



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

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

April 2012 Edition  
(SPAA/Liggett)



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## Letter From the Director

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. The Director of the SPAA 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](http://www.wmich.edu/spaa). Should you have questions about PADM 7120, please contact me at 269 3878930. I would be glad to assist you in having a rewarding internship experience.

Barbara S. Liggett, Ed. D., SPHR  
Director, School of Public Affairs and Administration





## Internship Placement Process

1. **Students** may register for PADM 7120 when they have reached several requirements:

- completion of at least 30 hours of SPAA MPA graduate credits
- a 3.0 overall GPA
- consent of the Director of SPAA

The application (Form GSA) and a current resume must be submitted to the Director the School of Public Affairs and Administration, Western Michigan University, 221 E. Walwood Hall, Kalamazoo, MI 49008-5440 or e-mail to [barbara.liggett@wmich.edu](mailto:barbara.liggett@wmich.edu).

2. **Internship Interview Orientation (Students Only)** Students must meet with the Director of the School of Public Affairs and Administration 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 Director 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 Director 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 Director of SPAA or provide the OAIP to the graduate student who submits the form to the Director of SPAA.



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5. After the interviews, the **student** decides whether to accept the internship if offered.
6. The **student** will inform the Director of SPAA 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 Director 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 (IRSP)
  - Graduate Student Evaluation of Internship Site (GSEIS)
  - Enrollment in PADM 7120 via contact with SPAA Office Coordinator, Christine Hummel ([christine.hummel@wmich.edu](mailto:christine.hummel@wmich.edu)).



## Time Line and Requirements for Internship Placement

For graduate students seeking internships

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

Requirements for an internship:

1. 3.0 Overall GPA in MPA coursework
2. Consent of the Director of SPAA
3. Completion of 30 credit hours
4. Updated resume on file with Director of SPAA 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 SPAA Director.
2. Reflect on purposes of the Professional Field Experience.
3. Secure approval of an intended internship with the Director of SPAA 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. Reflect on the Professional Field Experience, and its comments from all prior MPA coursework.
15. Arrange for a final evaluation meeting with site supervisor upon completion of internship hours.

Note: It is the responsibility of the intern to verify that the final evaluation forms—IEF, IRSP, GSEIS—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.

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?





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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 Director of the SPAA 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 [barbara.liggett@wmich.edu](mailto:barbara.liggett@wmich.edu), or mailed to PADM 7120, School of Public Affairs and Administration, Western Michigan University, 220 E. Walwood Hall, Kalamazoo, MI 49008-5440.

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



## 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 SPAA director.
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.
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 Director of SPAA immediately in the event the student intern's performance becomes unsatisfactory.
13. Conduct a final evaluation of the intern (IEF).



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# Forms



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# Graduate Student Application for Internship (Form GSA)

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

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**

---

**Director of SPAA Signature**

---

**Date**



# Organization/Agency Internship Profile

(Form OAIP)

(To be completed by student and  
reviewed/approved by Organization/Agency)

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

\_\_\_\_\_  
Student Name

\_\_\_\_\_  
Organization/Agency Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
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 Director of SPAA Signature

\_\_\_\_\_  
Date



# Educational Contract (Form EC)

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

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. *Learning Objectives*

To gain knowledge and skills in (student to identify):

- C. Describe the projects, programs, or activities for which the student will be providing support (to be completed by student and supervisor):



IV. PERSONNEL DETAILS: (be specific to avoid miscommunication and misunderstandings)

- Work Schedule (days and hours)
  
- Holiday and sick leave arrangements
  
- Other requirements/arrangements to be made
  
- Compensation

V. EVALUATION

Evaluation will take place through regular supervisory conferences, in keeping with the criteria established by the Director of School of Public Affairs and Administration. 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 Director of the School of Public Affairs and Administration.

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 Director of SPAA Signature \_\_\_\_\_  
Date



# Organization/Agency Affiliation Agreement (AA) Non-Paid

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

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.

This agreement is made this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_, by and between \_\_\_\_\_ a \_\_\_\_\_ 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, and for other good and valuable consideration, 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 is 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/



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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.





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- 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.



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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 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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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: \_\_\_\_\_

Barbara S. Liggett, Ed. D., SPHR  
Director of the School of Public Affairs  
and Administration  
Faculty of Record for PADM 7120

By: \_\_\_\_\_ Date: \_\_\_\_\_

Timothy R. Kellogg  
Manager, Business Services



# Organization/Agency Affiliation Agreement (AA) Paid

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

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.

This agreement is made this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_, by and between \_\_\_\_\_ a \_\_\_\_\_ 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, and for other good and valuable consideration, 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 is 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/



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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.



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- 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 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.



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

ORGANIZATION/AGENCY

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

UNIVERSITY

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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: \_\_\_\_\_

Barbara S. Liggett, Ed. D., SPHR  
Director of the School of Public Affairs  
and Administration  
Faculty of Record for PADM 7120

By: \_\_\_\_\_ Date: \_\_\_\_\_

Timothy R. Kellogg  
Manager, Business Services







V. Time allocations:

- 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 activities for which you had full responsibility: \_\_\_\_\_
- Hours spent in supervisory conference with your appointed intern supervisor: \_\_\_\_\_
- Total hours for this internship: \_\_\_\_\_

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

Student's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Mail or e-mail this form to:**

Dr. Barbara S. Liggett  
 Director of the School of Public Affairs and Administration  
 PADM 7120  
 Western Michigan University  
 221 E. Walwood Hall  
 Kalamazoo, MI 49008-5440  
 E-mail: [barbara.liggett@wmich.edu](mailto:barbara.liggett@wmich.edu)

Director of SPAA Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# Graduate Student Evaluation of Internship Site (Form GSEIS)

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

(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.

1	2	3	4	5	6
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A

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

1	2	3	4	5	6
Please explain					

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

1	2	3	4	5	6
Please explain					

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

1	2	3	4	5	6
Please explain					

4. The work environment was supportive.

1	2	3	4	5	6
Please explain					



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Form GSEIS page 2

5. The organization’s/agency’s contact person (internship supervisor) was accessible and interested in my progress.

1                      2                      3                      4                      5                      6

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 e-mail this form to:**

Dr. Barbara S. Liggett

Director of the School of Public Affairs and Administration

PADM 7102

Western Michigan University

221 E. Walwood Hall

Kalamazoo, Michigan 49008-5440

E-mail: [barbara.liggett@wmich.edu](mailto:barbara.liggett@wmich.edu)



# Internship Evaluation Form (Form IEF) Final Student/Supervisor

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

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

Student: \_\_\_\_\_

Date: \_\_\_\_\_

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 e-mail this form to:**

Dr. Barbara S. Liggett  
Director of the School of Public Affairs and Administration  
PADM 7120  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, Michigan 49008-5440  
E-mail: [barbara.liggett@wmich.edu](mailto:barbara.liggett@wmich.edu)



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Form IEF page 2

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: \_\_\_\_\_

<b>Personal</b>	Score 4 - 1 or N/A	<b>Communication</b>	Score 4 - 1 or N/A
Demonstrates a positive attitude		Uses effective verbal and nonverbal communication	
Demonstrates Initiative		Uses proper grammar & vocabulary	
Demonstrates a commitment to the organization's behavior		Demonstrates leadership characteristics	
		Demonstrates effective public speaking skills	
Exhibits responsible behavior		Uses effective listening skills	
Understands importance of ethical behavior		Demonstrates importance of cross-cultural communication	
Demonstrates honesty and integrity		Demonstrates the ability to address members of various constituent groups	
Demonstrates a commitment to service			
Understands the importance of confidentiality		Develops positive working relationships with staff & volunteers	
Understands the importance of accountability		Able to handle constituent requests	
		Demonstrates ability to resolve conflict	
Demonstrates the ability to be an effective team member		Demonstrates understanding of group dynamics	
<b>Employability Skills</b>		<b>Risk Management</b>	
Exhibits appropriate personal appearance		Understands importance of risk management	
Demonstrates basic computer literacy skills		Explains effective risk & crisis-management procedures	
<b>Work Effectiveness</b>		<b>Working with others</b>	
Demonstrates problem-solving ability		Peers & Co-workers	
Ability to work under pressure		Supervisor(s)	
Meets performance objectives		Clients/constituents	
Ability to manage time		Others	
Ability to create short-term plans			
Ability to create long-term plans			
Implementation of plans			



Student Comments:

Supervisor's Comments:



Student (Intern) signature: \_\_\_\_\_ Date: \_\_\_\_\_

Organization/Agency Supervisor signature: \_\_\_\_\_ Date: \_\_\_\_\_

Director of SPAA signature: \_\_\_\_\_ Date: \_\_\_\_\_



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# Student Checklist

PADM 7120  
School of Public Affairs and Administration  
Western Michigan University  
221 E. Walwood Hall  
Kalamazoo, MI 49008-5440  
(269) 387-8930

Forms to be completed	Date Completed
Graduate Student Application for Internship (GSA) .....	_____
Organization/Agency Internship Profile (OAIP) .....	_____
Educational Contract (EC) .....	_____
Affiliation Agreement (AA)— <input type="checkbox"/> Non-Paid or <input type="checkbox"/> Paid. ....	_____
Internship Report Graduate Student Perspective (IRGSP) .....	_____
Graduate Student Evaluation of Internship Site (GSEIS) .....	_____
Internship Evaluation Form (Final) Student/Supervisor (IEF) .....	_____