



Evaluation can take many forms but perhaps no greater measurement of a successful apprenticeship is for the student to have learned and grown creatively because of the Master Artist's mentoring. This very personal dialogue and hands-on instruction is what makes an apprenticeship a valued, desired professional development strategy.

To stay on course, however, both parties must begin with clearly defined desired outcomes. These specific objectives have hopefully been articulated throughout the application process and placed on paper as part of the contract phase.

During the actual term of the apprenticeship, there are several ways to evaluate performance and benchmark the process. It is important for the artist and student to agree on the formality and frequency of the evaluation to ensure that the process stays on track. For instance, Virginia-based Crenshaw Lighting conducts an exit interview with each of its apprentices as part of the process (*See Evaluation Appendix A*). Here are a few additional ways that the apprenticeship can be evaluated:

Periodic Journaling

This practice, engaged by either or both the artist and the student, allows the individual to record the personal observations, share lessons learned, document specific situations and capture thoughts about the creative process. It is recommended that journaling be conducted throughout the term and on a regular basis to show the evolution of growth.

- *Use a bound composition book for each party to record detailed thoughts.*
- *Determine how frequently the journaling should occur: random, daily, weekly, monthly, after big events, etc.*

Interim Reporting

Designed as a more structured technique, this evaluation methodology can occur two ways:

- **Report log.** This evaluation form offers each party the opportunity to share written comments about key performance areas on a consistent basis. Prepared as dated, easy-to-complete forms, the report log can help track accomplishments and areas of improvement (*See Appendix B for reference*).
- **Self-Assessment Survey.** This evaluation form includes quantifiable questions that can quickly assess if and how the student and artist are meeting their objectives. To capture the most honest evaluation, the survey tool is kept confidential and assessed by a third party with findings reported separately to the student and artist (*See Appendix C for reference*).

Mid-term Review

Scheduled as a face-to-face meeting between artist and student, this mid-term review is conducted to review activities and performance to date. Ideally, the private meeting is scheduled when few interruptions can occur to



keep the conversation focused and sharing open. In advance of the formal review, each party should take time to write down the key points they want to address during the meeting. If previous evaluation has occurred, these tools and summaries should be available to help benchmark the progress to date.

- The first half of the meeting is time to **review accomplishments and areas of improvement**. It is also a time for each party to share other concerns or comments related to the desired outcomes of the apprenticeship.
- The second half of the meeting is time to outline the steps required to **accomplish the desired outcomes** of the apprenticeship. Discuss what additional training, creative development, outside technical or professional expertise, or other capabilities are necessary to complete a successful apprenticeship. If a final presentation or object is one of the outcomes, outline the particular steps required to accomplish this goal. Also use this time to discuss any concerns or challenges that may impede success.
 - *Be sure that any concerns, challenges are met with a solution.*
 - *Set benchmarks or target dates for completing key next steps.*

Third-party Assessment

This evaluation technique requires an independent council to collect and assess information gathered during personal, telephone, written or electronic interviews with both parties. Depending on the cost and frequency of the assessments, these interviews can be conducted as open-ended discussions or as quantifiable questions with results based on a scaling system.

- *Retain a credible source to conduct the confidential assessments and report results.*
- *If several apprenticeships are conducted simultaneously, this is a great way to evaluate the process and determine the key characteristics of successful candidates, work environments, disciplines, and learning.*

Final Review

At minimum, an exit interview should be scheduled between the artist and student. The interview should review the perceptions and desired outcomes outlined in the contract. A sample template is provided to outline the types of questions to cover (*See Evaluation Appendix D*).

If a third party is involved (as contracting agency or sponsor):

- Expand the interview to either include them as observers or conductors;
- Schedule additional interviews between the student and third party, and artist and third party, for independent comparison to the student-artist evaluation.



Final Presentation, Exhibition

One of the most celebrated aspects of an apprenticeship is the growth of the student. A final presentation or exhibition of their work is a testament not only to the student's talent but also to the mentoring and teaching by the artist. A public display of the student's craft is the ultimate recognition for the apprentice and master artist.

- The **final presentation** can be billed as a community celebration if a number of apprenticeships have been conducted from a particular area or individual school.
- A **final exhibition** allows fellow artists and students to recognize the growth and talent of colleagues. Depending on the quality and quantity of work available, it can also generate income (for the student, artist, program) with sales of work.
- A **certificate of completion** is a great complement to a final exhibition, and affords the student a lasting document to remember the experience. Ideally, it is signed and dated by the master artist.
- A **certificate of appreciation**, signed and dated by the student, is one way to recognize the contribution of the master artist. Ideally, it is presented at the final exhibition or apprenticeship graduation ceremony.

Students and artists are encouraged to document the apprenticeship with photography, audiotape or videotape as appropriate to the art form and to include appropriate expenses for documenting the apprenticeship in their budget.

After an apprenticeship has been completed, the evaluation results should show organizers where and how to make appropriate or recommended changes to the application, appointment, teaching and measurement areas of the process.