



**SCHAR SCHOOL OF POLICY
AND GOVERNMENT**

George Mason University®

**Graduate Internship Program Packet
and
Course Syllabus**

Schar School of Policy and Government
George Mason University
3351 Fairfax Drive, MS 3B1
Arlington, Virginia 22201
(703) 993-3762

Email: schar@gmu.edu
Web: schar.gmu.edu/careerservices

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PROGRAM OVERVIEW AND GUIDELINES

- The Schar School of Policy and Government Graduate Internship Program provides an opportunity for you to gain professional experience and skills that will complement your academic program and enhance your career opportunities. The program also is intended to support area organizations by allowing employers to work with graduate students in an effort to increase recruiting success.
- The internship program is open to all degree-seeking Schar School Master's students who have completed a minimum of 9 credits of required coursework with a minimum cumulative 3.0 GPA.
- The Schar School of Policy and Government reserves the right to deny internship placements.
- Students are permitted to apply a maximum of 3 credit hours of internship toward graduation. Students completing the internship credit must enroll in POGO 794, based on their degree program. **This is a 3 credit hour course with tuition for the course that must be paid.*
- During mid-semester, Schar School Career Services will check in with you and your employer to ensure that your internship is of benefit to both of you. If you or your supervisor would like an in-person site visit, to assist in the continued development and quality of the internship experience, one can easily be arranged.
- **Internships must:**
 - Be a minimum of 300 hours of work. Work hours should be completed over a maximum of 15 weeks.
 - Require application of the skills acquired in the graduate program.
 - Include work that is appropriate for graduate level students and be of importance to the sponsoring organization.
 - Not be at a current place of employment.

Important Steps and Information for International Students

- International students seeking to complete an internship for academic credit, especially if you are in the MPP or ODKM program, which requires an internship for degree completion, need to seek an internship once they have completed two semesters worth of course work. It is important to contact Duane Bradshaw, Director of Career Development, to plan for your internship and prepare for the search and application process. He can be reached at <dbradsha@gmu.edu>.
- International students in the MPP and ODKM program **should not wait until their last term** to complete an internship for academic credit. Obtaining an internship is not guaranteed. As an internship is required for these programs, the inability to complete the internship requirement before graduation could jeopardize degree completion and visa status.
- If you are a student on an F-1 visa, and you have a **paid** internship opportunity, you **must** be authorized for off-campus employment **before** beginning a paid internship position.
- F-1 students must be full-time students for one academic year before they become eligible for off-campus work authorization.
- To be authorized, you must have work authorization noted on page 3 of your I-20 by the Office of International Programs and Services (OIPS) for the period of time of the internship.
 - ❖ Violating the regulations of your visa by working without authorization, even accidentally, is a very serious offense that can result in the revocation of your F-1 visa status.
- If your I-20 has not been stamped within three days of your registering for the internship class, your enrollment in the internship class will be suspended. Please make sure that your I-20 indicates that you are authorized to work in the United States.
- Any questions or uncertainties about this process, or other processes that involve your F-1 visa status, should immediately be addressed to the Office of International Programs and Services at (703) 993-2970.

**Special note to students enrolled in the Master of Public Policy (MPP) or
Master of Science – Organization Development and Knowledge Management (ODKM):**

The MPP and ODKM programs require that all students complete a three-credit internship if they do not have two years of relevant work experience. It is important to contact Duane Bradshaw, Director of Career Development, if you have concerns about this requirement. He can be reached at <dbradsha@gmu.edu>.

If you have a minimum of two years' relevant work experience and would like to apply for a waiver of the internship, please see the **Internship Waiver Packet**, available on the [Career Services webpage](#).

**Internship Approval Guidelines &
Registration Instructions Prior to Registering for the Internship:**

* The following items must be turned in together to Duane Bradshaw, Founders Hall, Room 560.
Materials can be submitted by email (preferred), fax or in hard-copy. *

- **PAPERWORK DEADLINE:** As deadlines vary, please check with Duane Bradshaw <dbradsha@gmu.edu> about the appropriate deadline for your semester.

1) INTERNSHIP/EXPERIENTIAL LEARNING AGREEMENT FORM

- The Internship/Experiential Learning Agreement Form is located in Appendix A, page 10-11.

2) COURSE SYLLBUS, ATTACHMENT A

- The Course Syllabus, Attachment A is located in Appendix A, pages 12-15.

3) GENERAL TERMS AND CONDITIONS, ATTACHMENT B

- The General Terms and Conditions, Attachment B is located in Appendix A, pages 16-18.

4) STUDENT PARTICIPATION CONSENT AGREEMENT, ATTACHMENT C

- The Student Participation Consent Agreement, Attachment C is located in Appendix A, page 19.

5) COPY OF JOB DESCRIPTION

- A copy of the duties that will be performed (preferably on employer letterhead) must be submitted with the Internship Agreement Form

6) COPY OF UNOFFICIAL TRANSCRIPT

- A copy of your Unofficial Transcript (printed from PatriotWeb) must be submitted with the Internship Approval Form

Upon receiving approval from Duane Bradshaw, students will be notified that they are permitted to register for academic credit on PatriotWeb, in POGO 794.

Course Syllabus (POGO 794)
Internship: Professional Development
Summer 2026

Faculty Director: Connie L. McNeely	Classroom: Virtual (online through Zoom)
Email: Send messages via Canvas "Inbox"	Online Office Hours: By appointment (send request via Canvas "Inbox")
Career Dev. Director: Duane Bradshaw	Arlington Office: Van Metre Hall 560
Email: dbradsha@gmu.edu	ARL Office Hours: 9:30am-6:00pm M-Th
Phone: 703-993-3188	9:30am-2:30pm F
	Email for appointment

Goals/Objectives:

The Schar School of Policy and Government internship program is an important aspect of students' professional development and leadership skills. The practical experience gained is expected to complement and enhance the academic program. In addition, the program should expand students' career choices and employment opportunities.

Learning Outcomes:

Students will be able to apply public policy, academic knowledge, and professional skills in a supervised work setting (i.e., government, non-profit, and private organizations). They will demonstrate continued enhancement of professional, leadership, and networking skills during the internship.

Submission of Class Papers/Presentations/Forms:

All papers, presentation slides, and completed forms must be submitted to the Career Development Director as e-mail attachments. (It is recommended that you keep backup copies of all required documents until your final grade has been recorded.)

Requirements:

1. Two class meetings – presentation and discussion format:
 - Meeting One – **Tuesday, June 2nd, 2026**, 1:30-4:10pm, <https://gmu.zoom.us/j/95568378616>
Discuss the organizational structure of your place of employment, supervisory relationships, and internship assignment.
 - Meeting Two – **Tuesday, July 28th, 2026**, 12:30-4:10pm, <https://gmu.zoom.us/j/95568378616>
Formal presentation of the internship paper.

2. Attend three career information or professional development sessions. A complete listing of Schar School sessions will be available from Duane Bradshaw, Director of Career Development. Attendance must be documented and confirmed by Duane Bradshaw using the Schar School Career Information and Professional Development Attendance Form located in this packet in Appendix B, page 25. Sessions can be completed by a number of methods:
 - a. Schar School career development workshops
 - b. Professional development/training workshops at your internship site
 - c. Two informational interviews to replace one workshop – this can be used to replace only one workshop. You would conduct two informational interviews of people who work at your internship site. What does their work entail? How does that contribute to the overall

goals of the organization? Do they have suggestions of skills you could develop that would make you a better professional in the field? You will need to submit a synopsis of what was discussed (1-2 paragraphs per interview).

- d. Professional conference – if there is a conference you attend for work, this could be used. When thinking of a workshop it takes place for one hour. So, if this is an all-day conference, it could be used to fulfill all of the workshop requirements. You need to email a description of the conference and materials from the conference showing you attended.
- e. Professional association network events – associations in the area offer networking events, speakers and panels. This can be used to fulfill a workshop requirement. You need to email a description about the event and materials from the event showing you attended.
- f. University Career Services workshops – UCS offers workshops on the Fairfax campus. These workshops can be used to fulfill the workshop requirement. You will need to submit materials collected for the workshop to show attendance. ****NOTE** – these workshops tend to be more undergraduate focused and may not be relevant to your professional development needs.

3. Internship final paper and presentations

Paper Guidelines

- Your final internship paper (approximately 10 pages) relates your workplace experience in a professional development context.
- You may use relevant literature and Schar School course syllabi to support your topic. This paper is not a discussion of what you did at your internship, but an in-depth synthesis of professional development skills gained from the internship experience. The internship faculty director will provide guidance regarding expectations and specifications of the final paper.
- **DEADLINE: Final internship paper: Tuesday, July 28th, 2026**

Presentation Guidelines

- All students will provide approximately an eight-minute paper presentation, including questions and answers, during the final class meeting.
- Briefing slides and professional attire preferred.

4. Internship Supervisor Final Evaluation and Student Final Evaluation

- The Supervisor Final Evaluation form is located in this packet in Appendix A, page 16.
- Your workplace supervisor must submit a final evaluation of your performance that will be used to determine your final grade. Please be sure to schedule time to meet with your supervisor to ensure that your evaluation is submitted by the last day of class.
- The Student Final Evaluation form is located in this packet in Appendix A, page 17.
- **DEADLINE: Internship supervisor and student final evaluations: Tuesday, July 28th, 2026**

5. Final Presentation Materials – **email copies** of the following materials must be submitted prior to the presentation on **Tuesday, July 28th, 2026:**

- Internship Paper
- Schar School Career Information and Professional Development Attendance Form
- Internship Supervisor Final Evaluation Form
- Student Final Evaluation Form

Grading:

- The Internship Faculty Director will assign the final grade of “satisfactory” or “no credit.” **All of the assignments must be completed to receive a satisfactory grade.**
 - Turn in all assignments to the Internship Faculty Director who will assign grades. It is your responsibility to ensure that all documents are submitted by the appropriate deadlines.
-

Academic Accommodation for a Disability

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 703-993-2474. All academic accommodations must be arranged through the DRC.

Schar School Policy on Plagiarism

The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the Schar School of Policy and Government. It constitutes a serious breach of professional ethics and it is unacceptable.

Plagiarism is the use of another’s words or ideas presented as one’s own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another’s work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one’s professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the Schar School of Policy and Government takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of “F.” This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student’s transcript. For foreign students who are on a university-sponsored visa (eg. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the Schar School policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student’s work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The Schar School policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it. (<https://oai.gmu.edu/mason-honor-code/>)

Appendix A – Internship Forms

**SCHAR SCHOOL of POLICY and GOVERNMENT
at GEORGE MASON UNIVERSITY
INTERNSHIP/EXPERIENTIAL LEARNING AGREEMENT FORM**

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")**, an educational institution and agency of the Commonwealth of Virginia, (together, the "Parties"). The purpose of this Agreement is to place Student in a work assignment with the Site, as part of an experiential learning program ("ELP"), offered by the University for academic credit.

Description of ELP:

Site: _____ **Site Supervisor:** _____

Address: _____ **Title:** _____

_____ **Email:** _____

_____ **Telephone:** _____

Faculty Supervisors: Katrin Anaker, Duane Bradshaw

TERM: _____
Start Date: _____ End Date: _____

Student General Information:

Student Name: _____

Degree Program: _____ **G#:** _____

Student Mailing Address: _____

Telephone: _____ **GMU E-mail:** _____

Internship Course: I understand that students are allowed to apply a maximum of three credits of
internship toward graduation: _____ (Initials)

Semester of Internship Enrollment (circle one): Fall _____ Spring _____ Summer _____

Year Year Year

Paid Unpaid Hours per week: _____ Start Date: _____ End Date: _____

Site Location: In-person Hybrid Virtual

The following documents are attached and are incorporated herein by reference:

1. **Attachment A:** Syllabus
2. **Attachment B:** General Terms and Conditions
3. **Attachment C:** Student Participation Consent Agreement
4. **Attachment D:** Student Clinical/Internship/Practicum COVID-19 Acknowledgement of Risk Form
5. **Attachment E:** COVID-19 Student Responsibilities
6. **Attachment F:** COVID-19 Site Guidelines

The Student, the Site, and the University agree with the above terms, and with the terms and conditions on Attachments A and B.

Signatures:

Student: _____ **Date:** _____

Site: _____ **Date:** _____

University: _____ **Date:** _____

George Mason University; Schar School of Policy and Government – Career Services
3351 Fairfax Drive, Arlington, VA 22201 Phone: (703) 993-3762 Fax: (703) 993-4876

Updated: February 27, 2024

EXPERIENTIAL LEARNING AGREEMENT ATTACHMENT A

Course Syllabus (POGO 794) Internship: Professional Development Summer 2026

Faculty Director: Connie L. McNeely	Classroom: Virtual (online through Zoom)
Email: Send messages via Canvas "Inbox"	Online Office Hours: By appointment (send request via Canvas "Inbox")
Career Dev. Director: Duane Bradshaw	Arlington Office: Van Metre Hall 560
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Initials: Student: _____ **Site:** _____ **Mason:** _____

**EXPERIENTIAL LEARNING AGREEMENT
ATTACHMENT B
GENERAL TERMS AND CONDITIONS**

1. Definitions.

- a. "ELP" or Experiential Learning Program means a structured hands-on training learning experience at Site (internship/externship/practicum) for the benefit of the Student, in which Student performs work under the supervision of the Site Supervisor for which the student will receive academic credit upon successful completion.
- b. "Site Supervisor" means a Site employee, agent, or volunteer, who is responsible for monitoring and supervising the Student throughout the ELP.
- c. "Faculty Supervisor" means a University faculty member who places and monitors the Student in the ELP.

2. Termination. The Site or the University may terminate this Agreement at any time without cause, provided that any student currently engaged in the ELP shall be given the opportunity to complete it, if possible.

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 ELP.
- b. *Insurance.* Site shall maintain in force during the Term of this Agreement, general and professional liability insurance, insuring Site 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 ELP.
- d. *Orientation.* Site shall orient both Faculty Supervisor and Student to the Site's rules, policies, regulations and procedures.
- e. *Performance Evaluation.* Upon request, Site shall assist the University in the evaluation of the Student's ELP participation, learning and performance.
- f. *Disclosure of Known Risks.* The Site shall disclose to Student known risks associated with Student's participation in the ELP.

4. University Responsibilities.

- a. University will assign to Site only those Students who successfully complete any necessary prerequisite courses.
- b. University will assign a Faculty Supervisor to monitor the Student throughout the ELP.
- c. The University is responsible to the Student for academic supervision and grading.
- d. *Insurance.* The University is an agency of the Commonwealth of Virginia and is self-insured by the Commonwealth of Virginia Risk Management Plan for all claims up to the maximum provided by the Code of Virginia. The University, its agents, Students (while participating within the authorized scope of a clinical, internship, externship, or other ELP in order to meet pedagogical requirements), and employees are covered to the extent provided in the Plan. This insurance does not cover the operation of Agency vehicles. The University will provide a Certificate of Insurance upon request.

5. Student Responsibilities.

- a. *Registration.* Student must register and pay tuition for the University course prior to the commencement of the ELP.
- b. *Insurance.* Student shall at all times maintain sufficient health, accident, and hospitalization insurance for the duration of the ELP. Student is responsible for any expenses incurred due to injury, illness or damage suffered during the course of the ELP.
- c. *University Honor Code, Code of Student Conduct, Catalog and Policies.* Student understands and agrees that Student and ELP activities are at all times bound and subject to the George Mason University Honor Code, Code of Student Conduct, Catalog and Policies.
- d. *Consent Form.* Student agrees to sign the consent agreement attached as Attachment C.
- e. *Disclosure of Known Risks.* Student shall ensure that Site discloses to Student and Student is aware of known risks associated with participation in the ELP.

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. *No Employment or Compensation.* No Student will be considered an employee of either the University or the Site as a result of participation in the ELP and the Student shall not displace any of Site's regular employees. In addition, the Parties understand and agree that Students will not be entitled to compensation for their participation in the ELP or be entitled to a job at the conclusion of the ELP.
- c. *Liability.* To the extent provided by the laws of the Commonwealth of Virginia, the University shall be responsible for the ordinary negligent acts or omissions of its agents and employees causing harm to persons not a party to this Agreement. Site agrees that it shall be responsible for the ordinary negligent acts or omissions of its agents and employees causing harm to persons not a party to this Agreement. Nothing herein shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia or require the University to indemnify, defend, or hold harmless Site for claims brought against Site.
- d. *Nondiscrimination.* The Parties agree not discriminate on any basis prohibited under state or federal law or University policy.
- e. *Confidential Information.* Neither 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. The Parties shall also advise Students regarding the confidentiality of records and Site may request a Student sign a confidentiality agreement provided by the Site prior to participation in the ELP.
- f. *FERPA.* All student data shall be considered to be confidential and any release of information shall be in compliance with the Family Educational Rights and Privacy Act ("FERPA") (20 U.S.C. §1232g; 34 CFR Part 99) and Code of Virginia § 23.1-405(C). Site and its employees shall be considered a "school official" with "legitimate educational interests" University education records, as those terms have been defined under FERPA and its implementing regulations, of any student participating in the ELP, to the extent those records are necessary for the student's participation in the ELP. Site and its employees agree to abide by the limitations and requirements imposed on school officials, only use the education records for the purposes related to the student's participation in the ELP, and not share such data with or disclose it to any third party except as required by law, or authorized in writing by the University.
- g. *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.
- h. *Amendment to Agreement*. No amendment or modification of this Agreement shall be valid unless in writing and executed by authorized representatives of the Parties.
- i. *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.
- j. *No Assignment*. Neither party shall assign or otherwise transfer its rights or delegate its obligations under this Agreement without the 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.
- k. *Force Majeure*. Neither party shall be responsible for any delay or failure in performance resulting from any cause beyond its control, including, without limitation, war, terrorism, strikes, civil disturbances, national or regional health emergencies (including outbreaks, epidemics, and pandemics, regardless of whether such health emergency existed as of the Effective Date of this Agreement), and acts of God.
- l. *Final Agreement*. This Agreement and attachments constitute the entire understanding of the Parties and supersedes all prior oral or written agreements with respect to the subject matter herein.
- m. *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.

Initials: Student: _____ **Site:** _____ **Mason:** _____

George Mason University; Schar School of Policy and Government – Career Services
3351 Fairfax Drive, Arlington, VA 22201 Phone: (703) 993-3762 Fax: (703) 993-4876

Updated: March 25, 2021

Appendix B – Internship Class Forms

Schar School Career Information and Professional Development Attendance Form:

Name of Student: _____ Date of Workshop: _____

Name of Workshop: _____

Student Signature: _____ Date: _____

Career Services Signature: _____ Date: _____

Note: _____

Schar School Career Information and Professional Development Attendance Form:

Name of Student: _____ Date of Workshop: _____

Name of Workshop: _____

Student Signature: _____ Date: _____

Career Services Signature: _____ Date: _____

Note: _____

Schar School Career Information and Professional Development Attendance Form:

Name of Student: _____ Date of Workshop: _____

Name of Workshop: _____

Student Signature: _____ Date: _____

Career Services Signature: _____ Date: _____

Note: _____

INTERNSHIP SUPERVISOR FINAL EVALUATION

Thank you for sponsoring a student from the Schar School of Policy and Government at George Mason University. Your final evaluation will be reviewed and used to determine the student's final grade. Your feedback will also assist us in evaluating our internship program; we welcome additional comments and suggestions.

Student Name: _____

Supervisor Name: _____

Student has worked (or will have worked by the completion of the internship) a total of approximately 300 hours.

Was the intern academically prepared for this internship? (Y / N) If No, please explain.

Was the intern able to make positive contributions to your organization? (Y / N) If so, what were they?

What aspects of the intern's overall performance were the most positive?

Has the intern successfully completed the objectives that were outlined in the beginning of the internship? (Y / N)
If no, please explain.

Do you plan to sponsor Schar School interns in the future? (Y / N) If No, please explain.

Would you recommend the internship program to another organization(s)? (Y / N) If No, please explain.

Student Signature

Date

Supervisor Signature

Date

- If you have any questions or concerns, please contact Duane Bradshaw at (703) 993-3188 or via e-mail at dbradsha@gmu.edu. Thank you and we look forward to working with you in the future!

George Mason University; Schar School of Policy and Government – Career Services
3351 Fairfax Drive, Arlington, VA 22201 Phone: (703) 993-3762 Fax: (703) 993-4876

Updated: August 4, 2016

STUDENT FINAL EVALUATION

Student Name: _____ Date: _____

Organization Name: _____

Supervisor Name: _____

Please type your response to the following questions on a **separate** sheet of paper.

1. Discuss how you fulfilled your work objectives.
2. What was the most significant accomplishment that you made at your internship site?
3. What were the least satisfactory aspects of your internship?
4. Would you be willing to work for this organization, or a similar organization, in the future? Why or why not?
5. How did your internship experience complement your current graduate program?
6. What classes have you taken that were helpful in your internship experience?
7. What classes have you not taken that would have been useful?
8. Would you recommend this internship experience to another student? Why or why not? Please give any additional feedback you may have about the internship program.

Student Signature

Date