



Arts Management

Internship Guide *M.A. in Arts Management*

*****For Students Matriculating Fall 2015 or After.*****

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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 organizations. Internships are at the heart of the Arts Management curriculum. One 3-credit internship (AMGT 742) is required. Students may also complete a second 3-credit (AMGT 792) internship for elective credit.

An internship 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 specifically, 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 employment offer upon graduation.

Requirements and Steps

Arts Management graduate students must complete a minimum of **126 hours of work for the required 3 credit internship**. Students may choose to complete a second internship for 3 credits, which count as elective credits. *****Please be sure your matriculation date (catalog year) is Fall 2015 or after.*****

STEP 1: Email the Internship Coordinator with your resume, a brief description of your career goals, interest areas, and possible sites. Please state how many hours of coursework you have completed in the Program to date.

STEP 2: Meet with the Internship Coordinator to identify organizations and internships that align with your career and learning goals. You finalize your resume and cover letter with assistance from the Internship Coordinator as needed.

STEP 3: Apply directly to internship openings. Upon acceptance of an internship, you are required to complete a Learning Contract (pages 7 -13).

STEP 4: Upon receipt of the completed and signed Learning Contract, the Internship Coordinator issues a registration override for the internship course. You must then login to your PatriotWeb account and register for the appropriate internship course.

During the Internship:

- Students keep a **Log of Hours and Activities** (use form on page 14). Your schedule can be configured in any way. Logs must be completed weekly and signed by the on-site supervisor.
- **Journal Entries** are to be compiled throughout the internship. Please see page 15 for journal entry guidelines.
- The Internship Coordinator may ask for Log of Hours and Activities and Journal Entries at any point during the course of the internship.
- Any problems should be reported to the Internship Coordinator immediately.
- If the student feels that he or she is not being challenged enough in the internship then they are to notify their site supervisor and the Internship Coordinator 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** must be submitted **one week after the last day of your internship or by the last day of classes, whichever comes first**. These documents must be submitted in a structured electronic format such as PowerPoint or one PDF document. Your portfolio must be professionally presented and include the following:

- Overview of internship including information on the organization
- Compiled Log of Hours and Activities (See page 14; signed by on-site supervisor)
- Compiled Journal Entries (See page 15; combined into one document)
- Student Evaluation of Internship (See page 16)
- Supporting materials documenting work completed (press release, special events invitation, flyers, mailings, grant application, database, etc.)
- Site Supervisor Evaluation of Intern (See pages 17-19; Form submitted separately by supervisor)

If internship hours are not completed due to an emergency or issue with an internship site, a temporary grade of IN may be requested and approved by the Internship Coordinator. Students who are completing an internship in the same semester in which they are graduating must receive a grade (an IN is not permitted).

Frequently Asked Questions

How soon should I get started?

Unless advised otherwise, students should begin planning their search for internships in their second semester. Students may not complete/enroll for an internship for credit until they have acquired at least **9 credit hours of satisfactory coursework**, without the expressed permission of the Internship Coordinator.

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

A 3-credit graduate internship requires a **minimum of 126 hours of work**. Some internships will require a longer period of time to complete with fewer 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 beyond the university requirements.

How do I find an internship?

Initially your advisor will discuss which semester may be appropriate to complete an internship based on your course schedule. Then the Internship Coordinator will be able to assist you in your search for internship openings. Plan ahead! While internships are available in almost any type of organization, some of them are structured, competitive programs, requiring a formal application process. The student must understand that coordinating the approval of a new site may take time and may not allow the student to register for the experience in that particular semester.

Where can I find internship sites?

Information about internship possibilities can be found on the Arts Management website, in the Weekly Announcements, on arts job posting websites, and individual organization websites. All new internship announcements are posted here:

<http://artsmanagement.gmu.edu/category/internship-opportunities/>

Are there on campus internship opportunities?

An on campus internship may be completed within a department, school, or affiliated organization on a George Mason campus. Possibilities include: Center for the Arts, Hylton Performing Arts Center, Potomac Arts Academy, Asian American Music Society, School of Music, School of Art, School of Dance, School of Theater, Game Design Program, CVPA Development Department, CVPA Marketing and Communications Department, and CVPA Finance Department. A listing of internships can be found here:

<http://artsmanagement.gmu.edu/category/internship-opportunities/>

Am I limited geographically where I can complete an internship?

Students may complete an internship outside of the DC area and abroad. The DC metro area affords many internship opportunities. **Students cannot complete an internship for academic credit in the state of Maryland (see below)**. External Internship organization possibilities are listed (but not limited to) here:

<http://artsmanagement.gmu.edu/category/internship-opportunities/>

Why can't I do an internship in Maryland?

Upon the advice of the Office of University Counsel, with the conclusion of the Spring 2014 semester, George Mason University cannot grant credit for internships or practica conducted in Maryland. This directive follows recent changes in the application of State of Maryland regulations. No exceptions.

Can internships be substituted for students with work experience?

All students, regardless of work experience, must complete a 3-credit internship (AMGT 742).

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 I do an internship in my first semester in the Program?

No. Students may not complete an internship for academic credit in their first semester. Students may not complete/enroll for an internship for credit until they have acquired at least **9 credit hours of satisfactory coursework**.

What are the typical internship application requirements?

Organizations typically require a cover letter, current resume, recommendation letter(s), and academic transcript. These materials should be prepared ahead of time.

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 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 in the Fall, Spring, or Summer terms. Students need to register for an internship during the semester the internship takes place. A student doing an internship during the summer who won't finish until September or October, for example, can register for the internship in the fall.

How do I register for AMGT 742 (3 credits) or AMGT 792 (3 credits)?

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 the Internship Coordinator, who will give you permission to register for the course in PatriotWeb. Your Learning Contract must be submitted prior to the first day of your internship.

What are other tips that 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 (<http://careers.gmu.edu>)
- Think about what kind of experiences you want. What kinds of organizations sound intriguing? What are your schedule constraints - how many hours? When can you begin and end? Any geographical limitations?

- 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 it has a formal internship program, and any application requirements.
- Develop a plan for each organization internship site. Review your resume and cover letter to be sure it is tailored to the internship position opening.

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, logs, a formal written evaluation from your on-site supervisor, and the professionalism and content of your portfolio. The Internship Coordinator will routinely check in with you and your site supervisor throughout the course of your internship.

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 may be earlier for students who are graduating during the semester in which they are completing an internship. Please check for email updates from the Internship Coordinator containing important information regarding deadlines and other requirements. ***You must submit your portfolio by the last day of classes in the semester in which you are registered even if your internship extends past this date.***

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

Complaints or issues regarding your internship experience, work environment, or site supervisor should be brought to the attention of the Internship Coordinator immediately.

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. Begin the internship with an understanding of what the organization does. Consider this internship a job. Make a habit of being punctual. Attitude is an important aspect of enjoying a successful internship. Interns may not always get to do the jobs they would rather be doing. Remember that you are a reflection of the Arts Management Program and George Mason University.

Experiential Learning Contract

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

THIS EXPERIENTIAL LEARNING AGREEMENT ("Agreement"), dated this _____ day of _____, 20__ (the "Effective Date"), is made by and among

_____ ("Student"),

_____ ("Site"),

and George Mason University ("University") (together, the "Parties"). The purpose of this Agreement is to place Student in a work assignment with the Site, as part of an experiential course of study, offered by the University for academic credit.

Intern Contact Information

Name: _____

Mason E-mail: _____

Address: _____

Phone Number: _____

Site Contact Information

Internship Site: _____

Address: _____

Site Supervisor and Title: _____

Site Supervisor E-mail: _____

Supervisor Phone: _____

Student: Please email or mail the completed contract to the Internship Coordinator.

Email: jrosenf2@gmu.edu

Mailing Address:

Internship Coordinator.
Arts Management Program
George Mason University
3434 N. Washington Blvd. MS 1C8
Arlington, VA 22201

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 the 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. Routinely check in with student and Site Supervisor.
3. Provide feedback on written assignments.
4. 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 Internship Coordinator 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 and send directly to the Internship Coordinator.

EXPERIENTIAL LEARNING AGREEMENT GENERAL TERMS AND CONDITIONS

1. **Termination.** The Site or the University may terminate this Agreement at any time without cause, provided that any student currently engaged in the Program at Site shall be given the opportunity to complete the Program, unless the release is related to poor performance.
2. **Definitions.**
 - a. "Site Supervisor" means a Site employee, member, or volunteer, who is responsible for monitoring and supervising the Student throughout the Program.
 - b. "Program" means the structured learning experience at Site, in which Student performs work under the supervision of the Site Supervisor.
 - c. "Faculty Supervisor" means a GMU faculty member who places and monitors the Student in the Program.
3. **Site Responsibilities.**
 - a. *Site Supervisor.* Site shall provide Student with a Site Supervisor. The Site Supervisor shall monitor and supervise the Student throughout the Program.
 - b. *Insurance.* Site shall maintain in force during the Term, general and professional liability insurance, insuring itself and its agents and employees for their acts, failures to act or negligence, in an amount not less than \$1,000,000 for each occurrence and \$2,000,000 aggregate. Site agrees to advise the University of any changes in this insurance coverage. Site will provide University a Certificate of Insurance ten (10) days prior to the start of performance of this agreement. Continued evidence of insurance shall be provided upon replacement of coverage and at least 15 days prior to each renewal until no longer required by this agreement.
 - c. *Compliance with Laws.* The Site shall at all times remain in compliance with all Federal and State laws and regulations, which may affect the Program.
 - d. *Orientation.* Site shall orient both Faculty Supervisor and Student to the rules, policies, regulations and procedures of the Site.
 - e. *Performance Evaluation.* Upon request, Site shall assist the University in the evaluation of the learning and performance of participating Student.
 - f. *Disclosure of Known Risks.* The Site shall disclose to Student known risks associated with Student's participation in the Program.
4. **University Responsibilities.**
 - a. University agrees to assign to Site only those students who shall have successfully completed any necessary prerequisite courses.
 - b. University will assign Faculty Supervisor to Student, to monitor the Student throughout the Program.
 - c. The University is responsible to Student for academic supervision and grading.
5. **Student Responsibilities**
 - a. *Registration.* Student must register and pay tuition for the course prior to the commencement of the Program.
 - b. *Insurance.* Student shall at all times maintain sufficient health, accident, and hospitalization insurance for the duration of the Program. Student shall be responsible for any expenses incurred due to injury, illness or damage suffered during the course of the Program.
 - c. *Honor Code.* Student understands and agrees that he or she is at all times during the Program bound by the George Mason University Honor Code, and that Program activities are subject to the Honor Code.
 - d. *Consent Form.* Student agrees to sign the consent agreement attached as Attachment A.
 - e. Student understands that he or she is at all times subject to the Catalog and University Policy.

- f. *Disclosure of Known Risks.* Student shall ensure that Site discloses to Student and Student is aware of known risks associated with participation in the Program.

6. General

- a. *Independent Contractors.* The relationship of the Parties to each other is solely that of independent contractors. No party shall be considered an employee, agent, partner or fiduciary of the other except for such purposes as may be specifically provided in this Agreement. Nothing in this Agreement shall be construed to create any partnership or joint venture between the parties.
- b. *University Liability.* As a state agency, the University is self-insured under the Commonwealth of Virginia Risk Management Plan. This insurance does not cover the operation of Agency vehicles. To the extent provided by the laws of the Commonwealth of Virginia, University shall be responsible for the ordinary negligent acts or omissions of its agents and employees causing injury to another person. Nothing herein shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia.
- c. *Nondiscrimination.* Both parties to this Agreement agree to not discriminate on any basis prohibited under state or federal law.
- d. *Confidential Information.* No party shall disclose or use any information of a private, confidential or proprietary nature, or any other trade secret, without prior written authorization, except as required by law.
- e. *Federal Employee.* As required by some U.S. Government agencies, Student is not to be considered a federal employee for any purpose other than either of the following:
 - (i) The Federal Tort Claims provisions published in 28 U.S.C. 2671-2680. Claims arising as a result of student participation should be referred to the Department of Justice.
 - (ii) Title 5 U.S.C. Chapter 81, relative to compensation for injuries sustained during the performance of work assignments. Claims related to injuries should be referred to the Office of Workers' Compensation Programs, U.S. Department of Labor for adjudication.
- f. *Amendment to Agreement.* No amendment or modification of this Agreement shall be valid unless in writing and executed by authorized representatives of the Parties.
- g. *Applicable Laws.* This Agreement shall be construed, governed and interpreted pursuant to the laws of the Commonwealth of Virginia. If any provision or part of this Agreement is held to be invalid under such laws, the other provisions or parts of this Agreement will remain in full force and effect. All disputes arising under this contract shall be brought before a court of competent jurisdiction in the Commonwealth of Virginia.
- h. *No assignment.* No party shall assign or otherwise transfer its rights or delegate its obligations under this Agreement without all Parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void. All of the terms and provisions of this Agreement are binding upon and inure to the benefit of the Parties and their successors and assigns.
- i. *Force Majeure.* Neither the University nor the Site will be responsible for any losses resulting from delay or failure in performance resulting from any cause beyond such Party's control, including without limitation: war, strikes or labor disputes, civil disturbances, fires, natural disasters, and acts of God.
- j. *Final Agreement.* This Agreement is the complete and final agreement between the parties and supersedes all prior oral or written agreements with respect to the subject matter herein.
- k. *Advertising.* Site shall not use, in its external advertising, marketing programs or promotional efforts, any trademark, mark, data, pictures or other representation of the University except on the specific written authorization in advance by the University.

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

The Arts Management 742/792 grade (A-F) 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, logs, a formal written evaluation from your on-site supervisor, and the professionalism and content of your portfolio.

Signatures acknowledge that the internship guide has been read in its entirety and the learning contract has been agreed upon by all parties. Students must all sign the Consent Form (Attachment A) below.

Student Name: _____ G#: _____

Student Signature: _____ Date: _____

Site Supervisor Name: _____

Supervisor Signature: _____ Date: _____

Faculty Supervisor: Jennifer Rosenfeld, Internship Coordinator

Faculty Supervisor: _____ Date: _____

**GEORGE MASON UNIVERSITY
EXPERIENTIAL LEARNING – Attachment A
CONSENT AGREEMENT**

Students participating in a for-credit internship must sign this Consent Agreement, with parental or guardian approval if the student is under the age of 18, to indicate agreement with the terms and conditions of the Agreement and permission to participate.

Name: _____ **Student ID:** _____

Undergraduate/Graduate/Law School: _____

I am voluntarily participating in a George Mason University for-credit internship, and I understand that any such internship program involves some element of risk. I agree that in consideration of George Mason University sponsoring this activity and allowing my participation, I (including my parents, guardians, and legal representatives) will release, indemnify, and hold harmless George Mason University, and its Trustees, officers, employees, faculty, agents, successors, and assigns from liability for any and all claims, demands rights or causes of action, present or future, resulting from or arising out of any activity or travel conducted by or under the auspices of the George Mason University Internship/Externship Program.

I understand that the University requires that all students be covered by appropriate accident and medical insurance and that the student be financially responsible for such expenses. My signature below verifies that I am covered by such insurance.

I HAVE READ AND UNDERSTAND THE ABOVE PROVISIONS AND AGREE TO BE BOUND BY THEM AS INDICATED BY MY SIGNATURE BELOW.

Signature of Participant

Date

Printed Name of Participant

Semester/Academic Year

Signature of Parent or Guardian
(If Student is under the age of 18)

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: _____

TOTAL HOURS =
Upon completion of internship

Journal Entry Guidelines

You are required to keep a journal during your 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. *The Internship Coordinator 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. Compile all journal entries in one document.

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)?
- Can this (external) internship experience be expanded on for my Capstone?
- Value of internship for you concerning the remainder of course work and/or relative to postgraduate plans?
- How did you implement your arts management coursework in this internship?
- How did this internship give you a better understanding of the course work?
- Will this internship impact your future management style? How?
- Challenges, worries, frustrations, etc.

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?**

_____ **Comments:**

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

_____ **Comments:**

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

_____ **Comments:**

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

_____ **Comments:**

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

_____ **Comments:**

Part II

How could the internship experience have been improved? (use second page if necessary)

Evaluation of Intern by Site Supervisor – Instruction Sheet

Please use the form on the following pages to provide feedback about 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 or mail the completed evaluation directly to the Internship Coordinator.

Email: Jennifer Rosenfeld, jrosenf2@gmu.edu

Mailing Address:

Jennifer Rosenfeld
Internship Coordinator
Arts Management Program
George Mason University
3434 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 Internship Coordinator. 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, assign the student a grade for his or her job performance based on the following scale: 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 Internship Coordinator. Portions of this evaluation may be shared with the student.*

Signature _____ Title _____

Date _____

_____ Check if you would like the Internship Coordinator, Arts Management to contact you to discuss the student's evaluation

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