Western Michigan University
School of Public Affairs and Administration
(SPAA)

Professional Field Experience
(Internship)—PADM 7120
For MPA Graduate Students

Faculty: Dr. Udaya Wagle

2018 Edition
(SPAA/Wagle)
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Letter From the Professor

Welcome to PADM 7120!

PADM 7120, Professional Field Experience, is often referred to as the MPA Internship. The Internship experience is a planned professional experience in a public or nonprofit sector setting, equivalent to three credit hours (300 contact hours). The goal of the internship is to provide candidates with a work experience which will afford realistic exposure to their world of professional administration and to the organizational environment in which the dynamics of an organization or agency are developed.

This experience should give the student the opportunity to become aware of his/her obligations as a professional and to the public. Although the intern should handle real work assignments, it should be remembered by all supervisory personnel—both on the job and academic—that the major reason for the internship is to provide a learning experience. The internship is carefully integrated into the student’s overall academic program. Our requirement that the student have completed most of his/her MPA coursework prior to the internship is so that the student comes with a good foundation for the type of public-serving organization where he/she wishes to work.

While most students focus on the internship assignments, tasks, and activities when they begin their planning of PADM 7120, the most difficult part of PADM 7120 may be finding an organization willing to take on an intern in the learning/work environment. As part of the PADM 7120 process, we ask that the student seek out locations for the internship and go through the search and interview process much like he/she would in an actual employment situation. This searching step is critical in experiencing the real-world employment challenge of obtaining work. Faculty in the School of Public Affairs and Administration (SPAA) may offer suggestions to students about possible internship opportunities, but the real work in obtaining an internship site is with the student. Similarly, the professor for PADM 7120 will offer suggestions for internship locations, but obtaining the internship, the satisfactory performance of work at the internship site, and a reflective evaluation is truly the responsibility of the student. This course is far more independent, student-learner driven than most other MPA courses. You, as a student, determine your learning outcomes and work at creating an experience which meets or exceeds your expectations, as you demonstrate evidence of knowledge obtained in your other MPA courses.

I wish you well as you embark on the Professional Field Experience (Internship). The processes for the Internship are explained in this Handbook. The forms needed are also provided on the SPAA website at www.wmich.edu/spaa. Should you have questions about PADM 7120, please contact me at (269) 387-8930. I would be glad to assist you in having a rewarding internship experience.

Udaya Wagle, Ph.D.
SPAA Director and Professor
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Internship Placement Process

1. **Students** may register for PADM 7120 when they have reached several requirements:
   - completion of at least 24 hours of SPAA MPA graduate credits
   - a 3.0 overall GPA
   - consent of the Professor of PADM 7120

   The application (Form GSA) and a current resume must be submitted to Dr. Udaya Wagle, Western Michigan University, 220E. Walwood Hall, Kalamazoo, MI 49008-5440 or e-mail to udaya.wagle@wmich.edu.

2. **Internship Interview Orientation (Students Only)** Students must meet with the PADM 7210 professor in the semester prior to the internship at an appointed time for an orientation to the process of identifying appropriate placement sites, preparing a resume, interviewing effectively and professionally, and making a decision that is right for them.

3. The **student** contacts organizations/agencies suggested by the professor or organizations/agencies that the student has located to seek interests and availability of internship experiences. The student provides a resume to the organization/agency and makes all arrangements for interviewing.

4. The **Organization/Agency** selected by the student to be the internship location must complete the Organization/Agency Internship Profile (Form OAIP) and clarifies the following:
   - that this organization does have an internship opportunity;
   - whether this internship is paid, not paid, or compensation to be determined;
   - who the contact person is;
   - whether the internship has a specific time frame or is open-ended;
   - what this internship offers in the way of opportunities and how it helps student meet career goals.

   Students use the Organization/Agency Internship Profile (OAIP) to make informed decisions about the organization with which they will be interviewing. The PADM 7120 professor of SPAA reviews the OAIP and determines the appropriateness of the proposed internship description, agency profile, conditions, and suitability for the graduate student.

   Organizations/Agencies are encouraged to fill in the profile as completely as possible. Students will need accurate and complete information to make good decisions about their career goals. Organizations/Agencies may submit the OAIP to the PADM 7210 professor or provide the OAIP to the graduate student who submits the form to the PADM 7120 professor.

5. After the interviews, the **student** decides whether to accept the internship if offered.

6. The **student** will inform the PADM 7120 professor of all interviews and decisions.

7. The **student** requests the organization/agency to complete the Educational Contract (EC) and the Affiliation Agreement (AA).
8. If necessary, the **student** will arrange a meeting with the organization/agency supervisor and the PADM 7120 professor of SPAA for orientation.

9. The **student** is responsible for the proper submission of the following forms:

- Graduate Student Application for Internship (GSA)
- Organization/Agency Internship Profile (OAIP)
- Educational Contract (EC)-Student collaborates with organization/agency
- Affiliation Agreement (AA)- Student collaborates with organization/agency
- Internship Evaluation (Final) Student/Supervisor (IEF)
- Internship Report Student Perspective (IRGSP)
- Graduate Student Evaluation of Internship Site (GSEIS)
- Intern’s Work Schedule/Activity Record (WSAR)
- Enrollment in PADM 7120 via contact with SPAA Office Coordinator, Christine Hummel (christine.hummel@wmich.edu).
# Time Line and Requirements for Internship Placement

For **graduate students** seeking internships

<table>
<thead>
<tr>
<th>Step/Documentation</th>
<th>Purpose/Outcome</th>
<th>Ideal Date of Completion</th>
</tr>
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<tbody>
<tr>
<td>1. Resume and internship application (GSA) due to PADM 7120 professor</td>
<td>Application declares student's formal intention and indicates organization/agency preference. Student informed of placement and interview process.</td>
<td>At least two-month prior to start of internship</td>
</tr>
<tr>
<td>2. Internship orientation of student with the PADM 7210 professor (optional), Completion of OAIP</td>
<td>Organizations/Agencies options explored</td>
<td>Six weeks prior to start of internship</td>
</tr>
<tr>
<td>3. Student contacts organization/agency</td>
<td>Schedule interview appointments</td>
<td>At least a month prior to start of internship</td>
</tr>
<tr>
<td>4. Organization/Agency contacts students for interviews</td>
<td>Organization/Agency chooses an intern based on written material and interview</td>
<td>Two weeks prior to start of internship</td>
</tr>
<tr>
<td>5. Complete interviews</td>
<td></td>
<td>At least a week prior to start of internship</td>
</tr>
<tr>
<td>6. Student informs PADM 7120 professor of interview status and internship offer</td>
<td>Orient students and supervisors to policies, procedures, paperwork and “pointers”.</td>
<td>To be arranged with PADM 7120 professor</td>
</tr>
<tr>
<td>7. Organization/Agency completes the Educational Contract (EC) and the Affiliation Agreement (AA), and provides these documents to the PADM 7120 professor</td>
<td></td>
<td>Prior to start of internship</td>
</tr>
<tr>
<td>8. Orientation of student with organization/agency supervisor and PADM 7120 professor (if necessary) Semester internship begins!!!</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Student reviews documentation and submits it as required.</td>
<td></td>
<td></td>
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**Requirements for an internship:**

1. 3.0 Overall GPA in MPA coursework
2. Consent of the PADM 7120 professor
3. Completion of 24 credit hours
4. Updated resume on file with the PADM 7120 professor with the Student Application for Internship
Roles and Responsibilities of the Student Intern

The **Student Intern** will:

1. Review the PADM 7120 Professional Field Experience handbook prior to contact of the PADM 7120 professor.
2. Reflect on purposes of the Professional Field Experience.
3. Secure approval of an intended internship with the PADM 7120 professor prior to formal application. This can be done by e-mail or face-to-face contact.
4. Complete the Graduate Student Application for Internship (GSA).
5. Apply formally for placement with an organization/agency.
6. Accept internship appointment. Complete the necessary documentation (OAIP, EC, AA).
7. Develop a schedule of regular office hours with the organization/agency site supervisor.
8. Be on the job for the agreed upon number of hours.
9. Complete all duties and responsibilities, as required, in a professional manner.
10. Participate in any required training and/or conferences.
11. Become aware of organization’s/agency’s Standard Operating Procedures.
12. Arrive on time, make it a point not to leave early; and, always obtain approval from the site supervisor for any deviation from the specified schedule.
13. Dress appropriately as expected by the host organization/agency.
14. Provide a work schedule and activity record to the PADM 7120 professor.
15. Reflect on the Professional Field Experience, and its comments from all prior MPA coursework.
16. Arrange for a final evaluation meeting with site supervisor upon completion of internship hours.
17. Meet the PADM 7120 professor for an evaluative experience of the completion of your 300 hours with the organization agenda.

Note: It is the responsibility of the intern to verify that the final evaluation forms—IEF, IRGSP, GSEIS, and WSAR—are completed. Any necessary follow-up is the responsibility of the intern. Credit for the Internship (PADM 7120) is only given after successful completion of the internship work and the submission of all required forms.

**Learning About the Organization/Agency**

During the course of your internship you should learn the following about your organization/agency. You will be asked these questions by the PADM 7120 professor at the final evaluative experience.

1. What is the overall mission or purpose of the organization/agency?
2. What needs in the community are served? Does the actual work of the organization/agency reflect its mission?
3. Are there guidebooks, training manuals, or other information available?
4. What is the organization's/agencies managerial structure? Is an organizational/agency chart available?
5. Is your organization/agency tied to a national organization/agency? If so, what support is available to the local affiliate?
6. What is the culture of the organization/agency?
7. What are the major frustrations, problems, and difficulties you encountered?
8. How is performance evaluated?
9. How do you feel about the way ethical issues are handled?
10. If applicable, what is the process for gaining employment in this organization/agency? How often are opportunities available? What is the salary range? What are the advancement opportunities?
11. What skills and qualities are valued in this organization/agency?
12. What types of diversity do you see in the personnel and the client base?
13. Is this type of organization/agency or type of work that you enjoy? Consider why this organization/agency meets or fails to meet your career objectives.

FYI:
1. All reports must be mailed (e-mail or postal service) or faxed per the schedule.
2. If you are having a problem, talk with your supervisor. If the problem persists, notify the PADM 7120 professor immediately. Do not let problems fester.
3. Ask questions. When in doubt, ask. Check in with your organization/agency supervisor often. Schedule a weekly meeting.
4. Don't be a pest. Observe body language. If staff seems harried, it may not be a good time to ask for feedback on your performance.
5. Learn to read the atmosphere and culture. Find the best employee and model your behavior after him/her.
6. Enjoy. Work should be fun, at least part of the time. If you dread every day, perhaps this work is not for you.
# Time Line and Due Dates for the Professional Field Experience (Internship)

## A Guide for Organizations/Agencies Agreeing to Provide an Internship for Graduate Students

All documents can be faxed to 269-387-8935, e-mailed to udaya.walge@wmich.edu, or mailed to PADM 7120, School of Public Affairs and Administration, Western Michigan University, 220 E. Walwood Hall, Kalamazoo, MI  49008-5440.

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<th>Step/Documentation</th>
<th>Purpose/Outcome</th>
<th>Recommended Date of Completion</th>
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<tbody>
<tr>
<td>1. Organization/Agency must complete the Organization/ Agency Internship Profile (OAIP)</td>
<td>Gives contract information, whether the internship is paid or not and a short description of the organization’s internship plan</td>
<td>Preferably before the internship starts, but no later than the first week of the internship</td>
</tr>
<tr>
<td>2. Organization/Agency and student create an Educational Contract (EC)</td>
<td>Allows the agency and student to develop a clearer understanding of the work and learning to be accomplished</td>
<td>No later than the first week of internship</td>
</tr>
<tr>
<td>3. Organization/Agency supervisor (or organization/ agency authorized representative) signs the Affiliation Agreement (AA)</td>
<td>Provides details of affiliation of WMU and the organization/agency</td>
<td>Prior to the start of the internship</td>
</tr>
<tr>
<td>4. Student informs PADM 7120 professor the progress/experience of the internship (Professor may require student to submit additional reports.)</td>
<td>To keep the professor informed of the progress of the internship, help resolve questions, issues, etc.</td>
<td>As needed or requested</td>
</tr>
<tr>
<td>5. Organization/Agency informs the PADM 7120 professor the progress of the internship</td>
<td>To keep the professor informed of the progress of the internship, help resolve questions, issues, etc.</td>
<td>As needed or requested</td>
</tr>
<tr>
<td>6. Student and Organization supervisor complete a final evaluation (IEF)</td>
<td>To insure that there is an evaluation by the supervisor of the intern</td>
<td>For a 300 hour internship these reports are completed after 300 hours</td>
</tr>
<tr>
<td>7. Student completes a Student Performance Assessment (IRGSP)</td>
<td>A more reflective and confidential evaluation</td>
<td>After 300 hours</td>
</tr>
<tr>
<td>8. Student completes the Student Evaluation of Internship Site (GSEIS)</td>
<td>Provides organization data for future affiliations with the organization/ agency.</td>
<td></td>
</tr>
<tr>
<td>9. Student completes a work schedule activity record (WSAR) throughout the internship</td>
<td>Provides organization supervisor and the professor a record of complexity of activities, time, and effort</td>
<td>Throughout internship with final record submitted after 300 hours. Available for review anytime</td>
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Roles and Responsibilities of the Organization/Agency Site Supervisor

Organization/Agency Site Supervisor will:

1. Complete or update the Organization/Agency Internship Profile (OAIP).
2. Provide the student intern with a meaningful orientation to the organization’s/ agency’s purpose, services, organizational/agency structure, and operating practices.
3. Develop the Educational Contract (EC) with the intern.
4. Sign the Affiliation Agreement (AA). Submit this form to the PADM 7120 professor.
5. Assist the student in understanding his/her roles as an intern.
6. Provide leadership in planning and developing a meaningful program to allow the student intern to experience the role of the professional and the basic operation of the host organization/agency.
7. Assist the student intern in identifying his/her developmental needs and designing a plan to meet the identified needs.
8. Conduct weekly work planning and review sessions with the student intern to assess progress and plan for continued learning. Review the WSAR.
9. Make available the necessary resources to carry out assignments.
10. Serve as the intern’s mentor throughout the internship.
11. Communicate regularly with the student intern about his/her work performance.
12. Notify the PADM 7120 professor immediately in the event the student intern’s performance becomes unsatisfactory.
13. Conduct a final evaluation of the intern (IEF).
Forms
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Graduate Student Application for Internship
(Form GSA)

Student Name

Date

Mailing Address

City State Zip Telephone Number E-mail Address

Organizations/Agencies preferred for internship in order of preference (include location if applicable)
1. ________________________________________________________________
2. ________________________________________________________________
3. ________________________________________________________________
4. ________________________________________________________________

Number of MPA Credit Hours completed: ______________ GPA ______________

Semester Electing for Internship ______________

In order to fulfill the internship requirement, I will require the following special accommodations:

________________________________________________________________________

I will be/I am enrolled to receive course credit for my internship through: ____________________________

Please check off if updated resume is attached:
A salary or stipend is ______________ not essential ______________ essential
Assessment of Current Strengths (knowledge, skills, values)

Assessment of Current Limitations (knowledge, skills, values)

Career Goals:

Experience desired during this internship:

This application will serve as a declaration of my intention to participate in the internship required for the fulfillment of my requirement in the MPA program, and as required in my approved course of study. I have met with my departmental academic advisor and have received approval as applicable for my degree program.

__________________________________________________________________________
Student Signature

Date

__________________________________________________________________________
PADM 7120 Professor Signature

Date
Organization/Agency
Internship Profile
(Form OAIP)
(To be completed by student and reviewed/approved by Organization/Agency)

Student Name

Organization/Agency Name

Mailing Address

City
State
Zip

Telephone Number
E-mail Address

Organization/Agency Supervisor/Contact Person:

Name
Title

Telephone Number
E-mail

Semester or dates of Internship term:

Fall (September-December)
Spring (January-April)
Summer I/II (May-August)
Other (please list dates in space provided)
Is this an ongoing opportunity? Please explain ________________________________

☐ Full-time (20 hrs/wk, one semester)

☐ Part-time ___________ hrs/wk (10 hrs wk, two semesters)

☐ Both full-time and part-time (must total 300 hours)

☐ Paid $ ____________/hr $ ____________/stipend per semester

☐ Unpaid

☐ Compensation to be determined

Special Circumstances/Comments:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Student Signature ___________________________________________ Date

Organization/Agency Intern Supervisor Signature ______________________________ Date

WMU PADM 7120 Professor Signature ______________________________ Date
Educational Contract
(Form EC)

Student: ____________________________________________________________

Organization/Agency: ________________________________________________

Date: __________________________

I. INTERN SUPERVISOR (to be completed by host organization/agency supervisor)

   Name: ____________________________________________________________

   Position: _________________________________________________________

   Length of service at agency: ________________________________________

II. STUDENT ORIENTATION

   Date completed: ________________________________________________

III. EDUCATIONAL PLAN

   A. Educational Goals:
      1. Test theories, concepts, and philosophies
      2. Test skills in management, supervision, and leadership
      3. Engage in self-evaluation and assessment of the internship agency
      4. Establish positive interpersonal and professional relationships
      5. Observe and develop the values and ethics of professionals
      6. Develop, plan, and carry through with projects

   B. NASPAA Domains

      To gain knowledge and skills in (student to identify – selecting/circling 1 or more of the following):
      1. Lead and manage in public governance
      2. Participate in and contribute to the policy process
      3. Analyze, synthesize, think critically, solve problems and make decisions
      4. Articulate and apply a public service perspective
      5. Communicate and interact productively with a diverse and changing workforce and citizenry
C. Describe the projects, programs, or activities for which the student will be providing support (to be completed by student and supervisor) and indicate which Domain if addressed by each project, program, or activity:

<table>
<thead>
<tr>
<th>Project, Program, Activity</th>
<th>Domain</th>
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IV. PERSONNEL DETAILS: (be specific to avoid miscommunication and misunderstandings)

- Work Schedule (days and hours)

- Holiday, Vacation, and sick leave arrangements

- Other requirements/arrangements to be made

- Compensation

- Mileage Reimbursement

- Medical Examination, Test, Vaccination Requirements and Cost

- Criminal Conduct Check Requirements
V. EVALUATION

Evaluation will take place through regular supervisory conferences, in keeping with the criteria established by the PADM 7120 professor. Formal evaluation will take place upon completion of the internship (300 hours). The sponsor organization/agency may request/require additional evaluations at any time, and must communicate those evaluations to the student and the PADM 7120 professor.

VI. AGREEMENT

I (student) _______________ agree that it is my intention to complete this internship according to the guidelines and procedures of Western Michigan University to the best of my ability and complete all requirements as designated by the Western Michigan University.

________________________________________  __________________________
Student Signature                             Date

________________________________________  __________________________
Organization/Agency Intern Supervisor Signature Date

________________________________________  __________________________
WMU PADM 7120 Professor Signature          Date
Organization/Agency Affiliation Agreement
( AA) Non-Paid

Note: This agreement is to be used only for professional and administrative non-medical (non-clinical, non patient-care) professional field experiences (non-paid) in PADM 7120. Reference Student Name: _____________________________

This agreement is made this _____________ day of ______________, 20________, by and between ______________________ located at ___________________________ hereafter called "Organization/Agency," and the Board of Trustees of Western Michigan University, a Michigan constitutional body corporate located in Kalamazoo, Michigan, hereafter called “University.”

In consideration of the mutual promises and covenants herein, the parties agree as follows:

I. Educational Program. The University will, in consultation with representatives of the Organization/Agency, plan and administer the educational program for its students at the Organization/Agency and will assume the following responsibilities.

A. The University will provide the Organization/Agency with its overall plan for the field placement program. The plan will include details of the University’s educational program at the Organization/Agency, including the objectives and approximate number of students for each term, dates, times, and levels of each student’s academic preparation.

B. The University will provide the Organization/Agency with the name of students as soon as possible.

C. The University agrees to provide pre-field placement instruction to each student, in accordance with standards mutually agreeable to the University and Organization/Agency, and to present to the Organization/Agency only those students who have satisfactorily completed the necessary course requirements in the MPA instructional program.

D. The University will instruct all of its students assigned to the Organization/Agency that they will be required to comply with all those rules, regulations, policies and procedures of the Organization/Agency about which the Organization/Agency informs the students.

E. The University will maintain all educational records and reports relating to the educational program completed by individual students at the Organization/Agency, and the Organization/Agency will have no responsibility respecting the same other than those agreed-upon reports from the Organization/Agency supervisors that are necessary to the University’s monitoring of student progress.

F. The University will have full responsibility for the conduct of any student disciplinary proceedings and will conduct the same in accordance with all applicable statutes, rules, regulations, and case law.

G. The Organization/Agency will notify the University in writing of its refusal to accept a student and/or its dismissal of a student and the basis thereof:

i. No provision of this Agreement will prevent the Organization/Agency from refusing to accept any student who has previously been discharged for cause as an employee of the Organization/Agency, who has been removed from or relieved of responsibilities for cause by the Organization/Agency, or who would not be eligible to be employed by the Organization/Agency. The Organization/Agency will notify the University in writing of its refusal to accept a student and the basis thereof.
ii. The Organization/Agency may submit a written request to the University for the withdrawal of any student from the program for a reasonable cause related to the need for maintaining an acceptable standard of work performance, and the University will immediately comply with such request. The written request from the Organization/Agency will set forth the basis for removal.

iii. In the event the University does not agree with the Organization’s/Agency’s refusal to accept a student or request for withdrawal of student, it will promptly (in any event not later than five [5] working days after receipt of the written notice or request from the Organization/Agency) provide the Organization/Agency with a written statement setting forth the basis for any such disagreement.

iv. The Organization/Agency will defend, indemnify, and hold the University harmless from any and all claims and costs arising from the Organization’s/Agency’s request for the withdrawal of or refusal to accept any student to which the University provided its timely written statement of disagreement, provided that the Organization/Agency is determined by any court or administrative agency of competent jurisdiction to have acted in an unlawful manner in refusing to accept or requesting the withdrawal of a student; and further provided that the University will promptly notify the Organization/Agency of any such claim, provide the Organization/Agency with an opportunity to defend, and provide the Organization/Agency with all reasonable assistance, except financial, in making such defense. No settlement of any such claim as it relates to the University will be effected without the consent of the Organization/Agency.

II. Field Placement Program. The Organization/Agency will administer all aspects of the field placement program at the Organization/Agency. The Organization/Agency is fully responsible for the conduct, supervision, and control over its operations. In addition, the Organization/Agency will assume the following responsibilities.

A. The Organization/Agency will provide qualified supervision of University students during their educational program.

B. The Organization/Agency will cooperate with the University in the planning and conduct of the students’ educational program, to the end that the students’ educational program may be appropriate in light of the University’s educational objectives.

C. The Organization/Agency will provide qualified supervision of University students during the field placement program.

III. Insurance.

A. Liability Coverage. The Organization/Agency will maintain general and professional liability insurance or self-insurance coverage for itself and its employees, including, but not limited to, technical staff, and other employees furnished by the Organization/Agency pursuant to this Agreement. Upon request, the Organization/Agency will provide to University copies of appropriate certificates evidencing such insurance or self-insurance coverage.

B. University Liability Coverage. University will maintain general and professional liability insurance or self-insurance coverage during the term of this Agreement covering University and its employees for services rendered pursuant to this Agreement. Upon request, the University will provide to the Organization/Agency copies of appropriate certificates evidencing such insurance or self-insurance coverage.

C. Nothing contained herein shall be construed to negate or waive the indemnification requirements set forth in this agreement.
IV. General Provisions.

A. The University has developed a curriculum in the Master of Public Administration program in the School of Public Affairs and Administration which requires that students undertake a professional field experience as part of their education preparation. The Organization/Agency operates a program in ____________________________ and wishes to provide a professional field experience for students who would enter that field.

B. To the fullest extent permitted by law, each party agree to indemnify and hold harmless the other for claims, liabilities, losses, damages, costs, including attorney fees arising out of any acts or omissions of its employees, agents, students, or board members while they are acting within the scope of their employment and under the terms of this agreement.

C. Each party will be separately responsible for compliance with all federal and state laws, including nondiscrimination laws that might be applicable to their respective activities under this program. In accordance with state and federal laws, each party agrees not to discriminate against any student, employee, or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of internship, employment, or a matter directly or indirectly related to employment or internship because of race, color, religion, national origin, age, sex, height, weight, marital status, handicap or disability.

D. Students of the University will be considered students and will not be deemed to be employees of either party for purposes of compensation, fringe benefits, workers’ compensation, unemployment compensation, minimum wage laws, income tax withholding, social security or any other purpose because of their participation in the educational program. Each student is placed with the Organization/Agency to receive professional field experience as a part of his or her academic curriculum; the duties he or she performs are not performed as an employee, but in fulfillment of these academic requirements and are performed under supervision. At no time will students replace or substitute for any employee of the Organization/Agency. This provision will not be deemed to prohibit the employment of any such student by the Organization/Agency under a separate employment agreement that will be separately negotiated by the Organization/Agency or University and the individual student.

E. There will be no monetary consideration paid by either party to the other, it being acknowledged that the program provided hereunder is mutually beneficial. The parties will cooperate in administering this program in a manner that will tend to maximize the mutual benefits provided to the University and the Organization/Agency.

F. This Organization/Agency Agreement is intended solely for the mutual benefit of the parties hereto, and there is no intention, express or otherwise, to create any rights or interest for any party or person other than the Organization/Agency and the University; without limiting the generality of the foregoing, no rights are intended to be created for any patient, student, parent, or guardian of any student, employer, or prospective employer of any student.

G. In the performance of their respective duties and obligations under this Organization/Agency Agreement, each party is an independent contractor, and neither is the agent, employee, or servant to the other, and each is responsible only for its own conduct.

H. This Agreement constitutes the entire agreement between the parties, and all prior discussions, agreements, and understandings, whether verbal or in writing, are hereby merged into this Agreement.

I. No amendment or modification of this Agreement, including any amendment or modification of this paragraph, will be effective unless the same is in writing signed by the party to be charged.

J. Notwithstanding any other provisions contained in the Agreement to the contrary, neither party waives any of its rights, defenses, privileges, and/or immunities afforded to it by law.

K. This agreement is governed by Michigan law.
V. **Term of Agreement.** This Agreement will become effective as of ________________, and will continue thereafter for a five year term until terminated by either party upon forty-five (45) days’ written notice of termination; provided, however, that students then receiving instructions in any professional field experience under this Agreement will be allowed to complete that experience hereunder.

VI. **Notice.** Any notice under this Agreement will be direct to:

**ORGANIZATION/AGENCY**

![Organization/Agency Address]

**UNIVERSITY**

Western Michigan University

School of Public Affairs and Administration

1903 W Michigan Ave.

Kalamazoo, MI  49008-5440

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first written above.

**ORGANIZATION/AGENCY**

By: ____________________________________________

__________________________  ______________________

(signature)  (date)

__________________________  ______________________

(title and department)

**UNIVERSITY**

By: __________________________  Date: ____________

Udaya Walge, Ph. D.
Professor
Faculty of Record for PADM 7120
School of Public Affairs and Administration

By: __________________________  Date: ____________

Michele L. Cole
Manager, Business Services
Organization/Agency Affiliation Agreement (AA) Paid

Note: This agreement is to be used only for professional and administrative non-medical (non-clinical, non patient-care) professional field experiences (paid) in PADM 7120. Reference Student Name________________________

This agreement is made this __________ day of __________, 20________, by and between __________________________________________________________ located at ___________________________________________, located at ___________________________________________, hereafter called “Organization/Agency,” and the Board of Trustees of Western Michigan University, a Michigan constitutional body corporate located in Kalamazoo, Michigan, hereafter called “University.”

In consideration of the mutual promises and covenants herein, the parties agree as follows:

I. Educational Program. The University will, in consultation with representatives of the Organization/Agency, plan and administer the educational program for its students at the Organization/Agency and will assume the following responsibilities.

A. The University will provide the Organization/Agency with its overall plan for the field placement program. The plan will include details of the University’s educational program at the Organization/Agency, including the objectives and approximate number of students for each term, dates, times, and levels of each student’s academic preparation.

B. The University will provide the Organization/Agency with the name of students as soon as possible.

C. The University agrees to provide pre-field placement instruction to each student, in accordance with standards mutually agreeable to the University and Organization/Agency, and to present to the Organization/Agency only those students who have satisfactorily completed the necessary course requirements in the MPA instructional program.

D. The University will instruct all of its students assigned to the Organization/Agency that they will be required to comply with all those rules, regulations, policies and procedures of the Organization/Agency about which the Organization/Agency informs the students.

E. The University will maintain all educational records and reports relating to the educational program completed by individual students at the Organization/Agency, and the Organization/Agency will have no responsibility respecting the same other than those agreed-upon reports from the Organization/Agency supervisors that are necessary to the University’s monitoring of student progress.

F. The University will have full responsibility for the conduct of any student disciplinary proceedings and will conduct the same in accordance with all applicable statutes, rules, regulations, and case law.

G. The Organization/Agency will notify the University in writing of its refusal to accept a student and/or its dismissal of a student and the basis thereof:

i. No provision of this Agreement will prevent the Organization/Agency from refusing to accept any student who has previously been discharged for cause as an employee of the Organization/Agency, who has been removed from or relieved of responsibilities for cause by the
Organization/Agency, or who would not be eligible to be employed by the Organization/Agency. The Organization/Agency will notify the University in writing of its refusal to accept a student and the basis thereof.

ii. The Organization/Agency may submit a written request to the University for the withdrawal of any student from the program for a reasonable cause related to the need for maintaining an acceptable standard of work performance, and the University will immediately comply with such request. The written request from the Organization/Agency will set forth the basis for removal.

iii. In the event the University does not agree with the Organization's/Agency's refusal to accept a student or request for withdrawal of student, it will promptly (in any event not later than five [5] working days after receipt of the written notice or request from the Organization/Agency) provide the Organization/Agency with a written statement setting forth the basis for any such disagreement.

iv. The Organization/Agency will defend, indemnify, and hold the University harmless from any and all claims and costs arising from the Organization's/Agency's request for the withdrawal of or refusal to accept any student to which the University provided its timely written statement of disagreement, provided that the Organization/Agency is determined by any court or administrative agency of competent jurisdiction to have acted in an unlawful manner in refusing to accept or requesting the withdrawal of a student; and further provided that the University will promptly notify the Organization/Agency of any such claim, provide the Organization/Agency with an opportunity to defend, and provide the Organization/Agency with all reasonable assistance, except financial, in making such defense. No settlement of any such claim as it relates to the University will be effected without the consent of the Organization/Agency.

II. Field Placement Program. The Organization/Agency will administer all aspects of the field placement program at the Organization/Agency. The Organization/Agency is fully responsible for the conduct, supervision, and control over its operations. In addition, the Organization/Agency will assume the following responsibilities.

A. The Organization/Agency will provide qualified supervision of University students during their educational program.

B. The Organization/Agency will cooperate with the University in the planning and conduct of the students' educational program, to the end that the students' educational program may be appropriate in light of the University's educational objectives.

C. The Organization/Agency will provide qualified supervision of University students during the field placement program.

III. Insurance.

A. Liability Coverage. The Organization/Agency will maintain general and professional liability insurance or self-insurance coverage for itself and its employees, including, but not limited to, technical staff, and other employees furnished by the Organization/Agency pursuant to this Agreement. Upon request, the Organization/Agency will provide to University copies of appropriate certificates evidencing such insurance or self-insurance coverage.

B. University Liability Coverage. University will maintain general and professional liability insurance or self-insurance coverage during the term of this Agreement covering University and its employees for services rendered pursuant to this Agreement. Upon request, the University will provide to the Organization/Agency copies of appropriate certificates evidencing such insurance or self-insurance coverage.
C. Nothing contained herein shall be construed to negate or waive the indemnification requirements set forth in this agreement.

IV. **General Provisions.**

A. The University has developed a curriculum in the Master of Public Administration program in the School of Public Affairs and Administration which requires that students undertake a professional field experience as part of their education preparation. The Organization/Agency operates a program in ___________________________ and wishes to provide a professional field experience for students who would enter that field.

B. To the fullest extent permitted by law, each party agree to indemnify and hold harmless the other for claims, liabilities, losses, damages, costs, including attorney fees arising out of any acts or omissions of its employees, agents, students, or board members while they are acting within the scope of their employment and under the terms of this agreement.

C. Each party will be separately responsible for compliance with all federal and state laws, including nondiscrimination laws that might be applicable to their respective activities under this program. In accordance with state and federal laws, each party agrees not to discriminate against any student, employee, or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of internship, employment, or a matter directly or indirectly related to employment or internship because of race, color, religion, national origin, age, sex, height, weight, marital status, handicap or disability.

D. The sole compensation which shall be due to the Student Intern shall be the amount of $______ per hour for each hour worked by the Student Intern pursuant to this Student Intern Agreement. The Student Intern shall be paid on a bi-weekly basis and Organization/Agency shall deduct from the amount due to the Student Intern any and all amounts required by law to be deducted including any and all amounts required to be deducted for FICA, federal income taxes, and state income taxes.

E. This Organization/Agency Agreement is intended solely for the mutual benefit of the parties hereto, and there is no intention, express or otherwise, to create any rights or interest for any party or person other than the Organization/Agency and the University; without limiting the generality of the foregoing, no rights are intended to be created for any patient, student, parent, or guardian of any student, employer, or prospective employer of any student.

F. In the performance of their respective duties and obligations under this Organization/Agency Agreement, each party is an independent contractor, and neither is the agent, employee, or servant to the other, and each is responsible only for its own conduct.

G. This Agreement constitutes the entire agreement between the parties, and all prior discussions, agreements, and understandings, whether verbal or in writing, are hereby merged into this Agreement.

H. No amendment or modification of this Agreement, including any amendment or modification of this paragraph, will be effective unless the same is in writing signed by the party to be charged.

I. Notwithstanding any other provisions contained in the Agreement to the contrary, neither party waives any of its rights, defenses, privileges, and/or immunities afforded to it by law.

J. This agreement is governed by Michigan law.

V. **Term of Agreement.** This Agreement will become effective as of ________________, and will continue thereafter for a five year term until terminated by either party upon forty-five (45) days’ written notice of termination; provided, however, that students then receiving instructions in any professional field experience under this Agreement will be allowed to complete that experience hereunder.
VI. **Notice.** Any notice under this Agreement will be direct to:

**ORGANIZATION/AGENCY**

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

**UNIVERSITY**

Western Michigan University
School of Public Affairs and Administration
1903 W Michigan Ave.
Kalamazoo, MI 49008-5440

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first written above.

**ORGANIZATION/AGENCY**

By: ________________________________

______________________________
(signature) (date)

______________________________
(title and department)

**UNIVERSITY**

By: ________________________________ Date: __________

Udaya Wagle, Ph.D.
SPAA Director and Professor
Faculty of Record for PADM 7120
School of Public Affairs and Administration

By: ________________________________ Date: __________

Michele L. Cole
Manager, Business Services
Internship Report Graduate Student Perspective  
(Form IRGSP)  

Student:  

Dates Covered:  

Host Organization/Agency:  

Host Organization/Agency Supervisor:  

I. List your major assignments, tasks, and responsibilities for this internship and the related competency for each activity. See the Educational Contract (EC), Educational Plan, Part B.

II. How have assignments, tasks, and responsibilities contributed to your educational/learning goals and objectives? What was the least valuable outcome? What was the most valuable outcome?

III. What problems have you encountered, and how were they resolved?

IV. What are your personal and professional accomplishments for this internship?
V. Time allocations (This is an analysis of your WSAR):

- Hours spent planning, collecting materials, office/clerical work: ________________
- Hours spent on observation activities for which you had no or only partial responsibility:
- Hours spent on analyses of data: ________________
- Hours spent on writing reports: ________________
- Hours spent presenting findings/recommendations to supervisor:
- Hours spent presenting findings/recommendations to a constituent group in the organization or in the community: ________________
- Hours spent on activities for which you had full responsibility
- Hours spent in supervisory conference with your appointed intern supervisor: ________________
- Other: ________________
- TOTAL HOURS for this INTERNSHIP over Dates of ________________

VI. Personal and other comments, reactions, recommendations, observations, etc.

Student’s Signature: __________________________ Date: ______________________

Mail or email this form to:
Dr. Udaya Wagle, Professor
School of Public Affairs and Administration
PADM 7120
Western Michigan University
220 E. Walwood Hall
Kalamazoo, MI 49008-5440
E-mail: udaya.wagle@wmich.edu

PADM 7120 Professor Signature: __________________________ Date: ______________________
Graduate Student Evaluation of Internship Site  
(Form GSEIS)

(This evaluation is completed by the student. The report is confidential and will not be shared with your internship site.)

Student name and e-mail address:  
Organization/Agency of Internship:  
Name of Organization/Agency Supervisor:  
Date:  

On the question below, please circle the choice that represents your opinion and then please put a short explanation of each.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>N/A</td>
</tr>
</tbody>
</table>

1. I was given responsibilities that were challenging and meaningful.
   
   Please explain

2. I had the opportunity to learn about the leadership and values of the organization/agency.
   
   Please explain

3. I was able to apply my leadership skills and knowledge.
   
   Please explain

4. The work environment was supportive.
   
   Please explain

5. The organization’s/agency’s contact person (internship supervisor) was accessible and interested in my progress.
   
   Please explain
6. The workload demands were reasonable.
   1 2 3 4 5 6

   Please explain

7. I would recommend this site to other interns.
   1 2 3 4 5 6

   Please explain

8. What you learned in your classes was helpful or relevant to your time spent at your internship.
   1 2 3 4 5 6

   Please explain

9. Your internship helped you prepare for future work.
   1 2 3 4 5 6

   Please explain

---

**Mail or email this form to:**

Dr. Udaya Wagle, Professor  
School of Public Affairs and Administration  
PADM 7120  
Western Michigan University  
220 E. Walwood Hall  
Kalamazoo, Michigan 49008-5440  
E-mail: udaya.wagle@wmich.edu
Internship Evaluation Form  
(Form IEF)  
Final Student/Supervisor  

(This evaluation is completed by the organization/agency person arranged to supervise the student in his/her internship.)

Date: ___________  Student: ________________________________

Organization/Agency: ________________________________

Organization/Agency Contact Person (and Intern’s Supervisor): ________________________________

Organization/Agency Address: ________________________________

Organization/Agency Contact Person (Intern’s Supervisor) Phone: ________________________________

Organization/Agency Contact Person (Intern’s Supervisor) E-mail: ________________________________

To evaluate the student’s competence, the organization/agency contact person and student jointly review the student’s performance in terms of the criteria specified in the evaluation instrument. Following their review and discussion, the organization/agency contact person (supervisor) completes this instrument using the following scale to evaluate the student’s performance.

4 = The student demonstrates this skill or knowledge

3 = The student demonstrates this skill or knowledge with minimal direction required.

2 = The student has some ability in this area, but performance continues to require close supervision.

1 = The student does not demonstrate this ability

N/A = Does not apply

Following the completion of the instrument, the student reviews it and writes comments in the section indicated. If the student wishes, he or she may append an additional statement to the instrument. Finally, the organization/agency contact person and the student both sign and date the instrument. The organization/agency sends the instrument to the Director of SPAA. Two copies of this completed form should be made so that both the organization/agency and the student have one for their individual files.

Mail or email this form to:
Dr. Udaya Wagle, Professor
School of Public Affairs and Administration
PADM 7120
Western Michigan University
220 E. Walwood Hall
Kalamazoo, Michigan 49008-5440
E-mail: udaya.wagle@wmich.edu
This form may be used any time during internship, if requested by the organization/agency contact person (intern’s supervisor).

Student (Intern) Name: ___________________________ Date: ______________

Organization’s/Agency’s Supervisor Name: ___________________________

<table>
<thead>
<tr>
<th>Personal</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates a positive attitude</td>
<td>Uses effective verbal and nonverbal communication</td>
</tr>
<tr>
<td>Demonstrates Initiative</td>
<td>Uses proper grammar &amp; vocabulary</td>
</tr>
<tr>
<td>Demonstrates a commitment to the organization’s behavior</td>
<td>Demonstrates leadership characteristics</td>
</tr>
<tr>
<td>Exhibits responsible behavior</td>
<td>Demonstrates effective public speaking skills</td>
</tr>
<tr>
<td>Understands importance of ethical behavior</td>
<td>Uses effective listening skills</td>
</tr>
<tr>
<td>Demonstrates honesty and integrity</td>
<td>Demonstrates importance of cross-cultural communication</td>
</tr>
<tr>
<td>Demonstrates a commitment to service</td>
<td>Demonstrates the ability to address members of various constituent groups</td>
</tr>
<tr>
<td>Understands the importance of confidentiality</td>
<td>Develops positive working relationships with staff &amp; volunteers</td>
</tr>
<tr>
<td>Understands the importance of accountability</td>
<td>Able to handle constituent requests</td>
</tr>
<tr>
<td>Demonstrates the ability to be an effective team member</td>
<td>Demonstrates ability to resolve conflict</td>
</tr>
<tr>
<td></td>
<td>Demonstrates understanding of group dynamics</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Employability Skills</th>
<th>Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibits appropriate personal appearance</td>
<td>Understands importance of risk management</td>
</tr>
<tr>
<td>Demonstrates basic computer literacy skills</td>
<td>Explains effective risk &amp; crisis-management procedures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Effectiveness</th>
<th>Working with others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates problem-solving ability</td>
<td>Peers &amp; Co-workers</td>
</tr>
<tr>
<td>Ability to work under pressure</td>
<td>Supervisor(s)</td>
</tr>
<tr>
<td>Meets performance objectives</td>
<td>Clients/constituents</td>
</tr>
<tr>
<td>Ability to manage time</td>
<td>Others</td>
</tr>
<tr>
<td>Ability to create short-term plans</td>
<td>Note: Scores 4 = Best; 1 = Needs</td>
</tr>
<tr>
<td>Ability to create long-term plans</td>
<td>Implementation of plans</td>
</tr>
<tr>
<td></td>
<td>improvement</td>
</tr>
</tbody>
</table>
Professional Field Experience (Internship) PADM 7120 for Graduate Students

Student Comments:

Supervisor's Comments:

Student (Intern) signature: ________________________________ Date: ____________

Organization/Agency Supervisor signature: __________________________ Date: ____________

PADM 7120 Professor signature: ________________________________ Date: ____________
(Page intentionally left blank)
# Student Intern Work Schedule/Activity Report

_Form WSAR_

(This evaluation is completed by the organization/agency person arranged to supervise the student in his/her internship.)

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td></td>
<td>From</td>
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</tbody>
</table>

**Mail or email this form to:**

Dr. Udaya Wagle, Professor  
School of Public Affairs and Administration  
PADM 7120  
Western Michigan University  
220 E. Walwood Hall  
Kalamazoo, Michigan 49008-5440  
E-mail: udaya.wagle@wmich.edu
### Student Checklist

<table>
<thead>
<tr>
<th>Forms to be completed</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Student Application for Internship (GSA)</td>
<td></td>
</tr>
<tr>
<td>Organization/Agency Internship Profile (OAIP)</td>
<td></td>
</tr>
<tr>
<td>Educational Contract (EC)</td>
<td></td>
</tr>
<tr>
<td>Affiliation Agreement (AA)—☐ Non-Paid or ☐ Paid.</td>
<td></td>
</tr>
<tr>
<td>Internship Report Graduate Student Perspective (IRGSP)</td>
<td></td>
</tr>
<tr>
<td>Graduate Student Evaluation of Internship Site (GSEIS)</td>
<td></td>
</tr>
<tr>
<td>Internship Evaluation Form (Final) Student/Supervisor (IEF)</td>
<td></td>
</tr>
<tr>
<td>Intern’s Work Schedule/Activity Report (WSAR)</td>
<td></td>
</tr>
</tbody>
</table>