

Equitable Internship Resources

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The following resources are the ones that have proven most useful so far in my own work to make unpaid internships genuine learning/mentorship experiences, rather than an unpaid entry-level job. Also included are the resources that I refer to most often when making my case in favor of intern compensation. Have a resource to add? Tweet @emkturn.

Contents:

- General - introductions to paid vs. unpaid internships
- Numbers - data and studies
- Nitty Gritty - numbers and legalese
- Museum-specific resources - studies and guidelines
- Examples - paid museum internship programs

General

A hodge-podge of readings that introduce concepts, best practices, and might help you in framing your argument for particular audiences.

[NACE Best Practices](#) for internships - 15 concrete action steps are listed to help make your internship program an experience for the interns' benefit. Two of them are financially-based: finding interns housing and providing scholarships.

Neman, Kate. "[For Interns at Nonprofits, Don't Expect a Check.](#)" *Aljezeera America*. August 25, 2014.

- on the contradictory nature of unpaid internships at nonprofits. Here is where you can glimpse a "counter to our mission" argument for museums.

Parcells, Nathan. "[Paid vs. Unpaid Internships: Why Top Companies are Happy to Pay.](#)" *Blogging4Jobs*. October 4, 2012.

- not chock full of information, but helps put your logic in the language of a hiring manager.

Pologeorgis, Nicolas. "[The Impact Unpaid Internships have on the Labor Market.](#)" *Investopedia*.

- puts the argument into economic terms. While not full of numbers, it does help frame certain points in ways that are easier to digest for analytic folks.

Tseng, Jason. "Avoiding the Black Swan". *Fractured Atlas*. August 2013.

- [Part I](#) - brief history of internships and posits the ethical dilemma
- [Part II](#) - interview with a lawyer that provides legal clarity for nonprofits
- [Part III](#) - interviews with two non-profit orgs on best practices

[UW Museology Intern Supervisors Guidelines](#) - compiled by Dylan High, this is a really strong set of guidelines for how to run a strong internship program that benefits the intern as a learning experience more than it benefits the institution.

Numbers Game

It's hard to find useful data on unpaid internships, especially anything less than five years old. Several of the resources in this document quote studies that are a bit out of date, so it's up to your discretion to use them. The following have been most useful #s to me.

[The NACE Internship Survey](#) can give you a few nuggets, but what is more intriguing was a [2010 survey](#) they did interviewing former interns and their employers on whether their internship met the DOL's six criteria and their opinions on unpaid internships. This is what ultimately led the DOL to write Fact Sheet #71 (see below). The 2013 survey is the [most quoted](#) one in articles which makes it easier to find juicy numbers without paying for the survey.

Frenette, Alexandre with Amber D. Dumford, Angie L. Miller, and Steven J. Tepper. "[The Internship Divide: The Promise and Challenges of Internships in the Arts](#)." *Strategic National Arts Alumni Project (SNAAP)*. 2015.

- A report that discusses various issues of paid versus unpaid internships in the Arts, looking across sectors of the Arts, as well as demographic trends in internships.

Intern Bridge, Inc. [The Debate Over Unpaid College Internships](#). January 2010.

- A survey of college undergraduate students and their experiences completing internships. Uses survey data to highlight who has access to paid vs. unpaid internships.

Race, Class, and Student Debt

Lack of a diverse museum staff and economic barriers to gaining internship experience are often linked. Readings that illustrate the intersections of race, class, and student debt.

- Bisharra, Hakim. "[The Growing Tide Against Unpaid Internships](#)" *Hyperallergic*. July 16, 2019.
- Douglas-Gabriel, Daniel. "[Minorities and poor college students are shouldering the most student debt](#)." *Washington Post*. May 19, 2015.
- Hulesman, Mark. "[The Unaffordable Era: A 50-state Look At Rising College Prices And The New American Student](#)." *Demos*. February 22, 2018.
- National Center for Education Statistics [library of publications](#) on financing higher ed
- Quinlan, Casey. "[For Profit Colleges, Students Of Color And The Debt Crisis No One Really Talks About](#)." *Think Progress*. August 31, 2015.

The Nitty Gritty

These resources attempt to navigate the legality of unpaid internships and help you determine when interns should be compensated for their work. They are useful for either advocating for intern payment or eliminating certain characteristics of your internship program.

National Association of Colleges and Employers (NACE). "[Position Statement: U.S. Internships](#)." *NACEweb.org*. July 2011.

- provides criteria for a work experience to qualify as an internship. These are similar to the DOL criteria and similarly, if they are not met then the intern should be compensated as an employee.
- They have an additional statement for unpaid internships that essentially says yes, we know nonprofits need unpaid volunteers, but you should still try to meet the outlined criteria.

National Council for Nonprofits. "[Interns: Employee or Volunteer](#)."

- advice on the legal implications of intern vs. volunteer for non-profits and points to DOL criteria to reinforce that they should be followed.

US Department of Labor [Fact Sheet #71](#) on Internships - provides the six criteria that internships at for-profit companies must meet in order to exclude interns from minimum wage requirements. The FLSA makes exceptions for those who willingly volunteer their time for charitable/non-profit organizations, but as interns are different from volunteers, we all really should be following these guidelines.

- Smith, Allen. "[Will DOL's New Intern Test Revive Unpaid Internships?](#)" *Society for Human Resource Management*. January 9, 2018. - outlines differences between old six-factor test and the new primary-beneficiary test

Museum-specific resources

These resources take the internship discussion into the museum scene and are useful for their direct relevance and as evidence of a growing industry movement.

Baldwin, Joan. "[The Museum Internship: A Wolf in Sheep's Clothing?](#)" *Leadership Matters*. November 21, 2016.

Death to Museums August 2020 Series (un-conference) Sunday sessions
<https://www.youtube.com/watch?v=QlKLggyk0Ss>

- “Museum Internships Past, Present, and Future: Dismantling the Systems of Power from the Ground Up” presentation by Laura-Edythe Coleman, Zélie Lewis, Sarah Phalen, and Sierra Van Ryck deGroot (starts at 2:30:00 time stamp)

Fair Museum Jobs UK Manifesto <https://fairmuseumjobs.wordpress.com/manifesto/> - makes distinctions between volunteers and interns

Fisher, Michelle. “[A Shared Ethics for Museum Internships](#).” *Museum 2.0*.

- a few strategies and dilemmas specific to museums, plus the comments section is chock full of testimonials and advice from museum workers.

Ivy, Nicole. “The Labor of Diversity.” *Museum Magazine*. January/February 2016 issue.

- places the unpaid internship debate in the larger context of un-equitable museum labor practices.

[Mellon Foundation 2018 survey](#) of diversity in US art museums - first comprehensive study of ethnic and gender diversity within museum staff. Strong numbers on what types of jobs are generally available to workers of color, the overrepresentation of white staff in leadership positions, and useful quotes from industry leaders on what it means for US museums. As others have pointed out, unpaid internships are a contributing factor to this problem.

- 2018 Study “Interrogating Institutional Practices in Equity, Diversity, and Inclusion” recommends ending unpaid internships
<https://sr.ithaka.org/publications/interrogating-institutional-practices-in-equity-diversity-and-inclusion/>

[#museumworkersspeak](#) - an action-oriented platform for social change at the intersection of labor, access, and inclusion. Find them on facebook and twitter for conversation and resources.

Richardson, Jim. “[Eye Opening Stats on Museum Internships](#).” *MuseumNext*. July 2017.

Roberts, Mimi. “[Howdy Partner!](#)” *The Transformative Power of Museum-University Partnerships*.” *Museums and the Web* 2013. January 30, 2013.

- Case study of a museum-university partnership initiative in New Mexico
- More about the partnership here: “[Museum Internships as Catalysts for Change](#).”

Simmons, Ansley Elizabeth. “[Internship Training Programs in Academic Art Museums in Relation to AAM Standards](#).” Unpublished doctoral dissertation, Florida State University. 2015.

- PhD dissertation that investigates how art museum internship programs hold up to AAM Standards - Simmons found that while many are meeting or exceeding when it comes to curriculum components, most are not meeting AAM’s minimum standards.

“Standards and Guidelines for Museum Internships.” *American Association of Museums, Technical Information Service*. 1993.

- I know! They actually did this a while ago and it's still relevant! Be warned that it is a historic relic. It's clearly written pre-internet and the introduction refers to technology replacing entry-level positions and a lack of emerging professionals as two of the field's biggest challenges. That being said, the standards emphasize paying interns if you are able and/or providing them housing. They also explicitly call out the fact that unpaid internships are exclusive in nature and ties it to diversity among museum staff.

Natasha & Sara Westrop. "[How Unpaid Work Is Killing Off Museums](#)." *F Yeah History*. March 26, 2018.

Museum/GLAM job boards that no longer share unpaid internships

(in addition to requiring salary transparency)

- National Council on Public History
<https://ncph.org/history-at-work/on-unpaid-internships-professional-ethical-standards-and-the-ncph-jobs-page/>
- National EMP Network <https://nationalempnetwork.org/nempn-jobs-pulse/>
- AAMD passed a resolution that supports the end of unpaid internships
<https://www.artnews.com/art-news/news/aamd-resolution-paid-internships-12824/>

Boards that require salary transparency in job postings

- AASLH <https://jobs.aaslh.org/> *non-monetary compensation for internships/fellowships must be explained in the listing
- ASTC <https://www.astc.org/resources-and-learning/jobs-in-science-engagement/post-a-job/>
- NYCMER <https://nycmer.org/jobs/>

AAM Blog Posts

Crawford, Holly. "[Access and Equity In Museum Internships: A Case Study](#)." *Center for the Future of Museums Blog*. December 26, 2016.

Merritt, Elizabeth. "[Po-tay-to Po-taa-to: On Unpaid Internships](#)." *Center for the Future of Museums Blog*. October 28, 2014.

Reed, Ayanna. "[Seven Tips for Starting an Equitable and Inclusive Internship Program](#)." *American Alliance of Museums*. March 22, 2018.

"[Resources for the Museum Industry to Discuss the Issue of Unpaid Internships](#)." 2016.

Examples

This is not an exhaustive list by any means.

Art + Museum Transparency crowd-sourced Internship Spreadsheet (July-Dec 2019): internship pay and benefits at different institutions <https://rebrand.ly/internshipspreadsheet>

Diversity & Inclusion Paid Internships

The following are examples of museums that have created paid intern/fellow programs that simultaneously serve as 'diversity pipelines'.

- The Broad Museum - [Diversity Apprenticeship Program](#). The DAP provides nine-month, full-time, paid apprenticeships in preparation/art handling.
- [The Getty Multicultural Undergraduate Internship Program](#), with positions available at Getty Center and Getty Villa, plus nearly 100 internships at over 60 Los Angeles organizations, including the Museum of Contemporary Art, the Hammer Museum, Los Angeles County Museum of Art (LACMA), and the Autry National Center of the American.
- Hispanic Access Foundation partners with the National Parks Service to provide internships like the Latino Heritage Internship Program
- The Mellon Foundation Undergraduate Curatorial Fellowship program, with positions available at [LACMA](#), the [Art Institute of Chicago](#), [Nelson Atkins](#), [Museum of Fine Arts Houston](#), and the [High Museum](#) in Atlanta.
- Minnesota Historical Society has a number of paid programs: all [high school](#) interns are paid hourly wages; stipends are available for [college interns](#) from communities of color historically underrepresented in the public history field; additionally their [ACTC Museum Fellows](#) program and [American Indian Museum Fellowship](#) programs directly serve students / emerging professionals of color.
- [Peabody Essex Museum](#) – Native American Fellowship and Interpretation & Audience Engagement Fellowship.
- [Smithsonian Minority Awards Program](#) which provides stipends for minority students who receive unpaid internships at a Smithsonian institution. The Smithsonian offers a myriad of paid internships that update regularly, so you should check their [internships page](#) for the most current position listings.

Museum Ed Paid Internships

The following are examples of museums that have paid internship programs specifically for offering professional learning experiences in Museum Education:

- [Brooklyn Museum](#) – Museum Education Internship Program which is a salaried position with benefits.
- Billings Farm & Museum - Education & Interpretation Internship; includes housing
- Dallas Museum of Art - [McDermott Internships](#) in Education and Curatorial. Includes funds for professional development in addition to stipends.
- [National Museum of American History](#) offers two paid Education and Public Engagement internships.

- [National Museum of the American Indian](#) internships all come with a stipend, including internships in Cultural Interpretation, Education, and their ImagiNATIONS family center.
- Newport Historical Society - [Buchanan Burnham](#) Summer Scholars in Public History; for entering/current graduate students, with an internship focus on public programs & interpretation.
- [NY Historical Society](#) pays all museum and library based college interns \$9 an hour, including those in Education. Paid internships are available for high school students who qualify for free/reduced lunch.
- Metropolitan Museum of Art – [Museum Seminar \(MuSe\) Internship](#) offers paid 10-week, six-month, and nine-month positions, which require interns to develop and lead tours for the museum.

Other Paid Museum Internships

- [Eric Carle Museum](#) - paid and unpaid internships; those that are paid are through endowment funds
- Field Museum - has [several types of internships](#), some specifically for HS students, fellowships, paid and unpaid
- [Mystic Seaport Museum](#) - has been offering summer internships with stipends and housing provided or at discount for more than 20 years
- Nasher Museum of Art - [paid summer](#) internships for Duke students
- Nelson-Atkins Museum of Art - paid internships for Kansas City Art Institute students funded through a foundation
- University of Washington Museology M.A. program offers funding for paid internships for their students at host sites (3 year pilot program)
<https://www.washington.edu/museology/museology-program/host-a-museology-intern/>
- News: Met Museum will now pay all interns (Hyperallergic, 8.4.20)
<https://hyperallergic.com/580641/metropolitan-museum-will-now-pay-all-interns/>