



COLLEGE OF EDUCATION & HUMAN SERVICES

MASTER OF SCIENCE IN ADMINISTRATION

CENTRAL MICHIGAN UNIVERSITY



MSA 690 Internship Handbook for
Supervisors
Central Michigan University
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Introduction to the MSA 690 Internship

Dear Colleague,

Thank you for your interest in Central Michigan University's Master of Science in Administration Internship Program. Our students are successful because they work hard to examine the theory and learn the techniques of administration. This is accomplished through courses focused on administration and specialized courses in the student's area of professional interest. The internship is a valuable complement to the MSA academic program. This experience provides students with an introduction to the daily activities of management and administration while simultaneously enabling students to apply what they have learned in the classroom to projects within an agency.

This handbook is designed to introduce you to our internship program. While there are many benefits to having an intern, there are also high expectations for the experience an agency provides. This handbook explains these aspects in detail.

If you have any questions, we can provide guidance on the process. We look forward to working with you and your organization. We appreciate that you are willing to offer one of our students this exciting internship opportunity. Please don't hesitate to contact me.

Please contact the MSA academic office at 989-774-6525 or by e-mail at msa@cmich.edu. Learn more about the MSA Program on this [website](#).

Agency Supervisor Information

Definitions

Agency: The organization or place of business where the internship will be completed.

Agency Supervisor: The person at the internship site who will directly supervise the intern and be responsible for the internship.

MSA Internship Coordinator: The CMU contact person who will assist with the internship process.

Program Overview

The Master of Science in Administration (MSA) degree is an interdisciplinary program. It includes a core of courses that provide the intern with a base of common knowledge and competencies required for successful administration, and a concentration of specialized courses in the intern's area of professional interest. The program culminates in an integrative applied research project that links the concepts of the program to the working world. Prior to beginning an internship, the student will have completed a minimum of 18 credit hours in the MSA program. The 18 credit hours include courses in organizational behavior/organizational theory, strategic planning, and multiculturalism.

University Support

CMU wants this internship to be an excellent experience for you! The MSA Internship Coordinator welcomes questions, recommendations, and feedback from you. All interns have the support of the MSA Internship Coordinator who guides them through the steps necessary to complete a successful internship. The MSA Coordinator follows their progress throughout the internship. This may be accomplished through a site visit(s) and by reviewing their weekly journals.

Internship Site Selection

A successful internship is dependent on matching the intern's interests, skills, and objectives to the agency's needs and goals. The Agency Supervisor must be identified. This commitment includes the Agency Supervisor's willingness to devote the time necessary to provide a meaningful educational experience for the intern. The agency should be large enough to have an organized professional staff and a well-defined administrative structure.

Compensation

Agencies working with interns are not required to provide stipends or salaries. It is appropriate for an intern to accept a salary, wage, or stipend if such an arrangement is presented by the Agency Supervisor. International students must consult with their academic advisor and staff from the Office of Global Engagement (OGE) to receive approval for CPT (Curricular Practical Training) or OPT (Optional Practical Training).

Required Paperwork

1. Agency Offer Letter

The agency should provide an offer letter. This can be on organizational letterhead or by e-mail, if clearly sent from the agency. The offer should include start and end dates, identify the supervisor, whether the internship is paid or unpaid, and cover the proposed internship duties. If detailed enough (see item 2), this letter can be used as the written description that goes with the internship agreement.

2. Internship Agreement

This form is required before the start of the internship. It includes a written description on agency letterhead (1-2 pages), that includes:

- Name and location of the agency offering the internship
- Start and end dates
- Compensation or statement that the internship is unpaid
- the name, contact information of the Agency Supervisor
- an outline or description of the specifics of the internship assignment including the internship objectives and projected internship duties. Examples of objectives include:
 - Observe and study the role, functions, and style of management and administration
 - Articulate the goals and planning processes of the agency and how they are determined; know the priorities of the agency and determine how and why they are selected
 - Analyze a decision-making process at several levels of the institution, including the responsibilities, function, and institution of the governing board, various staff (management, administrative, and others), and key departments
 - Analyze the operational effectiveness of the agency
 - Explain the agency's structure, place within the system, and relationship with other agencies
 - Use the environment to test skills, theories, and concepts presented during your academic preparation
 - Strengthen judgment, decisiveness, and related administrative skills in the functional service environment
 - Develop an appreciation of the need for a code of ethics, a philosophy, and a dedication to the high ideals and standards of administrative agencies.

The Internship Agreement form requires signatures from the Agency Supervisor, intern, MSA Internship Coordinator, and MSA Director

3. Affiliation Agreement

Unless the internship is through a CMU department or unit, a fully executed Affiliation Agreement is required. The MSA Internship Coordinator will determine if an affiliation agreement is on file. If an agreement is needed, the MSA Internship Coordinator will provide the applicable form for Agency signature.

Internship Components

1. Intern Interview & Agency Orientation

It will be important for the agency to interview the proposed intern to make sure that there is a good match between the intern's skills and the agency's needs. Prior to the beginning of the internship, you should provide a comprehensive orientation to the mission, philosophy, operational framework, and external relationships of the agency. Additionally, you should communicate your expectations to the intern, especially regarding confidentiality. This is also a good time to create a timeline for the intern's observations, projects, and meeting attendance. Interns typically spend about a week in orientation/rotational activities before moving on to projects and independent assignments.

2. Academic Requirements

The intern has several academic requirements to complete throughout the internship.

- **Site Visit(s):** When scheduling permits, the MSA Internship Coordinator will complete at least one site visit during business hours to view the site, meet with the intern and the Agency Supervisor, and discuss the intern's progress. This can be a virtual visit.
- **Weekly Journal Entries:** The intern will submit a Weekly Journal to the MSA Internship Coordinator which will include hours, duties, progress, concerns, and self-reflection.

3. Weekly Meetings with Agency Supervisor

Your relationship with the intern will be critical for assuring that the internship is a successful experience for all parties involved. Your investment in the intern's development and willingness to design a creative and constructive learning atmosphere is essential. It is imperative that you and the intern sit down together at least once a week for a discussion that should include the following items:

- The intern's progress
- Feedback on projects and courses of action to complete assignments
- Issues facing the agency
- Skill building
- Observations about the agency

4. Evaluations

Constructive feedback is vital for the intern's personal and professional growth. Two evaluations completed by the Agency Supervisor are required: a midterm and final evaluation. The intern will simultaneously be completing self-evaluations. It is vital that you discuss these evaluations with the intern so that the intern can maximize the learning experience. If you have any concerns about the intern's performance, please contact the MSA Internship Coordinator immediately.

5. Projects & Administrative Experiences

A valuable component of a successful internship is the assignment of projects which are designed to give the intern practical experience at various administrative levels. Projects should carry interns broadly across the agency and/or across several different operations of the agency.

6. Meetings

Interns will benefit from attending a variety of meetings at several levels within the agency and community. It is expected that interns will attend as many meetings as time permits. Creating a plan for meeting attendance at the very beginning of the internship will help ensure that internship objectives are met.

Agency Supervisor Checklist

Master of Science in Administration Degree Program (MSA 690)

When	Task to Complete
First	Carefully read the MSA 690 Internship Supervisor Handbook
Second	Determine Level of Commitment An intern can bring great value to an agency, but also requires a significant investment of time from the Agency Supervisor.
Third	Interview the prospective intern A successful internship is dependent on a good match of the intern's interests, skills, and objectives with the agency's needs and goals.
BEFORE the internship begins	Complete the necessary paperwork Provide an offer letter Complete an affiliation agreement, if one is not on file with CMU Sign the internship agreement
<i>At the beginning of the internship</i>	Provide an Agency Orientation Provide the intern with a comprehensive orientation to the mission, philosophy, operational framework, and external relationships of the agency. Communicate your expectations to the intern (especially regarding confidentiality).
<i>During the first 1-2 weeks of the internship</i>	Plan internship duties Create a timeline with the intern for observations, projects, and meeting attendance.
WEEKLY during your internship	Meet weekly with your intern It is imperative that you and the intern sit down together at least once a week for a discussion that should include the following items: <ul style="list-style-type: none">• The intern's progress• Feedback on projects and courses of action to complete assignments• Issues facing the agency• Skill building• Observations about the agency
During the first 1-2 WEEKS of your internship	Guide your intern through getting acquainted Interns typically spend about a week getting acquainted with the agency and its employees along with time in orientation/rotational activities. Then, your intern can move on to projects and internship experiences.
<i>From weeks 3-5 through the end of the internship</i>	Support the intern to complete projects and administrative experiences A valuable component of a successful internship is assigned projects which are designed to give the intern practical experiences at various administrative levels. Projects should carry interns broadly across the agency and/or across several different operations of the agency.
<i>HALFWAY through the internship</i>	Complete and discuss <i>Midterm Intern Evaluation</i> It is vital that you discuss evaluations with your intern so that the intern can maximize the learning experience. If you have any concerns about the intern's performance, please contact the MSA Internship Coordinator immediately.

During weeks 7-9 of your internship	Participate in a site visit with your intern and the MSA Internship Coordinator The site visit may be virtual or in person. The MSA Internship Coordinator may ask your intern to arrange the meeting or may reach out directly to you.
At END of the internship	Complete and discuss <i>Final Intern Evaluation</i> It is vital that you discuss evaluations with the intern so that the intern can maximize the learning experience. If you have any concerns about the intern's performance, please contact the MSA Internship Coordinator immediately.
At END of the internship	Share thoughts about the internship with the MSA Internship Coordinator The MSA Internship Coordinator welcomes your feedback and wants this to be a positive, enriching experience for everyone involved. Your comments can help shape the program!

Internship Agreement Sample

Master of Science in Administration Degree Program (MSA 690)

Internship Agreement

Master of Science in Administration Degree Program (MSA 690)

Intern Information:			
Name:	Student ID:		
Address:			
Phone:	CMU e-mail:		
Alternate e-mail:			
Year	<input type="checkbox"/> Fall	<input type="checkbox"/> Spring	<input type="checkbox"/> Summer

Internship description

Attach a description of the internship including typical duties, specific projects, planned assignment and internship objectives. The description should be on agency letterhead and signed by the Agency Supervisor.

Agency Information:	
Agency Name:	
Address:	
Agency Supervisor Name and Title:	
Phone:	E-Mail:

MSA Internship Coordinator Information:	
Coordinator Name:	
Phone:	E-Mail:

Signatures			
Intern			
	Printed Name	Signature	Date

MSA Internship Coordinator			
	Printed Name	Signature	Date
Agency Supervisor			
	Printed Name	Signature	Date
MSA Director			
	Printed Name	Signature	Date

Original: Intern File, Copies: Internship Coordinator, Intern, Agency Supervisor, Licensure, Regulatory Services & Human Capital

Internship Evaluation Sample



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Intern Evaluation (MSA 690)

Intern name:

Agency Supervisor name:

Date:

This is a Midterm evaluation

Final evaluation

This is a self-evaluation

Supervisor evaluation

COMPETENCY	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Problem solving & decision making ability	1-3	4-6	7-8	9-10
	Has some difficulty organizing and completing assigned tasks.	Manages to organize and complete most assigned tasks in a competent manner.	Very well organized and completes assigned tasks in a professional manner.	Exceptional organization and completes tasks in an exemplary manner.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Understand organizational processes	1-3	4-6	7-8	9-10
	Below expectations. Needs frequent instruction and supervision. Work quality is less than satisfactory.	Meets expectations. Needs some supervision. Quality of work is competent.	Very well organized and completes assigned tasks in a professional manner.	Exceptional organization and completes tasks in an exemplary manner.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT

Time management and dependability	1-3	4-6	7-8	9-10
	Delays much of the time. Does not complete most tasks in a timely manner.	Average ability to manage time on tasks. Most tasks are completed on time, but some procrastination.	Very efficient in managing time on tasks. All tasks are completed on schedule.	Exceptional ability to manage time on tasks. Most work is completed ahead of schedule.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Written communication	1-3	4-6	7-8	9-10
	Below expectations. Difficulty conveying information/ideas in writing. Numerous errors.	Satisfactorily conveys information/ideas in writing. Usually no errors.	Very effective in conveying information/ideas in writing. Errors are rare.	Exceptional ability to communicate information and ideas in writing. No errors.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Oral communication	1-3	4-6	7-8	9-10
	Has difficulty communicating to individuals and groups. Poor grammar or not comfortable speaking.	Can competently express information and ideas to individuals and groups. Reasonably comfortable in most situations.	Very effective in conveying information/ideas to individuals and groups. Comfortable during oral communication.	Exceptional ability to communicate effectively to individuals and groups.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Ability to work with others	1-3	4-6	7-8	9-10
	Occasionally gets along with people in the organization. Rarely initiates contact with others.	Gets along well with people in the organization. Usually initiates contact with other personnel.	Very good relationship with personnel at all levels of contact. Interaction is positive and productive.	Exceptional relationships with personnel at all levels. Positive Interactions, productive, and sensitive to needs of others.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Takes initiative	1-3	4-6	7-8	9-10
	Cannot be depended on for work ethic or responsibility for errors.	Usually performs as requested, and takes responsibility for work and errors.	Can always be counted on to complete tasks. Is conscientious, dependable, and accepts responsibility for work quality.	Exceptionally dependable and responsible in all circumstances.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Quality of work	1-3	4-6	7-8	9-10
	Must be pushed to consider additional responsibilities. Does not display enthusiasm for assigned work.	Tends to wait for assignments rather than taking initiative. Usually enthusiastic about work assignments.	Self-starter. Makes the most of opportunities. Enthusiastic and requests additional responsibilities.	Frequently requests opportunities for new assignments. Makes the most of opportunities.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT

	IMPROVEMENT			
Ability to accept and utilize suggestions	1-3	4-6	7-8	9-10
	Almost always rejects suggestions to improve performance. Rarely attempts to utilize the suggestions.	Usually accepts suggestions to improve performance. Usually successful in utilizing suggestions.	Always welcomes suggestions to improve performance. Makes a concerted effort to utilize the suggestions.	Always welcomes and solicits suggestions to improve performance.
Score:	Comments:			
	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
Professional appearance and behavior	1-3	4-6	7-8	9-10
	Needs to be reminded frequently about appropriate attire or behavior in the work setting.	Seldom needs to be reminded of appropriate attire or behavior in the work setting.	Appearance and behavior is always appropriate to the work setting.	Appearance and behavior is exceptional and worthy of emulation by others.
Score:	Comments:			
Total Score:				

Agency Supervisor			
	Printed name	Signature	Date
Intern			
	Printed name	Signature	Date