



Arts Management

2012 Internship Guide ***M.A. in Arts Management***

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Master of Arts in Arts Management

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 future 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. A student with 2,000 or more hours of work *in arts management* may opt to take two additional elective credits in lieu of the Internal Internship.

STEP 1: The student should send a resume to the Assistant Director by email. A brief description of the student's internship goals as to possible venues, departments, and disciplines of the arts should be included in the email. The student should state how many hours of coursework have been completed in the arts management program to date.

STEP 2: The Assistant Director and student identify organizations and internships that meet the student's career and learning goals. The student applies for internships.

STEP 3: Upon acceptance of an internship, the student is required to complete a Learning Contract (pages 7-10) signed by the student and site supervisor.

STEP 4: Upon receipt of the completed and signed Learning Contract, the Assistant Director issues approval for the registration of the internship in PatriotWeb.

During the Internship:

- Students keep a **Log of Hours and Activities** (use form on page 11). 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 12. The Assistant Director may ask for journal entries to-date at any time during the course of the internship.
- Any problems should be reported to the Assistant Director immediately.
- If the student feels that they are not being challenged enough in the internship then they are to notify the Assistant Director immediately. A great deal of time and effort has been invested, up to this point, and we want to do whatever is possible to re-invigorate the existing internship or to conclude it so that the intern/graduate student can maximize this experience.

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

In order to receive a grade upon completion of the internship, a portfolio which includes the documents listed below, **must be submitted prior to the last day of classes of the semester**. These documents must be submitted in a structured electronic format such as PowerPoint, or one PDF document, or as a hard copy in a 3-ring binder. Electronic submissions are highly encouraged but not required. It is suggested that electronic files be saved onto a disc. Emailing extremely large files should be avoided.

- Overview of internship including information on the organization
- Log of Hours and Activities (signed by on-site supervisor; see page 11)
- Compiled Journal Entries
- Site Supervisor Evaluation of intern (see pages 14-16) (Form submitted separately by supervisor)
- Student Evaluation of internship (see page 13)
- Supporting materials documenting work done by the intern (press release, special events invitation, publicity flyer, etc...)
- Work should be professionally presented showcasing the internship

If internship hours are not completed, a temporary grade of IN will be submitted.

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 **9 credit hours of satisfactory coursework** and may not enroll

for the external internship until they have achieved at least **15 credit hours of satisfactory coursework**, without the expressed permission of the Assistant Director.

What is an Internal Internship (740)?

An Internal Internship is done within a department, school, or affiliated organization on the George Mason campus. Possibilities include: Center for the Arts, Hylton Performing Arts Center, Theatre for the First Amendment, Potomac Arts Academy, Asian American Music Society, School of Music, School of Art, School of Dance, Theatre Department, CVPA Development Department, CVPA Marketing and Communications Department. Additional Internal Internship possibilities are listed here: <http://artsmanagement.gmu.edu/content/intinternships.htm>

What is an External Internship (790)?

An External Internship is done with an outside arts organization. The DC metro area affords many internship opportunities. Students can also do an external internship outside of the DC area and abroad. There are no geographic limitations. External Internship Organization Possibilities are listed (but not limited to) here: <http://artsmanagement.gmu.edu/content/extinternships.htm>

Can internships be substituted for students with work experience?

A student with 2,000 or more hours of work *in arts management* may opt to take two additional elective credits in lieu of the Internal Internship. Your resume must prove that you meet this requirement. Eligibility for this option must be approved by the Assistant Director.

Can current or past work count toward internship credit?

No. Your current or past paid part- or full-time job cannot be counted toward internship hours or credits.

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?*

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 Assistant Director 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.

Where can I find internship sites?

Information about internship possibilities and pre-approved sites can be found on the Arts Management website, in the Weekly Announcements and at the Arts Management office. Pre-approved sites are arts organizations that we have worked with in the past. This does not mean guaranteed placement. Students are welcome to explore the portfolios of students' past completed internships in the office. All confidential information has been removed from these portfolios. You may also explore the DC metro area internship site profile binder in the lobby of the Arts Management offices. All new internship announcements are posted here:
<http://artsmanagement.gmu.edu/category/internship-opportunities/>

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 Assistant Director. Your request 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 takes place. A student doing an internship during the summer that won't finish until September can register for the internship in the summer or fall. The University does not allow students to register for an internship after they have totally completed the internship (for example: internship is completed in August and student wishes to register it for the fall semester).

How do I register for 740 (2 credits internal) or 790-01(2 credits external) or 790-02 (4 credits external)?

You will only receive approval to register for an internship course if you have been offered and accepted an internship. You must complete the learning contract and submit to Professor Springer. You will then be given permission to register for the course in PatriotWeb.

What other tips can help me select an internship?

- 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 (external only) 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 each agency internship site. Review your resume to be sure it "speaks" to the agency or the internship requirements.

What do organizations require when you apply for an internship?

Typically organizations require a cover letter, current resume, recommendations letter(s), and academic transcript. These materials should be prepared ahead of time.

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

- **Graduate internships** require a minimum of 42 hours per credit earned.
- **Graduate Internal Internship:** 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.
- **Graduate External Internship:** Equivalent to four (4) credits. Students 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. Some internships will require a longer period of time to complete with less hours per week for some venues, particularly for students who have full-time jobs. Please note that these are the minimum hour requirements. Your site may require you to work more hours than the university requirements.

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 the professionalism and content of your portfolio in electronic document, PowerPoint type format, or 3-ring binder.

When is my portfolio due?

Your portfolio is due one week after your last day at your internship site or by the last day of classes, whichever comes first. The deadline will be earlier for students who are graduating during the semester in which they are completing an internship. Please check for email updates from Professor Springer.

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 the Assistant Director. Should the internship be dissolved or any issues accrue, contact the Assistant Director as soon as possible.

Getting the Most Out of Your Internship

Getting the most 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

Intern Contact Information

Name: _____

Mason E-mail: _____

Address: _____

Phone Number: _____

Site Contact Information

Internship Site: _____

Address: _____

Site Supervisor: _____

Site Supervisor E-mail: _____

Supervisor Phone: _____

Student: Please email, fax, or mail the completed contract to:

Email: nspringe@gmu.edu

Fax: (703) 993-9829

Mailing Address:

Prof. Nicole Springer
Arts Management Program
George Mason University
3330 N. Washington Blvd. MS 1C8
Arlington, VA 22201

Registration for internship course will not be permitted until this contract (pages 7-10) is received.

Goal Statement/Learning Objectives

Complete this section to clarify what you expect to learn during your internship. Consider how this internship will incorporate knowledge gained from courses taken, advance/build on past work experiences and/or create new learning opportunities.

Student responsibilities:

1. Complete tasks assigned by your site supervisor and Assistant Director.
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 Assistant Director of problems or significant changes in the nature of the work.

Assistant Director of Professional Development 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 Assistant Director if questions or problems arise, and inform her 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 Assistant Director 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 Assistant Director. 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 Assistant Director: ___Prof. Nicole Springer_____

Arts Mgmt Assistant Director Signature: _____ **Date:** _____

Log of Hours and Activities

Make as many copies as needed

Name:

Title:

Course:

Week ending:

Date	Start Time	End Time	Activities	Total Hrs.
WEEKLY TOTALS:				

Intern Signature:

Date:

Site Supervisor Signature:

Date:

<p>TOTAL HOURS = Upon completion of internship</p>

Journal Entry Guidelines

You are required to keep a journal during the internship. The journal is submitted to the Assistant Director at the completion of the internship. Journal entries help you reflect on your internship experiences and its relevance to your goals/objectives. *The Assistant Director may ask for journal entries to-date at any time during the course of the internship.*

Format

Minimum one-half page length (double-spaced) entries every week.

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 arts management course work 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 may be copied and placed in the site file which may be reviewed by prospective interns.

Part I *Internship Site*

Rate each question with the following scale:

5=well above average 4=above average 3=average 2=below average 1=well below average

1. **Do you feel you were given appropriate on-site supervision throughout the semester?**

2. **What was the nature of your contact with your supervisor?**

3. **Were you given appropriate assistance when necessary?**

4. **Overall, how would you rate your internship experience?**

5. **Did your internship help you with defining your future career goals?**

Part II

How could the internship experience have been improved?

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, fax, or mail the completed evaluation directly to:

Email: nspringe@gmu.edu

Fax: (703) 993-9829

Mailing Address:

Prof. Nicole Springer
Arts Management Program
George Mason University
3330 N. Washington Blvd. MS 1C8
Arlington, VA 22201

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

NOTE: Please send your completed evaluation directly to the Assistant Director. Do not give to the student to pass on.

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.
Please send this evaluation directly to the Assistant Director.

Signature _____ Title _____

Date _____

_____ Check if you would like the Assistant Director, Arts Management 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