# TABLE OF CONTENTS

## GENERAL INTERNSHIP GUIDELINES

I. **INTRODUCTION** 1
II. **PURPOSE OF THE INTERNSHIP** 1
III. **REQUIREMENTS** 1
IV. **SUPERVISION** 2
V. **INTERNSHIP REPORT BY STUDENT** 2
VI. **SUGGESTIONS FOR THE INTERN** 2
VII. **SUGGESTIONS FOR THE HOST AGENCY** 3
VIII. **ROLE OF THE GRADUATE PROGRAMS MANAGER AND FACULTY ADVISOR** 3

## INTERNSHIP GUIDELINES FOR HOST AGENCIES

I. **INTRODUCTION** 4
II. **PURPOSE OF THE INTERNSHIP** 4
III. **SUGGESTIONS FOR THE HOST AGENCY** 4

## APPENDIX

- **LETTER OF AGREEMENT** 5
- **EVALUATION OF INTERNSHIP BY AGENCY SUPERVISOR** 6
- **EVALUATION OF INTERNSHIP BY FACULTY ADVISOR** 7
- **EVALUATION OF INTERNSHIP BY STUDENT** 8
- **INTERNSHIP DATA BANK** 9
I. INTRODUCTION

The Master of Public Administration program at the University of Arizona’s School of Government and Public Policy (SGPP) includes an internship as one of the requirements for completion of the degree. This internship comprises 3 units/200 hours (6 units/400 hours for students who entered the program prior to Fall, 2013) of the 42-unit MPA program of study. These guidelines are designed for the use of the student, the faculty advisor, and the supervisor in the host agency or organization. General questions regarding internship matters should be directed to the SGPP Graduate Programs Manager or to the student’s faculty advisor.

II. PURPOSE OF THE INTERNSHIP

The primary function of the internship is to give the student a practical perspective on policy and management problems, as a supplement to classroom learning.

The internship also has the following secondary goals:

1. To improve communication between the university and practicing professionals.
2. To give the faculty an opportunity to evaluate its graduate program through feedback from interns and hosting agencies.
3. To help students compare their abilities and interests with requirements in particular fields.
4. To contribute to the effectiveness of the hosting agency, both through high quality work and through bringing in new perspectives.

III. REQUIREMENTS

1. Internships may be in governmental agencies, non-profits, or for-profit organizations. Internship are both paid and unpaid positions and either will satisfy internship requirements. Students are advised to weigh the benefits of unpaid internships with respect to opportunities for learning.
2. Internships must last at least 200 hours (400 hours for students who entered the program prior to Fall, 2013). To intensify the learning process, they should ordinarily be full-time, although many students engage in "part-time" internships by working for local agencies 10 to 15 hours/week. The length of the internship may be extended as appropriate, but should not exceed one calendar year.
3. Normally, the internship should be undertaken during the summer between the first and second years. However, individual student needs and the needs of the host agency may dictate that the internship take place later in the academic program as a "post" degree internship or "part-time" over two semesters of the 2nd year of the MPA program.
4. Assumption of a full-time continuing position upon the completion of the MPA course requirements will not normally serve to fulfill the internship requirement.
5. The student, the faculty advisor, the SGPP Graduate Programs Director, or a representative of a prospective hosting agency may initiate internship placement discussions.
6. Once conditions of the internship have been agreed upon and the student has been approved by the agency for internship assignment, the student, faculty advisor, agency internship supervisor and the Graduate Programs Manager must co-sign the "Letter of Agreement" form (attached). The intern then provides a signed copy of the form to each of the signers. This letter is not a contract, but is meant to ensure that the expectations of all parties--the student, the faculty advisor, the Graduate Programs Manager, and the agency supervisor--are consistent.
7. Upon completing the internship, the intern should give the "Evaluation of Internship by Agency Supervisor" form to the agency supervisor, and should follow up with the agency supervisor to make sure the form is completed and signed. The "Evaluation of Internship by Faculty Advisor" form should be given to the faculty advisor. The student should fill out the "Evaluation of Internship by Student" and "Internship Data Bank" forms and return them to the Graduate Programs Manager (forms are attached)
8. The final Professional Experience Paper (see Section V) should be submitted to the faculty advisor.
9. Successful completion of the internship requires fulfillment of any other obligations, including specifics of the internship work assignment that may be set forth in the Letter of Agreement.

IV. SUPERVISION

1. The faculty advisor and agency internship supervisor should maintain communication during the internship. Any problems should be quickly resolved by communication among the student, faculty advisor and agency internship supervisor.
2. The intern should report to the faculty advisor periodically throughout the internship. These informal reports should include: (a) a brief comment on allocation of the intern's time during that period, (b) progress toward objectives and (c) discussion of any significant difficulties with the internship.

V. PROFESSIONAL EXPERIENCE PAPER

1. The Professional Experience Paper is intended to help the student understand the work experience in light of academic course work. It is also intended to strengthen students' written communication skills.
2. Before the internship begins, the student and the faculty advisor should develop a schedule for submission of drafts of the paper and its completion. The form of the final paper should also be agreed upon at this time.
3. The paper should include at least the following elements, but additional information should be included:
   a. Setting of the internship--brief description of the agency (its environment, goals, structure and processes) and tasks/roles assigned the intern.
   b. Analysis
   c. Results:
      i. Conclusions and recommendations, including any significant unresolved issues.
      ii. Relationship of the internship to the academic content of the student's program.

VI. SUGGESTIONS FOR THE INTERN

1. The internship is an essential part of the MPA Program. It is intended to provide a bridge between theory and practice, by giving students an opportunity to test classroom knowledge and skills in an operating environment.
2. An internship gives the agency an opportunity to get to know the student, but it carries no presumption of leading to a permanent position in that agency.
3. The student, in consultation with the faculty advisor and host agency representatives, is responsible for preparing for the internship, including a proposal with specific task objectives. These objectives should be detailed in the Letter of Agreement.
4. An intern should not be viewed as either an outside consultant or an-insulated researcher, but as a regular employee with a special, temporary work assignment. As such, the intern is expected to meet at least the same standards of performance as other agency employees.
5. The development of good working relations with supervisors and associates is a necessity for a successful internship. The intern and supervisor should also remember, however, that the internship is part of the MPA program of study, and therefore has academic goals which must also be met.
6. The intern should keep daily notes to assist in preparation of the final internship report.
7. Regular informal reports to the faculty advisor will help keep the intern on track toward a satisfactory final report, and will give the intern a chance to tap the faculty advisor's knowledge and experience.
VII. SUGGESTIONS FOR THE HOST AGENCY

By accepting an intern, the host agency recognizes that it shares responsibility for the success of the internship. The intern will rely on the agency's active participation and support, and will expect to receive assistance, advice and guidance.

The following suggestions will help ensure a successful internship:

1. In the early stages of the internship, the intern should get a comprehensive overview of the agency's role and function, including an introduction to its major policies and procedures.
2. The agency supervisor should inform agency personnel of the purpose, role and expected performance of the intern.
3. The intern should be organizationally placed near the agency supervisor, to aid in observation of, and participation in, a wide range of managerial activities. Whenever possible, the intern should be permitted to attend meetings of senior staff, board meetings, conferences with legislators, or other policy sessions.
4. Intern work assignments should be educational and challenging, as well as useful for the agency. The intern should not assume a routine position in a single sub-unit of the organization, but rather should benefit from exposure to as much of the organization during his or her stay as is feasible. The intern should not be assigned routine office or clerical work, unless such work is a necessary, subordinate part of a more responsible assignment.
5. The intern should be supervised by a responsible administrator to whom there is reasonable access. If possible, the intern should be assigned a desk and other office facilities near the agency supervisor.
6. The agency supervisor should contact the faculty advisor or SGPP Graduate Programs Director whenever the progress of the internship is in question.
7. At the end of the internship, the agency supervisor should complete an evaluation form and send it to the Graduate Programs Director.

VIII. ROLE OF THE GRADUATE PROGRAMS MANAGER AND FACULTY ADVISOR

1. The Graduate Programs Director should maintain an active list of internship opportunities and communicate this information to all eligible graduate students, and should develop and maintain relationships with appropriate agencies. Files of internship possibilities as well as a database of contacts are available for student's use.
2. Faculty advisors must be responsive to informal interim internship reports. Reports should be reviewed on a timely basis, and the faculty advisor's reaction should be communicated to the intern and if necessary, the agency supervisor.
3. The faculty advisor should promptly review preliminary drafts of the internship reports.
4. The faculty advisor determines the final acceptability of the internship report.
5. After the internship is completed, the faculty advisor should fill out an "Evaluation of Internship by Faculty Advisor" form and return it to the Graduate Programs Director.
MPA INTERNSHIP GUIDELINES
(TO BE GIVEN TO HOST AGENCIES)

I. INTRODUCTION

The Master of Public Administration program at the University of Arizona’s School of Government and Public Policy (SGPP) includes an internship as one of the requirements for completion of the degree. We are pleased that you are interested in participating in this part of our program. These guidelines are for the supervisor in the host agency or organization. They are intended to help make the internship as productive as possible for all concerned. Questions regarding internship matters should be directed to the SGPP Graduate Programs Manager (tel. 520-621-3128), or to the intern's faculty advisor.

II. PURPOSE OF THE INTERNSHIP

The primary function of the internship is to give the student a practical perspective on policy and management problems as a supplement to classroom learning. The internship also has the following secondary goals:

1. To improve communication between the university and practicing professionals.
2. To give the faculty an opportunity to evaluate its graduate program through feedback from interns and host agencies.
3. To help students compare their abilities and interests with requirements in particular fields.
4. To contribute to the effectiveness of the host agency, both through high quality work and through bringing in new perspectives.

III. SUGGESTIONS FOR THE HOST AGENCY

By accepting an intern, the host agency recognizes that it shares responsibility for the success of the internship. The intern will rely on the agency's active participation and support, and will expect to receive assistance, advice and guidance. Internships can be paid or unpaid positions. The following suggestions will help ensure a successful internship:

1. In the early stages of the internship, the intern should get a comprehensive overview of the agency's role and function, including an introduction to its major policies and procedures.
2. The agency supervisor should inform agency personnel of the purpose, role and expected performance of the intern.
3. The intern should be able to observe and participate in a wide range of managerial activities. Whenever possible, the intern should be permitted to attend meetings of senior staff, board meetings, conferences with legislators, or other policy sessions.
4. Intern work assignments should be educational and challenging, as well as useful for the agency. The intern should not be assigned a routine position in a single sub-unit of the organization, but rather should benefit from exposure to as much of the organization as is feasible. The intern should not be assigned routine office or clerical work unless such work is a necessary, subordinate part of a more responsible assignment.
5. The intern should be supervised by a responsible administrator to whom there is reasonable access. If possible, the intern should be assigned a desk and other office facilities near the agency supervisor.
6. The agency supervisor should contact the faculty advisor or SGPP Graduate Programs Director whenever the progress of the internship is in question.
7. At the end of the internship, the student will give the agency supervisor an evaluation form. This form should be completed and returned to either the student or sent to the SGPP Graduate Programs Director.

We look forward to working with you on a productive and beneficial internship.
LETTER OF AGREEMENT

Intern's Name: ______________________________________________________________

Agency: _____________________________________________________________________

Agency Supervisor: __________________________________________________________

Telephone: __________________________________________________________________

Faculty Advisor: _____________________________________________________________

Telephone: __________________________________________________________________

Period of Internship: __________________________________ Salary: ________________

Description of Tasks: [A separate page may be attached if preferable]

_____________________________    ______________________________
Intern Date Agency Supervisor Date

_____________________________    ______________________________
Faculty Advisor Date Graduate Programs Director Date
EVALUATION OF INTERNSHIP BY AGENCY SUPERVISOR

Intern's Name: ____________________________________________________________

Agency: __________________________________________________________________

Agency Supervisor: ___________________________________________________________________

Telephone: ____________________________

Faculty Advisor: ____________________________________________________________

1. In what ways was this internship of value to your agency?

2. In what areas did this intern demonstrate particular strength? In what areas did this intern show a need for improvement? (You might consider such areas as analytic, interpersonal, and communication skills.)

3. What problems arose during the internship that would be helpful to know about for future internships?

Other Comments:
EVALUATION OF INTERNSHIP BY FACULTY ADVISOR

Intern’s Name: ________________________________________________________________

Agency: ________________________________________________________________

Agency Supervisor: _________________________________________________________

Telephone: ______________________________________________________________

Faculty Advisor: ___________________________________________________________

1. Would you recommend this agency as a site for another internship? Explain.

2. What problems arose during the internship that would be helpful to know about for future internships?

3. Did this internship suggest any ways in which we could improve the MPA curriculum?
EVALUATION OF INTERNSHIP BY STUDENT

Intern's Name: ________________________________________________________________

Agency: _______________________________________________________________________

Agency Supervisor: ____________________________________________________________

Telephone: ____________________________________________________________________

Faculty Advisor: ____________________________________________________________________

1. Was your experience valuable to you as a student? Did your activities reflect the activities of the agency?

2. Do you feel that the internship was valuable to the agency?

3. Would you recommend this agency for future interns?

4. Are there any other changes in the internship process that you would suggest to make it a more useful experience?

Other Comments:
INTERNSHIP DATA BANK

Specialization or Concentration

Intern Name

Phone Number

Organization/Agency

Address

Dates of Internship

Salary

Supervisor

Supervisor’s Title

Phone Number

Faculty Advisor

Brief Description of What You Did: