

# Master of Arts in Arts Management

## *Internship Guide*

*Fall 2009 – Summer 2010*

**George Mason University**  
College of Visual and Performing Arts  
Master of Arts in Arts Management  
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# Master of Arts in Arts Management

## Internships

### Internships -- why?

The Master of Arts in Arts Management Internship Program is designed to provide students with the overall professional knowledge, skills and judgment necessary to advance to various levels of management and leadership in visual and performing arts institutions. Internships are at the heart of the Arts Management curriculum. Six of the 36 required credits of the Program are in internships.

An internship is an apprenticeship. It is a structured and mentored learning experience that offers the student a chance to experiment while gaining valuable skills and insights that can only be learned on the job. More specific, internships are important to your future marketability because they provide valuable career-related work/learning experience and the opportunity to:

- test out, clarify and confirm your career goals
- put your education into practice
- develop skills that enhance your qualifications for future full-time professional employment
- make professional contacts in your field
- possibly gain an offer of full-time employment upon graduation.

### Requirements and Steps

Arts Management students are required to complete a total of six (6) internship credit hours –two (2) Internal Internship credits and four (4) External Internship credits. The External Internship may be completed all at once or in two (2) credit segments.

### Before the start of the Internship:

- Prior to registering an Internship, students are required to discuss the internship with the internship coordinator. Both the internship coordinator and the on-site supervisor need to approve the internship.
- After approval of the internship, the student is required to submit a completed and signed Learning Contract (LC, see pages 6-9) to the internship coordinator. Please fill out all sections of the LC and email to [dsmyers@gmu.edu](mailto:dsmyers@gmu.edu).
- Upon receipt of the completed and signed LC, the internship coordinator issues a signed Individualized Section form to the student. The student must submit this form to the registrar's office for registration. Be advised to submit all paperwork in accordance with university procedures and semester registration dates and deadlines.

### **During the internship:**

- Students keep a Log of Hours and Activities (use form on page 10). A minimum of six to eight hours per week for 14 weeks for an internal internship or two credits. A minimum of 12-16 hours per week for 14 weeks for an external internship or four credits. Time sheets must be completed weekly and signed by the on-site supervisor.
- Journal entries are to be compiled throughout the internship. Suggestions for journal entries can be found on page 11.

### **During the last few weeks of the semester's classes:**

In order to receive a grade upon completion of the internship the following documents must be submitted in a structured electronic format like Power Point prior to the last day of classes of the semester:

- Overview of internship including information on the organization
- Log of Hours and Activities (signed by on-site supervisor; see page 10)
- Compiled Journal Entries
- Site Supervisor Evaluation of intern (see pages 14-16) (Form separately submitted by supervisor)
- Student Evaluation of internship (see pages 12-13)
- Supporting materials documenting work done by the intern (press release, special events invitation, publicity flyer, etc...)

**IMPORTANT:** In addition, the student will make a presentation before an internship review panel. The presentation should consist of a power point presentation, a print out of the power point, any brochures about the arts organization, a 20 minute oral presentation and a 10 minute question and answer period. The presentation should demonstrate how the student's class time learning was implemented in their internship. This new requirement begins for all graduate students that are admitted to the Arts Management Program for Summer 2009.

## **Frequently Asked Questions**

### **How soon should I get started?**

Unless advised otherwise, students should begin planning their search for internships half way through the program. Students may not take the internal internship until they have acquired at least 12 credit hours of satisfactory coursework and may not enroll for the external internship until they have achieved at least 18 credit hours of satisfactory coursework, without the expressed permission of the internship coordinator.

### **How do I find an internship?**

Each student can choose from one of the pre-approved sites or may request obtaining an approval on a site of their selection. The student must understand that coordinating the approval of the new site may take time and may not allow the student to register for the experience in that particular semester. Nonetheless, arrangements can be made to have a newly approved site.

Initially your advisor will discuss your internship goals with you. Then the internship coordinator will be able to assist you in your search for an appropriate placement. The keys are to be creative and to plan ahead. While internships are available in almost any type of organization, many of them are structured, competitive programs, requiring a formal application process. Information about internship possibilities can be found on the Arts Management website, in the Weekly Announcements and at the Arts Management office.

### **Can internships be substituted for students with work experience?**

Students who have more than two years of prior related work experience may be eligible for a course substitution for the internal internship. Students who are currently employed in a managerial role in an arts organization may also be eligible for a course substitution.

### **Can the Internal and External Internship be completed during the same term?**

Unless otherwise advised, students should complete their Internships in the order and time frame as suggested under the question *How soon should I get started?* Consult with the internship coordinator.

### **How do I enroll in an internship?**

To enroll in an internship for academic credit through the Arts Management Program, you must have the approval of the internship coordinator. Your application for an internship will be assessed individually to determine how the placement fits into your academic and career goals. You may register for an internship during Fall, Spring, or Summer terms. (Also see page 2.) Students are supposed to register for an internship during the semester the internship will be completed. A student doing an internship during the summer that won't finish until September can register for the internship in the fall. The registrar does not allow students to register for an internship after they have totally completed the internship (complete in August and register for fall). At the beginning of each semester the internship coordinator will conduct a brief meeting for all interns.

### **Any other tips?**

- Start by analyzing your skills and interests, academic and career goals. Draft your resume and ask friends and family or your advisor to critique it for you. You can also bring your resume to Career Services for assistance.
- Think about what kind of experiences you want. What kinds of organizations sound intriguing? What are your constraints - how many hours? When can you

begin and end? Any geographical limitations? Do you want a paid or unpaid internship?

- Gather information. Be especially alert for the serendipitous opportunities that come your way.
- Narrow your search to a manageable number of organizations, and rank them according to some criteria (e.g., your favorite organization, ideal locations, stipend available, etc.). Try to get complete information on what each organization does, whether or not they have a formal internship program, and any application requirements.
- Develop a plan for contacting each agency, either by phone or letter. Review your resume to be sure it "speaks" to the agency or the internship requirements.
- Follow-up!! Remember that you have something valuable to offer.

### **How many hours do I have to work at the internship site?**

The internal internship is equivalent to two (2) credits. Students are required to work between 6-8 hours per week over the 14 week semester or a minimum of 84 hours in varied configurations. If you are taking the external internship for four (4) credits, you are required to work between 12-16 hours per week over the 14 week semester or a minimum of 168 hours in varied configurations. If you are taking the external internship in increments of two credits, follow the guidelines above. Undergraduate internships require 50 hours per credit earned.

### **How will I be graded?**

You will be assessed on the progress you make toward your learning objectives. Multiple methods will be used to assess your performance, including your journal entries, time sheets, a formal, written evaluation from your on-site supervisor, and your electronic document in Power Point type format. For graduate students entering the Arts Management Program beginning in Summer 2009, grading will also include a 20 minute oral presentation, and a 10 minute question and answer period. The presentation should demonstrate how the student's class time learning was implemented in their internship.

### **What do I do if I have a problem during my internship?**

Complaints or issues regarding your internship experience, or concerns about the program should be directed to your internship coordinator. Should the internship be dissolved or any issues accrue, contact your internship coordinator as soon as possible.

### ***Getting the Most Out of Your Internship***

*Getting the most out of your internship involves making some effort to explore how the information you have learned can be applied in real world settings, and taking initiative in making your internship a good learning experience. Plan ahead in taking your internship. Start lining it up and completing all the required paperwork early. Try and get some background on the organization. Begin the internship with an understanding of what the organization does. Consider this internship a job. Make a habit of being punctual. Be careful of taking on too many tasks. Attitude is an important aspect of enjoying a successful internship. Interns may not always get to do the jobs they would rather be doing. Moreover, a helpful attitude will enhance your internship experience.*

# Internship Contract

George Mason University  
College of Visual and Performing Arts  
Master of Arts in Arts Management

4260 Chain Bridge Road, A1, MS 1C8, Fairfax, VA 22030  
Contact: Debra Smyers, Internship Coordinator  
Cell Phone: 703-609-5469  
Fax: 703-246-8995  
Email: dsmyers@gmu.edu  
Web: artsmanagement.gmu.edu

## Intern Contact Information

Name: \_\_\_\_\_ Student ID#: \_\_\_\_\_

E-mail: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

## Site Contact Information

Internship Site: \_\_\_\_\_

Address: \_\_\_\_\_

Site Supervisor: \_\_\_\_\_

Site Supervisor E-mail: \_\_\_\_\_

Supervisor Phone: \_\_\_\_\_

## **Arts Management Internship Coordinator Contact Information**

Prof. Debra H. Smyers, Master of Arts in Arts Management, 4260 Chain Bridge Road, MS 1C8, Fairfax, VA 22030. Cell phone: 703-609-5469. Fax: 703-246-8995. Email: dsmyers@gmu.edu.

## **Work Commitment**

*Each 740/790 credit requires a minimum of 42 hours of work (for each credit) at the site. Work should be completed within a single term unless prior arrangements have been made with the internship coordinator. Any arts management internship for undergraduates requires a minimum of 50 hours of work (for each credit.)*

Course Registration: MAM or AMGT \_\_\_\_\_ (Internal 740; External 790, Field Experience 489)

Start date: \_\_\_\_\_ End date: \_\_\_\_\_ Semester: \_\_\_\_\_ Year: \_\_\_\_\_

Student will work \_\_\_\_\_ hours per week ( \_\_\_\_\_ total hours) and receive \_\_\_\_\_ credits

Initial work schedule (enter start and stop times for each day):

Monday	_____	to	_____	Friday	_____	to	_____
Tuesday	_____	to	_____	Saturday	_____	to	_____
Wednesday	_____	to	_____	Sunday	_____	to	_____
Thursday	_____	to	_____				

Vacation days allowed by site \_\_\_\_\_

### **Internship Position Description**

*Indicate the experiences available to you at the site and the responsibilities you will have. This description should be written in consultation with your on-site supervisor.*

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### **Student responsibilities:**

1. Complete tasks assigned by your site supervisor and internship coordinator.
2. Treat this internship as a professional work experience requiring regular attendance and high quality work.
3. Learn and follow the ethical principles and the policies of your internship site.
4. Provide for all personal expenses connected with the internship, including transportation to and from work, housing, personal needs, GMU tuition, and insurance (unless alternate arrangements are made in writing with the internship site).
5. Inform the Internship Coordinator of problems or significant changes in the nature of the work.

### **Internship Coordinator Responsibilities:**

1. Serve as liaison between students and Site Supervisors.
2. Provide feedback on written assignments.
3. Assign final grades.

**Site Supervisor Responsibilities:**

1. Clearly explain expectations and organization policies, and provide the training normally given to new employees with similar responsibilities.
2. Provide sufficient, curriculum-related work to fulfill the agreed number of internship hours. This work should include exposure to management, or other hands-on, professional experiences. Interns should spend no more than 20% of their time in clerical activities.
3. Meet with students weekly to provide supervision and feedback.
4. Confer with the Arts Management Program Internship Coordinator if questions or problems arise, and inform the internship coordinator immediately if it becomes necessary to substantially revise internship objectives or terminate an intern.
5. Complete the Internship Evaluation Form at the end of the term.

**Evaluation (Items upon which your grade will be based):**

The Arts Management 740/790 grade (A-F) will be based on the student’s progress made toward learning objectives, the site supervisor’s evaluation, quality of written assignments, and final presentation of all required documentation for the internship.

**Termination**

Internship site supervisors are free to terminate students who fail to fulfill their responsibilities at any time. If this occurs, students will be required to meet with the GMU CVPA Arts Management Internship Coordinator immediately. Students will be given an opportunity to find an alternate internship site unless the reason for termination involved ethical or legal infractions, in which case students will be asked to withdraw from the course, with credit provided for the number of internship hours completed.

If an internship site fails to provide the opportunities detailed in this contract, and the student is unable to resolve the issue with their on-site supervisor, the next step will be a meeting between the student intern, on-site supervisor, and the arts management internship coordinator. If an appropriate internship experience cannot be provided, the internship agreement will be terminated, and the student will have the opportunity to find an alternate internship site.

**Signatures acknowledge that the internship guide has been read in its entirety and the learning contract has been agreed upon by all parties.**

**Student Name:** \_\_\_\_\_

**Student Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Site Supervisor Name:** \_\_\_\_\_

**Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Arts Mgmt Internship Coordinator:** \_\_\_\_\_

**Arts Mgmt Internship Coordinator Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## **Learning Contract**

### **Goal Statement/Learning Objectives**

After a final discussion with your internship coordinator, complete this section to clarify what you expect to learn during your internship. Attach a separate sheet, labeled Section III to the end of this agreement if you need more space.

#### **Goal Statement/Learning Objectives**

Consider how this internship will incorporate knowledge gained from courses taken, advance/build on past work experiences and/or create new learning opportunities.

# Log of Hours and Activities

Make as many copies as needed

**Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Course:** \_\_\_\_\_ **Week ending:** \_\_\_\_\_

Date	Start Time	End Time	Activities	Total Hrs.
<b>WEEKLY TOTALS:</b>				

(compile time sheets and submit for final grade)

Intern Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Site Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Journal Entry Guidelines

You are required to keep a journal during the internship. The journal is submitted to the Internship Coordinator at the completion of the internship. Journal entries help you reflect on your internship experiences and its relevance to your goals/objectives.

## Format

Approximately one page length (double-spaced) entries bi-weekly.

## Content

Entries are not meant to be routine recitations of facts. Rather, they should represent your thoughts about the experience, what you are learning and questions yet to be resolved. Suggested formats, topics and/or questions one may discuss:

- What are you doing? How does it fit with what you expected? What kind of orientation to the site and co-workers do you have? Do you have a sense of the “big picture” yet for your organization? Do you have regular meetings with your supervisor (contact, feedback, etc.)?
- Interview co-workers, managers and perhaps people in other departments about their background (professional or other preparation for their jobs); how they came to work there; rewards or frustrations; advice to you about getting in the field.
- Skills needed to be successful at this job (as intern and also as a career)? What are you discovering about yourself? Surprises?
- Connections with courses and other previous learning? (specific examples)
- Progress on your academic project? How does work on your project illuminate aspects of your work at the site (or vice versa)?
- Value of internship for you concerning the remainder of course work and/or relative to postgraduate plans?
- Challenges, worries, frustrations, etc.
- How the student’s class time is implemented in the internship.
- How the internship gives a better understanding of the class work.
- What impact the internship has on the student’s future management style.

# Evaluation of Internship by Intern

Name \_\_\_\_\_ Semester/Year \_\_\_\_\_

Internship Site \_\_\_\_\_

Site Supervisor \_\_\_\_\_

Please complete the following evaluation. Your answers in Part I will be copied and placed in the site file which may be reviewed by prospective interns.

## Part I *Internship Site*

1. Do you feel you were given appropriate on-site supervision throughout the semester? 5=well above average 4=above average 3=average 2=below average 1=well below average \_\_\_\_\_.
2. What was the nature of your contact with your supervisor? 5=well above average 4=above average 3=average 2=below average 1=well below average \_\_\_\_\_.
3. Were you given appropriate assistance when necessary? 5=well above average 4=above average 3=average 2=below average 1=well below average \_\_\_\_\_.
4. Overall, how would you rate your internship experience? 5=well above average 4=above average 3=average 2=below average 1=well below average \_\_\_\_\_.
5. Did your internship help you with defining your future career goals? 5=well above average 4=above average 3=average 2=below average 1=well below average \_\_\_\_\_.
6. How could the internship experience have been improved?

Comments:

## Evaluation of Intern by Site Supervisor – Instruction Sheet

Please use the following form to provide feedback to your intern regarding his or her job performance at the close of the semester. This final evaluation will be considered when giving the student a grade for this internship. The evaluation is divided into four areas:

- 1) intern work assignment as described in the Internship Learning Contract
- 2) general performance
- 3) student's strengths and areas to improve
- 4) overall comments

Please email the completed evaluation to Professor Debra H. Smyers: [dsmyers@gmu.edu](mailto:dsmyers@gmu.edu). If preferred, the evaluation may be faxed or mailed to:

**Professor Debra H. Smyers**  
**Master of Arts in Arts Management**  
**College of Visual and Performing Arts**  
**George Mason University**  
**4260 Chain Bridge Road, MS 1C8**  
**Fairfax, VA 22030**  
**Fax: 703-246-8995**

If you have any questions about the evaluation process, please contact Professor Smyers at:

**703-609-5469 (cell)**  
**[dsmyers@gmu.edu](mailto:dsmyers@gmu.edu)**

Your input is vital to the student's internship experience. Thank you for taking the time to provide this important feedback.

# Evaluation of Intern by Site Supervisor

Student's Name \_\_\_\_\_ Internship Semester/ Year \_\_\_\_\_

Internship Site \_\_\_\_\_

Site Supervisor \_\_\_\_\_

Site Supervisor Phone Number \_\_\_\_\_ E-mail \_\_\_\_\_

## 1. Intern Work Assignment

Please evaluate the intern on his or her performance on assigned work project as described in the contract using the following scale: 5=well above average 4=above average 3=average 2=below average 1=well below average

\_\_\_\_\_

If the intern did not complete the work listed, please provide an explanation.

Comments regarding completed work (add page if needed):

## 2. General Performance

Please use the following scale and provide comments as appropriate. 5=well above average 4=above average 3=average 2=below average 1=well below average

Dependability: \_\_\_\_\_

Ability to work with others: \_\_\_\_\_

Initiative in accomplishing tasks: \_\_\_\_\_

Ability to meet deadlines: \_\_\_\_\_

Ability to work independently: \_\_\_\_\_

Ability to use constructive feedback: \_\_\_\_\_

Quality of work completed: \_\_\_\_\_

Openness to new ideas and responsibilities: \_\_\_\_\_

(Continued)

## Evaluation of Intern by Site Supervisor (continued)

### 3. Strengths and Weaknesses

Please identify what you observed as the student's strengths in performing his or her internship duties.

Weaknesses and areas that might be improved:

Based on the above three areas, circle the grade you would assign the student for his or her job performance to date: A+ A A- B+ B B- C F

Final Grade: \_\_\_\_\_

### 4. Comments

Thank you for taking the time to complete this evaluation. Please comment on ways we can make this a more positive experience for both your organization and the intern.

Signature \_\_\_\_\_ Title \_\_\_\_\_

Date \_\_\_\_\_

\_\_\_\_\_ Check if you would like the internship coordinator to call you to discuss the student's evaluation

\_\_\_\_\_ Check if you would like to continue using GMU Master of Arts in Arts Management Interns