by visiting The Store. You can also contact Store staff at (254) 710-4931. For additional basic needs assistance, please reach out to CASE or the Care Team: <https://www.baylor.edu/case/>

CIVIL RIGHTS POLICY AND SEXUAL AND INTERPERSONAL MISCONDUCT POLICY

Baylor University does not tolerate unlawful harassment or discrimination on the basis of sex, gender, race, color, disability, national origin, ancestry, age (over 40), citizenship, genetic information or the refusal to submit to a genetic test, past, current, or prospective service in the uniformed services, or any other characteristic protected under applicable federal, Texas, or local law (collectively referred to as Protected Characteristics).

If you or someone you know would like help related to an experience involving:

Sexual or gender-based harassment, sexual assault, sexual exploitation, stalking, intimate partner violence, or retaliation for reporting one of these types of prohibited conduct, please visit <https://www.baylor.edu/titleix/>, or contact us at (254) 710-8454, or TitleIX_Coordinator@baylor.edu.

Harassment (excluding those issues listed in #1) or adverse action based on Protected Characteristics, please visit www.baylor.edu/civilrights, or contact us at (254) 710-7100 or Civil_Rights@baylor.edu.

GRADUATE WRITING CENTER

The Graduate Writing Center is a resource for *all* Baylor graduate student writers (online and on-campus) who desire to improve their writing skills. Consultants help with writing projects at all stages of the composition process - generating ideas, organizing, and revising - whether students are working on academic papers, reports, personal statements and applications, papers intended for publication, theses, and dissertations, or grant proposals. Please visit <https://www.baylor.edu/graduate/index.php?id=959316> for more information.

CRISES AND EMERGENCIES:

- **BUCC Crisis Line:** (254) 710-2467 (Business Hours/Non-Business Hours/Weekends)
- **Baylor Police Department:** (254) 710-2222
- **MHMR Crisis Center:** (254) 867-6550
- **MHMR 24-Hour Emergency/Crisis Number:** (254) 752-3451

When home during academic breaks, when the counseling center is closed, please call your local resources. Some national numbers for support during a crisis:

- **National Hope Network Hotline:** 1-800-SUICIDE (1-800-784-2433)
- **National Suicide Prevention Lifeline:** 1-800-273-TALK (1-800-273-8255)

PHYSICAL HEALTH AND WELLNESS, PSYCHIATRIC EVALUATIONS, PHARMACY:

BAYLOR HEALTH SERVICES DEPARTMENT

[Baylor Health Services](#) includes Primary Care, Psychiatry, Physical Therapy and Pharmacy and is staffed with fully certified and licensed physicians and nurse practitioners, as well as nurses and administrative staff. Appointments may be made by calling our main number or by logging into the health portal located on our website.

Contact Information: (254) 710-1010; Health_Services@baylor.edu.

BAYLOR UNIVERSITY COUNSELING CENTER

[The Counseling Center](#) seeks to foster wholeness for every student through caring relationships, cultural humility, and integrated mental health services. Located on the second floor of the Student Life Center. For an appointment, go to their [website](#) to schedule an Initial Assessment or call (254) 710-2467.

SUBSTANCE AND BEHAVIORAL ADDICTION: BEAUCHAMP ADDICTION & RECOVERY CENTER (BARC)

[The Beauchamp Addiction Recovery Center](#) aims to support students in recovery from substance and behavioral addictions through an all-encompassing level of support approach that includes one-on-one mentorship, support groups, and social events open to all Baylor students.

Located in the East Village Residential Community (bottom floor of Teal Residential College).

Contact Information: (254) 710-7092; BARC@baylor.edu

SPIRITUAL LIFE: BAYLOR UNIVERSITY OFFICE OF SPIRITUAL LIFE

[The Office of Spiritual Life](#) offers programs, persons, and resources to nurture theological depth, spiritual wholeness, and missional living.

Located on the corner of 5th and Speight Street in the BoBo Spiritual Life Center.

Contact Information: (254) 710-3517; Spiritual_Life@baylor.edu

APPENDIX

FORMS FOR THE CAPSTONE EXPERIENCE

- Internship Letter of Agreement
- Project Letter of Agreement

(Note: Forms and other resources for the thesis are available online from the Baylor University Graduate School website.)

MAYBORN MUSEUM SOCIAL MEDIA POLICY

BAYLOR UNIVERSITY GRADUATE SCHOOL'S POLICY ON PROFESSIONAL CONDUCT

Department of Museum Studies, Baylor University
Graduate Internship Letter of Agreement

I. Purpose

The internship program is designed to allow students to engage in meaningful work under the mentorship of experienced and knowledgeable museum professionals. Your participation demonstrates your interest and commitment to this educational strategy and to the growth and development of students as future professionals. We look forward to collaborating with you in this work/learning endeavor.

II. Responsibilities

To help ensure the interests and promote the benefits of the internship program for all parties involved, the Department of Museum Studies has developed this letter of agreement. The following outlines the mutual responsibilities between our program and your organization:

Student Name: _____

Internship Site: _____
(hereafter identified as the Internship Site)

III. Responsibilities of the Department of Museum Studies

The Department's responsibilities include, but are not limited to the following:

1. Provide faculty supervision during the internship experience.
2. Provide such assistance as requested by the site to facilitate successful completion of the internship.
3. Assist in the evaluation of the intern's progress; in cooperation with the Site Internship Supervisor, determine whether or not the student should receive a passing grade for the internship experience.
4. Establish guidelines and standards for the internship program and provide these to the Internship Site. (See Appendix A.)
5. Serve as the central administrative arm for all aspects of the internship and provide education and information to students, employers, and faculty.
6. Maintain site and intern student files and confidentiality of any information designated, by the Internship Site or student, as confidential.
7. Act as a general resource for the intern and Internship Site Coordinator helping to resolve problems as they arise.
8. Faculty Supervisor Name and Contact Information: _____

IV. Responsibilities of the Internship Site

The site that accepts the student has responsibilities that include the following:

1. To provide appropriate on-site supervision of the intern.
2. To provide, within the scope of the internship, experiences of the depth and breadth expected and experienced by professionals employed by the site.
3. To arrange, in advance, with the Departmental Supervisor, the job description for the internship.
4. To provide an opportunity for the intern to experience an over-all orientation to the site's purposes, services, philosophy, policies, and procedures.
5. Designate an employee to serve as the Host Institution Supervisor with responsibilities to help orient the student to the site and its culture, to assist in the development of learning objectives, to confer regularly with the student and the Departmental Supervisor, and to monitor the progress of the student intern.
6. To notify the Departmental Supervisor immediately (within the first two weeks if possible) in the event of any emergency or problem that potentially threatens the successful completion of the internship.
7. To provide a written evaluation of the intern's performance at the completion of the internship (See Appendix B); to provide, as deemed necessary by the student's on-site supervisor, appropriate interim evaluation of the student's performance, particularly if there is any problem that potentially threatens the successful completion of the internship.
8. To meet with the student to review the internship evaluation including both the supervisor's skill evaluation and the intern's self-evaluation. After the review, both the Host Institution Supervisor and the student intern will complete the final section of the review and sign the document. A copy of the review will be forwarded to the Departmental Supervisor.
9. Verify on the final evaluation that the student intern has completed approximately **350-400** hours of work.
10. Make available equipment, supplies, and space necessary for the student intern to perform his/her duties.
11. Provide a safe working environment.
12. Will not displace regular workers with student interns secured through the internship program.
13. Notify the Departmental Supervisor of any changes in the student intern's work status, schedule, or performance.
14. Maintain a general liability, professional liability and worker's compensation insurance as required by law.
15. Separation: Should the Internship Site become dissatisfied with the performance of a student intern, the site may request termination of the internship arrangement. This should occur only after the Departmental Supervisor has been notified and a satisfactory resolution has not been achieved. Conversely, the Department of Museum Studies may request termination of the arrangement for any intern not

complying with the internship guidelines set out by the department or if the Internship Site does not uphold the responsibilities mentioned above, as long as the Host Institution Supervisor has been notified in advance and satisfactory resolution has not been achieved.

16. Discrimination. The Internship Site shall not discriminate against any student intern on the basis of race, national origin, religion, sex, sexual orientation, marital status, or disability in the performance of its obligations under this Agreement.

V. Student Intern's Responsibilities

The student intern's responsibilities include, but are not limited to the following:

1. The student intern is expected to become familiar with the Internship Site's mission, purposes, goals, and objectives, as well as the services it offers to members and/or the community, and its audience.
2. The student intern is expected to formulate his/her goals at the site in terms of specific skills and experiences.
3. The student intern is expected to establish a work schedule in conjunction with the Host Institution Supervisor, indicating regular hours, special projects, and special areas of interest that will be pursued and completed during the internship period.
4. The student intern is expected to keep a journal. The journal should include not only the student's activities on a given day but also their observation of how best practices are applied (or not applied) in the real world.
5. The student intern is expected to submit mid-term and final reports. The mid-term report should be between 250 and 500 words, and the final report should be between 500 and 750 words. The reports should discuss how the internship did (or did not) allow the student to utilize knowledge and skills from their coursework and how the internship deepened their knowledge of the museum profession. The final report should describe and evaluate any specific projects on which the student worked, including what the student's role in the project was.
6. Internship students are also expected to complete at least one reading from the Internship Reading List (See Appendix C). The student's faculty advisor may require additional readings.

Selected text(s): _____

7. Upon conclusion of the internship the student will make a formal presentation to students, faculty, museum staff, and representatives from the host institution about their experiences. This presentation should be approximately 20 minutes; PowerPoint

- presentations may be shown. If the student is unable to return to Waco, a presentation via Zoom, Teams, or Skype will be an acceptable alternative.
8. The student is encouraged to provide photographic documentation of the host institution, such as the appearance of public spaces, behind-the-scenes work areas, and of the specific projects on which the student was involved. The student is responsible for securing permission to use photographs of the host institution in their presentation and final report.
 9. Graduate students will submit their final report and a copy of their presentation to BearDocs, Baylor University's digital repository. Students will work with their faculty supervisor to identify what materials should be included.

VI. Start and End Dates for the Internship

Start Date	End Date
------------	----------

Course number	Credit Hours	Semester(s)
---------------	--------------	-------------

VII. Internship Job Description

VIII. Work Schedule

IX. Pay/Compensation

Host Institution Supervisor

Name _____

Address _____

Phone _____ Fax _____

E-mail _____

Signatures

Student Signature

Site Supervisor Signature

Faculty Signature

Appendix A

Department of Museum Studies, Baylor University Internship Guidelines for Graduate Students

Graduate students in Museum Studies are required to complete a capstone experience. The options available to the student will depend on their program.

- Graduate students in the traditional 36-hour master's program may opt to complete an internship for which they will earn 6 semester hours by registering for MST 5V97. Students are encouraged to complete their internship in the summer after their first or second year.
- Students enrolled in the joint B.A./M.A. program will complete an internship the summer before they begin their Plus One Year. To document their professional experience, students will register for MST 5096.

Professional Requirements for MST 5V97 and MST 5096

Students should work with the Museum Studies faculty to develop a list of possible sites at which they could intern. The student is responsible for submitting all information required by the host institution.

- The host institution must have one or more experienced professional staff members who can serve as a mentor as well as supervisor for the student.
- The Department of Museum Studies must review all internships taken for academic credit to ensure all internships meet departmental requirements.
- The student, the host institution, and the faculty supervisor must complete and sign the Museum Studies internship agreement prior to the start of the internship.
- The student and their host institution supervisor will complete an internship evaluation at the end of the internship. The evaluation includes:
 - An internship review form, which includes a self-evaluation, to be completed by the student.
 - A skill evaluation to be completed by the internship supervisor.
 - A final section of the document that allows for final comments from student and supervisor. This portion of the evaluation is completed after the student and supervisor have met to discuss the results of the internship.
- A copy of the evaluation, signed by the student and their host institution supervisor must be submitted to the faculty supervisor.

Academic Requirements for MST 5V97 and MST 5096

Students are expected to keep a journal and to submit mid-term and final reports according to a schedule set by their faculty supervisor.

- The **journal** should include not only the student's activities on a given day but also their observation of how best practices are applied (or sometimes cannot be applied) in the real world.
- The **mid-term** report should be between 250 and 500 words.
- The **final** report should be between 500 and 750 words.

Internship students are also expected to complete at least one reading from the Internship Reading List. The student's faculty advisor may require additional readings.

The reports should discuss how the internship did (or did not) allow the student to utilize knowledge and skills from their coursework and how the internship deepened their knowledge of the museum profession. The final report should describe and evaluate any specific projects on which the student worked, including what the student's role in the project was. The reports should also include an assessment of the required readings.

Students are encouraged to provide photographic documentation of the host institution, such as the appearance of public spaces, behind-the-scenes work areas, and of the specific projects on which the student was involved. Students should work with their internship supervisor to identify appropriate photographic documentation.

Depending on the distance of the internship from Waco, either a site visit by the Baylor supervisor or one or more telephone or video chat conversations can assure regular communication through the internship.

Upon conclusion of the internship the student will make a formal presentation to students, faculty, and museum staff about their experiences. Host institutions will also be invited to the presentation. This presentation should be approximately 20 minutes; PowerPoint presentations may be shown. If the student is unable to return to Waco or other conditions make an in-person presentation impossible, a presentation via Zoom, Teams, or Skype will be an acceptable alternative.

Grading Policy for MST 5V97 and MST 5096

Students will receive credit for their internship once all academic requirements are complete (i.e. journal, mid-term and final reports, and presentation). The grading policy for MST 5V97 and MST 5096 is CR or NC.

If it takes two semesters to complete the professional and academic internship requirements, the student may temporarily receive an "I" or "Incomplete" for the first semester. In this case, the faculty and the Graduate Program Director will work with Financial Aid to make sure the "I" does not affect the student's funding.

BearDocs

Graduate students will submit their final report and a copy of their presentation to BearDocs, Baylor University's digital repository. Students will work with their site supervisor and their faculty advisor to identify what materials should be included. Students will submit a signed Copyright Availability form indicating the approval of their supervisor and their advisor.

Appendix B

Internship Review Form

BAYLOR UNIVERSITY
DEPARTMENT OF MUSEUM STUDIES
INTERNSHIP REVIEW FORM

REPORT PERIOD: _____

INTERN NAME: _____

MUSEUM or SITE/ASSIGNED DEPARTMENT: _____

SUPERVISOR: _____

REVIEW FACTORS:

This Review Form is designed to enhance the productivity and skill development of interns from Baylor's Department of Museum Studies. The review will be based on guidelines that will weigh the success of the internship. This evaluation will be a collaborative effort between the intern and the museum professional who serves as supervisor. The evaluation is used to:

- **Provide an assessment of the intern's work at the internship Site**
- **Provide an assessment of the site's internship program**
- **Improve teamwork and communication for the internship program**
- **Develop the intern's potential as a future museum professional**

INSTRUCTIONS

1. The **intern** will complete the **INTERNSHIP EVALUATION** section and forward with any comments to the supervisor.
2. The **Supervisor** will complete the **SKILL EVALUATION** and add specific comments about performance.
3. The Supervisor and intern will discuss the **SUMMARY**.
4. The Intern is encouraged to add any additional comments.

I. INTERNSHIP EVALUATION (Completed by Intern)

A. Briefly summarize your achievements for your internship. What are the things that you are the most proud of?

B. Overall, are you satisfied with your efforts and achievements this summer? Do you feel you performed at, above, or below your level of ability? Did your internship meet your personal expectations and goals? Did it meet the goals discussed with your supervisor at the beginning of your internship?

C. What changes would you suggest be made to the internship program at your internship museum or site? What could your supervisor have done to make your internship more successful?

D. Please rank using the scale of 1 to 5, 5 being excellent/most acceptable and 1 being bad/unacceptable.

	Ranking	Comments:
The supervision I received was:		
I was given adequate training.		
My supervisor was available and accessible when I had questions/concerns.		
The work I performed was challenging and stimulating.		
I was treated on the same level as other employees.		
I had a good working relationship with my coworkers.		
There were ample opportunities for learning.		
An effort was made to make it a learning experience for me.		
Supervisor provided levels of responsibility consistent with my abilities.		

I was encouraged to make my own decisions rather than simply carry out decisions made by others.		
The quality of work supervision was good.		
My internship experience was enjoyable.		

II. SKILL EVALUATION (Completed by the Supervisor)

Please assess the intern's/part-timer's abilities using the scale of 1 to 5, 5 being excellent/most acceptable and 1 being bad/unacceptable.

	Ranking	Comments
Understands the Museum's mission and objectives		
Knowledge & understanding of job description and duties		
Adherence to the Museum's policies and procedures		
Ability to manage time effectively		
Demonstrates reliability by meeting deadlines		
Volume of work - extra hours, additional assignments		
Quality of work - creativity, thoroughness, & accuracy		
Practices good customer service skills		
Works effectively/cooperatively with others as a team		
Communicates decisions & documents action to supervisor		
Accepts constructive criticism		
Seeks new knowledge		

Shows enthusiasm about work		
Recognizes problems and formulates appropriate solutions		
Exhibits leadership by example		
Uses effective team building skills		
Employee's level of self-confidence		
Displays creativity and original ideas		

II. SUMMARY OF INTERNSHIP (INTERN AND SUPERVISOR DISCUSSION)

Rank the intern's overall performance: 1 2 3 4 5

Supervisor Comments:

Intern Comments:

Discussion highlights:

DATE ____/____/____ Intern Signature

DATE ____/____/____ Supervisor

Signature_____

Appendix C

Reading List for MST 5069 and MST 5V97

In consultation with your faculty advisor, choose one text from the following list. Your faculty advisor may require additional readings.

Baldwin, Joan H. and Anne W. Ackerson. *Women in the Museum: Lessons from the Workplace*. Routledge, 2017.

Catlin-Legutko, Cinnamon and Chris Taylor. *The Inclusive Museum Leader*. Rowman & Littlefield, 2021.

Falk, John. *The Value of Museums: Enhancing Societal Well-Being*. Rowman & Littlefield, 2021.

Korn, Randi. *Intentional Practice for Museums: A Guide for Maximizing Impact*. Rowman & Littlefield, 2018.

Mayes, Thompson M. *Why Old Places Matter: How Historic Places Affect Our Identity and Well-Being*. Rowman & Littlefield, 2018.

Miller, Steven. *Deaccessioning Today: Theory and Practice*. Rowman & Littlefield, 2018.

Murawski, Mike. *Museums as Agents of Change: A Guide to Becoming a Changemaker*. Rowman & Littlefield, 2021.

Sutton, Sarah. *Environmental Sustainability at Historic Sites and Museums*. Rowman & Littlefield, 2015.

Young, Tara. *So You Want to Work in a Museum?* American Alliance of Museums, 2019.

Department of Museum Studies, Baylor University
Professional Project Letter of Agreement

I. Purpose

All graduate students in Museum Studies are strongly encouraged to apply their formal education in a professional setting. The graduate professional project requires application of professional skills and is usually performed over the two semesters of the student's second year. The project may be completed at the Mayborn Museum Complex, at another museum, or at a related institution. In all cases, the project must be approved by Department of Museum Studies in advance. It is important that the project be of an appropriate scale, both as a substantial undertaking but also as one that be concluded in two semesters. The professional project allows students to engage in meaningful work under the mentorship of experienced and knowledgeable museum professionals. Your participation demonstrates your interest and commitment to this educational strategy and to the growth and development of students as future professionals. We look forward to collaborating with you in this work/learning endeavor.

II. Responsibilities

To help insure the interests and promote the benefits of the project program for all parties involved, the Department of Museum Studies has developed this letter of agreement. The following outlines the mutual responsibilities between our program and your organization:

Internship Site: _____
(hereafter identified as the Project Site)

III. Responsibilities of the Department of Museum Studies

The Department's responsibilities include, but are not limited to the following:

1. Provide faculty supervision during the project experience.
2. Provide such assistance as requested by the site to facilitate successful completion of the project.
3. Assist in the evaluation of the student's progress; in cooperation with the Site Project Supervisor, determine whether or not the student should receive a passing grade for the project experience.
4. Establish guidelines and standards for the professional project and provide these to the Project Site.
5. Serve as the central administrative arm for all aspects of the project and provide education and information to students, employers, and faculty.
6. Maintain site and project student files and confidentiality of any information designated, by the Project Site or student, as confidential.
7. Act as a general resource for the student and Project Site Coordinator helping to resolve problems as they arise.

8. Faculty Supervisor Name and Contact Information: _____

IV. Responsibilities of the Project Site

The site which accepts the student has responsibilities that include the following:

1. To provide appropriate on-site supervision of the student.
2. To provide, within the scope of the project, experiences of the depth and breadth expected and experienced by professionals employed by the site.
3. To arrange, in advance, with the Departmental Supervisor, the project description.
4. To provide an opportunity for the student to experience an over-all orientation to the site's purposes, services, philosophy, policies, and procedures.
5. Designate an employee to serve as the Host Institution Supervisor with responsibilities to help orient the student to the site and its culture, to assist in the development of learning objectives, to confer regularly with the student and the Departmental Supervisor, and to monitor the progress of the student.
6. To notify the Departmental Supervisor immediately (within the first two weeks if possible) in the event of any emergency or problems that potentially threaten the successful completion of the project.
7. To provide an evaluation of the student's performance at the completion of the project; to provide, as deemed necessary by the student's on-site supervisor, appropriate interim evaluation of the student's performance, particularly if there is any problem that potentially threatens the successful completion of the project.
8. Verify that the student has completed approximately 400 hours of work, as necessary to successfully complete the project.
9. Make available equipment, supplies, and space necessary for the student to perform his/her duties.
10. Provide a safe working environment.
11. Will not displace regular workers with students secured through the project program.
12. Notify the Departmental Supervisor of any changes in the student's work status, schedule, or performance.
13. Maintain a general liability, professional liability and worker's compensation insurance as required by law.
14. Separation: Should the Project Site become dissatisfied with the performance of a student, the site may request termination of the project arrangement. This should occur only after the Departmental Supervisor has been notified and a satisfactory resolution has not been achieved. Conversely, the Department of Museum Studies may request termination of the arrangement for any student not complying with the project guidelines set out by the department or if the Project Site does not uphold the responsibilities mentioned above, as long as the Host Institution Supervisor has been notified in advance and satisfactory resolution has not been achieved.

15. Discrimination. The Project Site shall not discriminate against any student on the basis of race, national origin, religion, sex, sexual orientation, marital status, or disability in the performance of its obligations under this Agreement.

V. Student's Responsibilities

The student's responsibilities include, but are not limited to the following:

1. The student is expected to become familiar with the Project Site's mission, purposes, goals, and objectives, as well as, the services it offers to members and/or the community, and its audience.
2. The student is expected to formulate his/her goals at the site in terms of specific skills and experiences.
3. The student is expected to establish a work schedule in conjunction with the Host Institution Supervisor, as necessary to complete on-site work for the project.
4. The student is expected to keep a journal documenting their work on the project.
5. The student intern is expected to submit a final report. The final report should be 10 to 12 pages in length. The report should discuss how the project did (or did not) allow the student to utilize knowledge and skills from their coursework and how the project deepened their knowledge of the museum profession. The final report should describe and evaluate the project on which the student worked.
6. The student is encouraged to provide photographic documentation of the host institution, including the appearance of public spaces, behind-the-scenes work areas, and of the specific project on which the student was involved.
7. The student is expected to make a public presentation of their project to the faculty and students of the Department of Museum Studies.

VI. Start and End Dates for the Project

Beginning Date

End Date

VII. Work Schedule (On-Site)

VIII. Project Description

Host Institution Supervisor

Name _____

Address

Phone _____ Fax _____

E-mail _____

Student Signature

Faculty Signature

Social Media Guidelines:

Mayborn Museum Complex

Our guidelines could be summarized in one sentence: “Be prudent and use common sense.” Remember everything you contribute online stays forever and that everything you do, often on a personal basis, reflects on the Mayborn Museum Complex as an organization.

Ask yourself, “Would this public expression impair my ability to work with my colleagues on a friendly basis? Would it give a leg up to our competition? Would it make my colleagues, partners or customers uncomfortable? Could it damage the reputation of the organization?”

While we encourage open communication both internally and externally in all forms, we expect and insist that such communication does not substantively demean our environment. This means that constructive criticism — both privately and publicly — is welcome, but harsh or continuous disparagement is frowned upon.

Externally communicating Mayborn Museum Complex Confidential information or other aspects of the organization information that is not intended for public consumption is ALWAYS forbidden.

In keeping with the goals of the museum, only those officially designated by the Mayborn Museum Complex have the authorization to speak on behalf of the museum.

However, the Mayborn Museum Complex believes in dialogue among employees and with our visitors, students, faculty, members of the many communities in which we participate and the general public.

We believe that our employees can both derive and provide important benefits from exchanges of perspective.

As an entity, the Mayborn Museum Complex trusts—and expects—employees to exercise personal responsibility whenever they participate in social media. This includes not violating the trust of those with whom they are engaging. Museum employees should not use these media for covert marketing or public relations without expressed prior consent of the Museum Director, Assistant Directors or of the direction of the Social Media Committee.

Specific Guidelines

Disclaimer Each digital media communication hub (Facebook, Twitter etc.) shall contain the following disclaimer: “Comments posted here are the personal opinions of the author and do not necessarily represent the views and opinions of

the Mayborn Museum Complex or Baylor University. Official communication from the Mayborn Museum Complex will be marked as such.”

Confidential information You may not disclose any sensitive, proprietary, confidential, or financial information about the organization. This includes revenues, profits, forecasts, and other financial information, any confidential information related to specific projects, productions, customers, partners, etc. Posts should not speculate on the Mayborn Museum’s future plans, results, or business prospects. Please never comment on anything related to legal matters, litigation, or any parties the Mayborn Museum Complex or Baylor University may be in litigation with. Never participate in Social Media when the topic being discussed may be considered a crisis situation. Even anonymous comments may be traced back to your or Baylor University’s IP address. Refer all Social Media activity around crisis topics to PR and/or Legal Affairs Director. Be smart about protecting yourself, your privacy, and the Mayborn Museum Complex’s confidential information. What you publish is widely accessible and will be around for a long time, so consider the content carefully. Google has a long memory.

Respectful Tone You may not post any material that is obscene, defamatory, profane, libelous, threatening, harassing, abusive, hateful or embarrassing to another person or any other person or entity. This includes, but is not limited to, comments regarding the Mayborn Museum Complex, our employees, partners and competitors. You may not personally attack fellow employees, faculty, customers, vendors, or students.

Copyrights and Trademarks Respect copyright and fair use laws. When citing the work of another person or organization, professional bloggers, like journalists, will use proper attribution as well as a link (if applicable). Trademarks such as logos, slogans and various digital content (art, music, photos, etc.) may require permission from the copyright owner. It is your responsibility to seek that permission if you intend to use any such trademarked content.

Personal Social media is about individual participation. You are personally responsible for anything you publish online. Posts should express individual opinions, and not take positions for the Mayborn Museum Complex. You may post about the organization, products and services, employees, partners and industry trends but also about your personal opinions and even the occasional non-work related topics. (Remember to have the disclaimer in a prominent location). Post meaningful, respectful comments — in other words, please, no spam and no remarks that are off-topic or offensive. Make sure your efforts to be transparent don't violate the Mayborn Museum or Baylor University's privacy, confidentiality, and legal guidelines for external commercial speech.

Authenticity Posts should be factual. You should always disclose your employment or association with the Mayborn Museum Complex. Never represent

yourself or the Mayborn Museum Complex in a false or misleading way. All statements must be true and not misleading; all claims must be substantiated. Stick to your area of expertise and do feel free to provide unique, individual perspectives on non-confidential activities at the Mayborn Museum Complex. Be the first to correct your own mistakes, and don't alter previous posts without indicating that you have done so.

Personality Keep in mind our voice and personality in regards to the museum's mission and the mission of these types of communication. We seek to engage visitors and build community through interesting and compelling content.

Venues Establish a presence on all social media outlooks regardless of intent to use. This allows the Mayborn Museum Complex to "reserve" the right for future use if we choose to do so. This also prevents un-authorized usage of the Mayborn Museum Complex's name on said venue. The standard name to use on all services will be: "The Mayborn Museum Complex". This must be consistent on every service. This guideline will be updated and maintained to facilitate usage as social media evolves.



Baylor University

The Graduate School Policy on Professional Conduct:

“In keeping with Baylor University’s commitment to mutual respect and personal integrity, the Graduate School expects that all students will conduct themselves in a manner befitting their professional identity. This includes personal conduct towards faculty, staff, peers, and colleagues both on and off campus. Failure to display professional conduct may result in disciplinary action, including dismissal from the graduate program.”

Students accused of violating this policy have a right to a fair hearing. In recognition that some acts of professional misconduct may also involve violations of Baylor’s Student Conduct Code, Department faculty or the Graduate School may also and simultaneously report concerns or allegations of a student’s behavior to Baylor’s Judicial Affairs office.

1. Reporting Unprofessional Conduct

If a faculty member believes that a student may have violated the Statement on Professional Conduct, the faculty member should consult with the Graduate Program Director (GPD) and Department Chair. If the GPD and Chair agree that the situation warrants investigation, the following steps should be taken.

- a. The Chair and GPD (or designees) shall meet with the student to discuss the situation. If the student acknowledges the problem and a resolution can be found, the GPD should describe the situation and resolution in writing, provide a copy of the document to the student and faculty member, and keep a copy in the student’s file.
- b. If the situation warrants more immediate action or a resolution cannot be found, the GPD should notify the *appropriate dean within the Academic Unit in writing** (see appended list for the appropriate dean in each Academic Unit). The notification should
 - I. Describe in detail the behavior in question, including any relevant written documentation or communications,
 - II. Explain why the behavior is unprofessional in the context of the particular discipline or program,
 - III. Describe in detail the steps taken thus far to resolve the issue,
 - IV. If necessary, explain why any resolution proposed by the student is inappropriate, and
 - V. State the Department’s recommendation for discipline or resolution.
- c. The Graduate School should be notified of the process by the GPD and/or notified dean.

2. Responding to Allegations of Unprofessional Conduct

When the Academic Unit receives notice from a Department that a student may have violated the Statement on Professional Conduct and the situation was not resolved in step 1.a, the following steps will be taken.

- a. The Academic Unit will notify the student of the allegations and will provide the student with a copy of the notification to the Academic Unit submitted by the GPD. The Academic Unit will also provide to the student a copy of this Procedure.
- b. The student will have an opportunity to respond to the Academic Unit in writing within three business days.
- c. Both the Academic Unit and/or the student may request a meeting at this point. However, if the student requests a meeting with the Academic Unit, it will not take place until after a written response from the student has been received by the Academic Unit.
- d. The Academic Unit will supply any written response submitted by the student to the Department, which may then respond in writing to that response within three business days.
- e. If the student chooses not to submit a written response to the Department allegations and/or if three business days following the notification of the student of the allegations have lapsed without the student submitting a written response to the Academic Unit, the Academic Unit may proceed with providing a written response to the Department based on the initial notification provided by the Department (as described in 1b).
- f. If, after receiving the student's reply and/or meeting with the student, and in consultation with the Graduate Program Director, all parties can agree on a resolution that allows the student to remain in the graduate program, the student and the Department will be notified of any terms and conditions imposed. Digital copies of all correspondence and documentation shall be kept in the student's file.
- g. If no such resolution can be found, or in the absence of a written response from the student, or if warranted by the circumstances, the Academic Unit may determine any disciplinary action, including the loss of financial support or dismissal from the program. The student shall be notified of the Academic Unit's decision in writing.
- h. The Graduate School should be notified of the resolution and/or disciplinary action instituted.

3. Appeal

The student may appeal a decision by the Academic Unit to the Provost's office. The student must make the appeal in writing within three business days of notification of the decision. The Provost (or designee) will review the documentation and either uphold the Academic Unit's decision or determine some alternate outcome. The decision of the Provost's office is final.