ARCH-8890/400, 3 credits
to be arranged
FALL 2016, SPRING 2017
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This Guide is one component of the CAC.C family of guides:

**FOR STUDENTS:**
CAC.C Course Guide  
curriculum and academic schedules
CAC.C Mentor Program Guide  
CAC.C Intern Program Guide
CAC.C Student Handbook  
student life and non-academic policy

**FOR OTHERS:**
CAC.C Faculty Handbook  
curriculum, technology, and teaching aids
CAC.C Card Program  
facility and equipment sharing by professionals

Guides are regularly updated at:  
http://www.clemson.edu/caah/architecture/1.2.3.php.

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The current version of this Guide, as well as related information, is available on the CAC.C website, in the right-column:

http://www.clemson.edu/caah/architecture/1.2.3.php

1.0 PURPOSE

The CAC.C Mentor Program provides educational work experiences for graduate students. There is a distinction between the undergraduate-level Intern Program (ARCH4890), and the graduate-level Mentor Program (ARCH8890). In the Intern Program, undergraduate students contract directly with the sponsoring firm. In the Mentor Program, students contract to the sponsoring firms through Clemson University.

This Guide supplements the syllabus for the graduate course and outlines the basic agreement between participants. A contract specifying the particulars of agreement will be provided by the CAC.C.

1.1 multiple internships

The Mentor Program is intended to offer multi-semester experiences with increasing responsibility and challenges for the Intern. Interns may be placed with the same firm in subsequent semesters, provided the Professor or Director deems it in the best interest of the Intern. (Guidelines for continuing with the same Sponsor are covered in section 5.0.)

Students may retake this course for a total of 12 credits.

1.2 exclusivity of relation

Students and sponsoring firms agree not to contract with each other, outside of the Intern or Mentor Programs, while the student is enrolled at Clemson University. This respects the significant investment that the CAC.C has made in developing the program and insures both a large pool of students for sponsoring firms and the best educational environment for students.

1.3 contracts

The Mentor Program is an educationally intense experience intended for students who already possess basic office skills and who regularly achieve high marks in studio. It includes at least 13 hours of unpaid, monitored, study in the office and is intended to center around a close relationship between Mentor and Intern.

In the Mentor Program, Interns and Mentors contract to Clemson University through a Public Service Assistantship Agreement (SPSA). The Mentor pays Clemson at the middle and end of the semester; Clemson pays the Intern bi-weekly and handles withholding, tax forms, and benefits.
Graduate Interns should work only the contracted amount of total hours as specified in the SPSA. Interns will not receive extra money if they work more than the agreed upon hours and Mentors will not pay less if the Intern works less.

1. ELIGIBILITY
   The Mentor Program is reserved for MArch students who have worked in a professional office full time for not less than three months (or equivalent), and who have not less than a 3.0 average in studio. Students will apply for acceptance by submitting an application and subsequently a digital portfolio and resume to the Director at least one month prior to the start of term.

2. CONTRACTUAL ARRANGEMENTS: GRADUATE ASSISTANT DIFFERENTIAL (GAD)
   GADs awarded to each student in the Mentor Program will be sponsored by the mentoring firm. A GAD qualifies a student for reduced tuition for one semester according to Clemson University’s schedule of tuition and fees for Graduate Assistants. Graduate Assistant tuition does not vary by resident status. Graduate student tuition/fees may vary by semester, schedules for which can be found at:
   
   http://www.clemson.edu/cfo/receivables/sar/feesched.html

   For more information on GADs, see the CAC.C COURSE GUIDE (GRADUATE ASSISTANT DIFFERENTIAL).

   Graduate students may be eligible for either a Mentorship or an Assistantship, but not both. If a student originally applies for an Assistantship, he may not then change to a Mentorship. Because availability of Mentorships is subject to market conditions, students who seek but are not awarded a Mentorship may default to an Assistantship if:

   a) the student was awarded and has an available GAD (Graduate Assistant Differential) from the School of Architecture, and

   b) an Assistantship is available for which the student qualifies.

   For more information on ASSISTANTSHIPS, see the CAC.C STUDENT HANDBOOK (Assistantships).

2.0 THE PARTICIPANTS
   The Mentor Program runs on the efforts of these basic participants:

   2.1 Intern
   MArch students at the CAC.C are eligible for this program (see 1.3.1 Eligibility). They come with a variety of practical experience, from none to several years. Regardless of experience, the primary objective of the Mentor Program is to give a student a professional work experience that is educational. Firms who cannot commit to this objective should not participate in this program.
2.2 Sponsor A respected professional or firm which is capable of fostering the professional education of students.

2.3 Mentor A distinguished professional within the sponsoring firm who is committed to fostering the professional education of graduate students.

2.4 Advisor A mid- or senior-level professional who oversees the Intern, delivers the educational components, and monitors the satisfaction level of both the sponsoring firm and the Intern.

2.5 Administrative Coordinator The Administrative Coordinator, Miriam Rose, manages the logistics of the Intern Program.

2.6 Professor The Intern Program professor, Ashley Jennings, identifies and pre-qualifies Sponsors and Mentors, matches Interns to the sponsoring firms, manages the participants, and delivers the educational components associated with the University.

2.7 Student Services Program Coordinator The Student Services Program Coordinator (SSPC) in Clemson, Michelle McLane, manages the SPSA contracts for the MENTORSHIP Program while they are in Clemson.

3.0 CREDITS + WORKLOAD All MArch students registered for the Mentor Program will work 16 hours per week for 3 credit hours.

3.1 academic credit Graduate students will enroll for ARCH8890/400.

Credit awarded during the 13 week Intern Program of the regular academic year will be as follows:

3 CR: 16 hours/week

3.2 AXP credit The Architectural Experience Program (AXP) of the National Council of Architectural Registration Boards (NCARB) records and structures the practice experience of aspiring architects prior to licensure. Candidates for the architectural exam must have the documented and approved hours of experience of specified types prior to qualifying.

3.2.1 AXP eligibility To be eligible for AXP, a student must meet all of the following conditions:

>Must be enrolled in a pre-professional NAAB/CACB-accredited degree program; and

>Work for a Sponsor that is qualified as an AXP provider

3.2.2 academic credits and AXP The only limitations on hours are imposed by the experience areas and settings—see AXP Guidelines.

Registration in the AXP program must be done by the Intern, the cost of which will be paid by the South Carolina Board of Architectural Examiners.

3.3 NAAB criteria The material covered in this course offers students proficiency (at the indicated level of accomplishment) in the following...
subject areas (as defined by the National Architectural Accrediting Board (NAAB)):\(^1\)

**D1 Stakeholders Roles in Architecture:**
*Understanding of* the relationships among key stakeholders in the design process—client, contractor, architect, user groups, local community—and the architect’s role to each stakeholder

**D3 Business Practices:**
*Understanding of* the basic principles of a firm’s business practices, including financial management and business planning, marketing, organization, and entrepreneurship

**D5 Professional Conduct:**
Understanding of the ethical issues involved in the exercise of professional judgment in architectural design and practice and understanding the role of the NCARB Rules of Conduct and the AIA Code of Ethics in defining professional conduct

### 4.0 SCHEDULE
Critical dates for the Intern Program are on the CAC.C Master Calendar, available from the CAC.C website:

http://www.clemson.edu/caah/architecture/CAC.C/calendar.html

#### 4.1 preparation
To apply for the Mentor Program (before coming to Charleston), students need to declare their intention to participate in the Mentor Program by providing the Student Services Program Coordinator with completed tax forms and EMAILING the following to the Administrative Coordinator:

1. **MENTOR APPLICATION FORM** (page 12).\(^2\)

For deadlines, see the CAC.C Master Calendar, available from the CAC.C website (0).

#### 4.2 workload and Level
The Mentor Program runs for 13 weeks, starting at the beginning of the semester. Interns will work 16 hours per week.

Sponsors agree not to allow Interns work more than the agreed upon limit, including office charrettes and other project emergencies.

All Internships will occur between Monday-Friday, and end by noon.

#### 4.3 attendance
Timeliness and regular attendance are required. An Intern is expected to report to work as would any other employee: on time, according to schedule, alert, and ready to perform.

#### 4.3.1 make-up work

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\(^1\) **Understanding:** The capacity to classify, compare, summarize, explain and/or interpret information

\(^2\) Students who do not provide complete contact information, or who do not maintain contact with the Administrative Coordinator in the months prior to studying in Charleston, will be automatically disqualified from the Program.
Sponsors may elect to make alternative work arrangements when an Intern has a school deadline. This must not, however, become habitual. In the event that the Intern needs to miss work, he must:

1. call the Advisor in advance (as early as possible but with at least two days notice);
2. request a change of schedule; and
3. set up a make-up time that will occur within two weeks of the absence.

Not more than three make-up events will be permitted per semester and may result in a lowering of course grade and suspension of the internship opportunity.

4.3.2 grade consequences
Because professional decorum is an essential part of the Intern Program, Advisors will enforce the following policy:

- For every late arrival to work, or for showing up unfit to be productive: the Work Component grade will be lowered by 10%.
- For every unscheduled/unexcused absence (reported to Program Coordinator): the final grade will be lowered by 10%.
- For every re-scheduled/make-up period in excess of three per semester (reported to Program Coordinator): the final grade will be lowered by 10%.

5.0 SELECTION PROCESS
The weeks prior to the semester, each prospective Sponsor and Intern will participate in interviews, so that all parties have choice and exposure. Interns who have previously worked for a Sponsor may not continue working for that firm after a semester + regular semester term, without special permission from the Director.³

Sponsors and Interns will submit their ranked choices to the Professor, who will make the final assignments. Neither Interns nor Sponsors are required to enter into an Internship after the interviews. It is perfectly acceptable to decline participation.

5.1 intern preparation
Interns will receive information from the Professor before interviews begin (see CAC.C Master Calendar, available from the CAC.C website (0) for date/time). Prospective Interns will post resumes and portfolios on-line, site to be specified by the Professor. The professor will review and suggest small modifications as necessary. Sponsoring firms will have access to individual posts to facilitate the interview selection process.

³ Past experience has shown that, when students continue working in an office where they have been previously employed, the work relationship does not become elevated to the level required for graduate credit. Consequently, an exception will only be granted when both parties exhibit an exceptional commitment. Granting an exception shall be at the sole discretion of the Director.
Sponsors and Interns will participate in phone interviews, unless other arrangements can be made.

### 5.2 interview agenda

During this interview, the Advisor and prospective Intern will:

- Establish the expectations and the job description for the Internship.
- Establish the available days for the internship and set up a proposed schedule.
- Evaluate each other.

CAC.C will attempt to honor Sponsor and student priorities, while also trying to match sensibility and personality.

### 5.3 interview guidelines

Interns are advised to observe the following guidelines during the interview:

- **PREPARE**: Make sure you have some basic knowledge of the firm. Use the internet, word of mouth, or other means to learn something about the Sponsor before the interview.

- **MAKE A PROFESSIONAL IMPRESSION**: Maintain a professional level of topic. Ask professional questions. State what you intend to learn from this internship.

- **BE PROMPT**: Call at least two minutes early, giving yourself time to relax and collect your thoughts.

- **STAY ON PURPOSE**: Write down your goals for the interview in advance (including the list in 5.2), and check them off as you go. Come up with a list of questions you want to know about the Sponsor and about your potential Intern experience. The interview should be a two-way exchange, the Intern interviewing the Sponsor as well as the other way around.

- **BE APPRECIATIVE**: Remain mindful that Sponsors are contributing their time to interview you and participate in the Intern Program. Be sure to thank the Sponsor at the conclusion of the interview. If you really want to make a good impression, mail a handwritten thank you note afterwards.

### 6.0 PROGRAM COMPONENTS

The Internship and Mentoring Programs are work/study opportunities offering pay and credit to undergraduate and graduate students.

The educational component of the Internship and Mentoring Programs shall be unpaid and a minimum of two hours, which will be broken into two parts:

During the first day of the Internship, the Advisor should spend about an hour to explain the firm’s history, its philosophy of practice, the current projects, and how the Intern’s work will contribute to the office. From this orientation, the Intern should understand his role in the firm. This information should be documented in the journal.

The remainder of the educational component for the Mentoring Program will occur weekly (see the ARCH8890 syllabus). Students will engage sponsors in a weekly discussion facilitated
by the Professor in the form of a prompt. Students will respond to the prompts and ensuing discussions as a post in the program journaling site, http://caccinternshipjournals.ning.com/.

WORK COMPONENT
Commensurate with skill and experience, the Intern is to be given actual work that will benefit the firm. If the Intern masters the given tasks and works productively at them for a reasonable period, then new tasks of increasing difficulty or of a different nature must be assigned. The Advisor should make sure the Intern grows continually during the experience.

Since students receive credit for the Internship their work will be evaluated by the Professor, who will monitor the course and give the final evaluation.

6.1 the academic component

The academic components of the Mentor Program are comprised of:

6.1.1.1 JOURNAL
The journal is intended to serve as a record of the intern’s daily experience (see the syllabi for ARCH8890). Responses to bi-weekly prompts and two class meetings will supplement the daily logs. This Journal will be graded as part of the Program.

6.1.1.2 COMPLETION LETTERS
Upon the completion of the Internship, the Intern will write a thank-you note to the Sponsor, Advisor, and all persons in the Sponsor’s office who have contributed in a significant way to the Intern’s experience. These will be submitted to the Administrative Coordinator in a sealed envelope by the Journal due date.

6.1.1.3 GRADING
The Professor will, after consultation with the respective Advisor, assign grades for the Office (70%) and Academic (30%) components. Using recent student performance of all Interns, grades will follow these criteria:

A (90-100): Excellence in most areas of evaluation, high competence in others.
B (80-89): High Competence in most areas of evaluation, competence in others.
C (70-79): Fulfilled all requirements with competence.
D (60-69): Less than competent work in one or more areas of evaluation. One or more requirements lacking and/or sub-standard quality.
F (BELOW 59): Substantially incomplete work and/or work of an unsatisfactory quality.
INCOMPLETE: Work left incomplete at the end of the semester due to circumstances beyond the student’s control.

6.1.1.3.1 JOURNALS
Journals will be evaluated on scope, depth, graphics, and craft.
6.1.1.3.2 JOURNAL SUBMISSION
Journals submitted after the due date will have their grades lowered by 10%. Journal grades will also be penalized by 5% for late submission of thank-you notes or Sponsor Evaluation Forms.

6.1.1.3.3 PERFORMANCE
The Intern Program grade will be lowered for poor performance in the office. See 4.3.2.

6.1.1.3.4 DUE DATE
The review and due dates for the Journal are listed in the syllabi for each course.

At the end of the Internship, the Advisor and Intern will file an evaluation form with the Professor (attached). These will be used to monitor the program and shared with the Intern and Sponsor for their appropriate reflection.

7.0 QUALIFICATIONS + PAY
It is our intention for students participating in the Mentor Program to be compensated similarly to an Assistantship. Consequently, the fixed compensation for the Mentor Program will be approximately $3,000.00 per semester, and should be considered additional to the tuition remission provided by the GAD.

7.1 deposits
Students who have loans, assistantships, or a Mentorship are required to complete and submit to Clemson University the Automatic Deposit Form (included in the Clemson University tuition bill). Payments will automatically deposit to the student’s account. If the automatic deposit form is not completed, then no checks will be issued.

7.2 termination
In the event that either the Intern or the Sponsor is dissatisfied with the work relationship, the Advisor, Professor, and Director shall assess the situation and endeavor to facilitate a successful correction. Failing that, the Mentorship will be promptly terminated. For the success and continuity of the overall Program, individual internships that are not mutually beneficial and cannot be quickly corrected will be promptly suspended.

8.0 SPONSORS/MENTORS
Local firms regularly participate in the CAC.C Intern Program, although they may not offer an Intern opportunity every semester. Students should not contact the sponsoring firms directly. All communication must occur through the Professor or CAC.C Administrative Coordinator.

Professionals interested in being a Sponsor or Mentor should contact the Professor Ashley Jennings.
9.0 FACULTY + STAFF

9.1 CAC.C director  Ray Huff, Director
Clemson Architecture Center in Charleston
701 East Bay Street, Suite 202
Charleston, SC 29401
T: 843-723-1747 F: 843-723-1847
rhuff@huffgooden.com

9.2 CAC.C administration  Miriam Rose, Administrative Coordinator
Clemson Architecture Center in Charleston
701 East Bay Street, Suite 202
Charleston, SC 29401
miriamr@clemson.edu

9.3 Professor  Ashley Jennings, Lecturer
aj architects, llc
538 King Street
Charleston, SC 29403
T: 843-577-7030 F: 843-577-8060
ashley@ajarch.net

9.4 Program Coordinator  Regina Foster, Assistant Director of Off Campus Programs
Office of Off-Campus Studies
151 Lee Hall
Clemson, SC 29634-0501
(864) 656-3636
rkomo@clemson.edu

9.5 Student Services Program Coordinator
Michelle McLane, Student Services Program Coordinator
School of Architecture
145 Lee Hall
Clemson University, SC 29634-0503
T: 864-656-3938 F: 864-656-1810
wking@clemson.edu

The following forms are attached:

- Intern Application Form
- Sponsor/Mentor’s Evaluation Form
- Intern’s Evaluation Form

END OF CAC.C INTERN PROGRAM GUIDE
MENTOR APPLICATION FORM

Name: _______________________________________________________
Graduate Year: _____________________________________________

Intern’s prioritized list of Intern preferences, by type (e.g., architect, landscape architect, contractor, urban designer) and/or characteristics (e.g., large firm, within walking distance of CAC, design office, etc.):
1. 
2. 
3. 
4. 
5. 
6. 

Interns who know of a Sponsoring firm or company with whom they would like interview may request an interview:
A. 
B. 
C. 

________________________
Email address where you can be reached prior to your Charleston semester: ____________________________
mobile telephone number(s): ____________________________
parent’s telephone number(s): ____________________________

1 Students who do not provide complete contact information, or who do not maintain contact with the Program Sponsor in the months prior to studying in Charleston, will be automatically disqualified from the Intern Program.
SPONSOR/MENTOR’s EVALUATION FORM

CAC.C Clemson Architecture Center-Charleston
Intern and Mentor Program

SPONSOR: ____________________________
ADVISOR: ____________________________
DATE: ________________________________
INTERN: ______________________________

On a scale of 1-10 (with 1 being POOR, 5 being AVERAGE, and 10 being EXCELLENT), please rate the Intern’s performance:

1---2---3---4---5---6---7---8---9---10 ATTITUDE: Intern maintained a positive attitude.
1---2---3---4---5---6---7---8---9---10 CONTRIBUTION TO OFFICE CULTURE: Intern made a substantial contribution to the office culture.
1---2---3---4---5---6---7---8---9---10 CONTRIBUTION TO WORK: Intern made a substantial contribution to the firm’s work.
1---2---3---4---5---6---7---8---9---10 DIRECTION: Intern took directions and corrections appropriately and learned from these suggestions.
1---2---3---4---5---6---7---8---9---10 DRESS: Intern dressed in appropriate professional attire.
1---2---3---4---5---6---7---8---9---10 KNOWLEDGE: Intern’s knowledge of practice improved.
1---2---3---4---5---6---7---8---9---10 SELF-GENERATION: Intern didn’t wait to be told what to do but looked for opportunities to contribute and be helpful.
1---2---3---4---5---6---7---8---9---10 SKILL: Intern’s practice skills improved.
1---2---3---4---5---6---7---8---9---10 TIMELINESS: Intern reported to work on time and worked consistently for the duration of the work period.

COMMENTS + SUGGESTIONS:

1---2---3---4---5---6---7---8---9---10 RECOMMENDATION: I would recommend this Intern to other architects seeking employees.

Please make comments and suggestions to the Intern on the back of this sheet. (Please make comments and suggestions to Charleston Architecture Center on a separate page. Thank you!)
INTERN’S EVALUATION FORM

CAC- C Clemson Architecture Center-Charleston Intern and Mentor Program

INTERN: ______________________________

DATE: ______________________________

SPONSOR: ______________________________

ADVISOR: ______________________________

On a scale of 1-10 (with 1 being POOR, 5 being AVERAGE, and 10 being EXCELLENT), please rate the sponsoring firm’s performance:

1—2—3—4—5—6—7—8—9—10 ADVANCEMENT: Firm consistently advanced me to new skills and knowledge as I mastered previously introduced skills.

1—2—3—4—5—6—7—8—9—10 DIGNITY: Firm treated me with appropriateness and dignity.

1—2—3—4—5—6—7—8—9—10 EDUCATIONAL COMPONENT: Firm taught me about its philosophy and methods of practice.


1—2—3—4—5—6—7—8—9—10 MENTORSHIP: My Advisor checked regularly to see that I was both learning and contributing to the office.

1—2—3—4—5—6—7—8—9—10 TRAINING (absolute): Firm introduced me to practice skills and knowledge, and then assigned me work that exercised these.

1—2—3—4—5—6—7—8—9—10 TRAINING (contingent): Firm introduced me to practice skills and knowledge given the limits of its own workload and related opportunities.

1—2—3—4—5—6—7—8—9—10 RECOMMENDATION: I would recommend this office to other Interns and young architects seeking employment.

On a scale of 1-10 (with 1 being POOR, 5 being AVERAGE, and 10 being EXCELLENT), please rate your own performance:

1—2—3—4—5—6—7—8—9—10 INITIATIVE (effort): I applied myself and gave all my attention and effort during my Internship.

1—2—3—4—5—6—7—8—9—10 PRODUCTION (effectiveness): I was an efficient and effective contributor to the office.

COMMENTS + SUGGESTIONS:

Please make comments and suggestions to Sponsor on the back of this page. (Please make comments and suggestions to Charleston Architecture Center on a separate page. Thank you!)