

A participant-oriented evaluative case study of the Wolf Trap Foundation for the Performing Arts Internship Program

Research Questions:

- (1) What best practices have Wolf Trap used to develop a successful internship program?
- (2) Why has the Wolf Trap Internship Program been so successful?

In addition to identifying and describing the best practices of a successful internship program in a cultural organization, this case study discovered that Wolf Trap’s organizational culture has been the primary reason for the internship program’s success.



Best Practices

(1) Provide interns with real work assignments.	(2) Hold orientations for all involved.
(3) Provide interns with a handbook.	(4) Provide housing and relocation assistance.
(5) Offer scholarships.	(6) Offer flextime for interns.
(7) Have an intern manager.	(8) Encourage team involvement among interns.
(9) Bring in guest speakers from executive ranks.	(10) Offer training to interns.
(11) Conduct focus groups with interns.	(12) Conduct exit interviews with interns.
(13) House the internship program in the education department.	(14) Compensate interns.

- (1) Recruitment-oriented.
- (2) Displaying continuity from year to year.
- (3) Having support from top management.
- (4) Having an effective program design.
- (5) Having an effective intern-to-full-time conversion process.
- (6) Organized and managed by well-trained professionals.
- (7) Undergoing continuous evaluation and improvement.
- (8) Using a good selection process to recruit high-caliber interns.

Comparative studies of less successful internship programs’ use of the best practices needed next.