Internship Guide

For

Master of Public Administration
And
Master of Public Policy

Martin School of
Public Policy and Administration

University of Kentucky

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I. PURPOSE OF THE INTERNSHIP

The internship required for students who plan to earn a Master’s degree by the Martin School is meant to provide you with experience in and exposure to the complexities of public organizations prior to completion of the MPA or MPP degree. The internship offers an opportunity for you to develop professional skills that relate to your academic program.

All candidates for the MPA or MPP degree **without** previous professional experience are required to take *PA 711-Internship in Public Administration*. Students having significant professional experience can either complete an internship or substitute an Independent Study Class (PA 796) using a policy paper or another graduate course in lieu of the internship. The internship typically is completed in the summer months between the first and second year of the graduate program. It requires a 400-hour commitment, but may be spread over a period of time prior to and beyond the summer months. Generally, the entire internship is completed in a single organization. Approval must be received from the MPA-MPP Director of Graduate Studies prior to combining hours from positions in multiple organizations to fulfill the internship requirement.

**Internship Waivers**

If you believe your professional experience warrants a waiver of the internship, and you want to write a policy paper or take another class in lieu of it, you must have prior approval. This should be obtained before the time one normally completes the internship, which is at the end of the first year or coursework. To gain approval you must fill out a form titled *Petition for Waiver of Internship* (Appendix A). This form requires the approval of the MPA-MPP Director of Graduate Studies. The form should then be sent to the Student Affairs Assistant in the Martin School to be entered in your file. Once your waiver has been approved, you must register for another approved university course, or for *PA 796 – Independent Study*, in order to receive the required credit hours.

Please bear in mind that substantial administrative experience is required before you will be permitted to enroll in a class or a write a paper in lieu of the internship requirement. You should not assume that such a waiver will be granted.

II. PROFESSIONAL DEVELOPMENT COMPONENT

All MPA and MPP students who are required to register for PA 711 to receive academic credit for an internship must complete several professional development assignments. These assignments are meant to sharpen your skills in finding and obtaining professional positions, both as an intern and as a full-time professional.

You will be given a schedule of regular professional development classroom sessions devoted to job searching, skills matching, resume preparation, interviewing, and negotiating a salary. In addition, the Martin School will schedule several networking events to help you broaden your internship/job search opportunities.
While attendance at the scheduled sessions is not mandatory, satisfactory completion of the assigned tasks is **mandatory**. The instructor of the professional development sessions will assign a pass/fail grade to each assignment. When a student completes all professional development assignments with a passing grade, a notification will be sent to the Internship Coordinator and to the Staff Assistant for the MPA-MPP Director of Graduate Studies. Without such notification, any student registered for PA 711 will receive an incomplete grade until the professional development assignments are completed satisfactorily.

### III. INTERNSHIP PLACEMENT

The Faculty Coordinator for the Martin School Internship Program will assist MPA students with career counseling and will help in determining what internship might be suitable given your career goal. While the Internship Coordinator will assist you in finding an internship, you are responsible for initiating contacts with public sector agencies at the local, state or federal levels, or with other appropriate private or not-for-profit agencies and securing an internship that is acceptable to you.

National internships are listed on the Martin School web site at: [http://martin.uky.edu/internship](http://martin.uky.edu/internship) along with a list of recent internships, that is updated every summer. If you learn of other opportunities or changes to the list please send them to the Student Affairs staff member. While nationally competitive internships may require greater effort to complete an application, their potential for improved career opportunities make then a good investment.

### IV. INTERNSHIP REQUIREMENTS

The Graduate School requires that interns fulfill a minimum of 400 hours of structured professional experience in order to receive three hours of graduate credit. The minimum requirements for the internship would therefore be the equivalent of full-time employment (approximately 40 hours/week) for the 10 weeks of the summer terms or the equivalent of part-time (20 hours/week) during the regular semesters. Students may choose to work fewer hours per week over a longer period of time. No matter how the work time is achieved, a total of 400 hours must be completed in an internship position for the Martin School internship requirement to be fulfilled. **When you have little or no administrative experience, it is to your advantage to arrange an internship that exceeds the minimum requirement of 400 hours.**

The internship is usually taken during the summer after your first year in the Martin School when the majority of your administrative core courses (24 hours) have been completed. With some internships, there is an expectation that the student will remain in a full-time entry-level positions following graduation with the MPA or MPP degree.
There must be a specific agency official identified as your agency internship supervisor. This person will be expected to guide and mentor you in your internship placement and submit a general evaluation of your performance at the end of your internship. This evaluation will be considered in determining your grade in PA 711.

The Martin School expects its interns to be treated as professional staff and given responsible assignments. Interns should not be relegated to clerical tasks, or designated as “gofers.” However, if other professionals in the agency share menial or clerical chores, then you will be expected to do the same. If the internship becomes an experience that is other than professional, you should contact the Internship Coordinator at once. The Coordinator will then contact your agency internship supervisor and discuss your internship responsibilities and capabilities. If an adequate internship experience cannot be provided by the agency, the internship may be terminated and an alternate placement determined; however, all Martin School interns are expected to conduct themselves in a professional manner regardless of the situations faced in an internship position.

**JD/MPA and Pharm.D. /MPA Internship Procedures**

Students in the joint programs use the experience obtained in the clerkship required by the law program (LAW 964) or the rotation required by the Pharmacy program (PHR 988) for the internship required by the MPA program (PA 711), and they must register for both courses.

For JD students the three-credit internship (PA 711) must be with a judge or firm or in an administrative agency with legal activities. Internships are arranged by the by the College of Law representative and must receive prior approval from the Martin School faculty internship supervisor to fulfill the MPA internship requirement. The MPA and College of Law advisors jointly evaluate and grade the resulting written analysis of the internships for the grade in PA 11.

Likewise, the Pharm.D. rotation/MPA internships must be planned by the student in consultation with both the MPA faculty internship supervisor and the College of Pharmacy clerkship advisor, and students must register for PA 711.

To receive Martin School internship credit, joint JD/MPA and Pharm.D./MPA students must submit an Internship Contract Form (see Appendix C) to the Martin School Student Affairs Office, must complete academic work must assigned by the faculty internship supervisor, and obtain an evaluation of their work from the agency internship supervisor. Once these materials are received by the faculty internship supervisor, a grade for PA 711 will be assigned

**V. THE ACADEMIC COMPONENT**
In addition to the experiential aspects of the internship, there is an academic component that will be directed by a Martin School faculty member of your choosing. In addition to the agency official who acts as your agency internship supervisor, you must also request a member of the Martin School faculty to act as your faculty internship supervisor. Your faculty internship supervisor will work with you to determine a reasonable set of academic tasks related to your internship. Examples of such academic tasks include work-related journals, regular meetings to discuss your internship observations and experiences, written papers, reading assignments, and the like. The specifics of your individual internship academic requirements will be established through an agreement between you and your Martin School faculty internship supervisor.

At the end of your internship, your agency internship supervisor will be asked to submit a letter providing an overall evaluation of your performance. This letter should be sent to the Martin School Internship Coordinator. While the assessment of your performance contained in the letter will be taken into consideration, your grade in PA 711 will be determined by your Martin School faculty internship supervisor.

VI. THE LEARNING CONTRACT

The Internship Learning Contract is used to focus your academic and experiential objectives, to establish the grading criteria, and to set your expected level of involvement with your faculty internship supervisor. Once you and your faculty internship supervisor have settled on the Learning Contract, it is must be discussed with and approved by your agency internship supervisor. Once all three of you have signed the learning contract, an original copy must be filed with the Administrative Assistant in the Martin School no later than the first 20 hours on the job. If you are registered for PA 711 and do not have a contract on file you will be contacted by the student affairs office to provide one.

VII. COMPENSATION

It is essential that the issue of your compensation be resolved during your initial internship interview or shortly thereafter. The Martin School believes strongly that after a year’s graduate coursework your labor has value, and you should be paid for your work. This has the added benefit of placing you and the intern agency in a more firmly defined employer-employee relationship. However, the major goal of the internship is to provide you with experience and contacts that will allow you to progress more quickly and ably in your chosen career. If you believe taking a specific unpaid internship will provide you with better long-term career potential, you may accept the position. Whatever your compensation is, it should be spelled out clearly before you accept the internship.

VIII. YOUR INTERNSHIP FILE
You are encouraged to keep a file during the course of your internship. The following are examples of what might be included in your file. Some of the items serve as options for performance evaluations negotiated with your faculty internship supervisor as noted above:

- A log or journal which includes notes on events in the office, meetings attended, professional observations, and the general, “who, what, when, why and how” of the placement.
- Your copy of the Learning Contract.
- A copy of the proposal for the paper to be submitted to the faculty supervisor.
- Memos, issue analyses, option papers, and other products you have written during the internship that may be used as an example of your writing ability during a job interview following graduation.
- A copy of any reports or excerpts from reports that you prepared as an intern.
- Articles in newsletters you wrote as an intern.
- A diagram of the organizational structure of the agency or office in which you worked.
- An analysis of agency policies, procedures, purpose.
- A history of the organization, including changing constituencies, political environment, mandate, and such.
- An examination of the agency’s funding sources.

IX. QUESTIONS AND ANSWERS

**Question:** What is the minimum number of hours I am required to work each week?
**Answer:** There is no minimum. Some students elect to work only 4 hours per week over a long period of time. The only requirement is that the total number of hours spent working in the organization is at least 400 hours. It could take 10 weeks or 10 months to work a total of 400 hours. Many students find it advantageous to complete their internships over the summer and to work more than 400 hours.

**Question:** Who sets my hours?
**Answer:** You and your agency internship supervisor.

**Question:** Do I have to register for PA 711 during the same term that I do my internship?
Answer: No. The majority of students complete their internship during the summer when they are not taking any other classes. You can register in the summer if you so choose, but it may be to your economic advantage to register for PA 711 during a regular school term, regardless of when you work your internship hours. Some students register during semester before they actually start their internships. Other students register the semester after they start.

Question: How do I know who my faculty internship supervisor will be?
Answer: The Internship Coordinator will identify for you faculty who have expertise in the subject area of your internship. In most cases, there are several faculty members who have expertise or research interests related to your internship assignment. It is your responsibility to ask a faculty member to serve as your faculty internship supervisor.

Question: Why does a faculty internship supervisor have to be involved?
Answer: First, it is the faculty internship supervisor who assigns your grade in PA 711. It is your responsibility to discuss with the faculty supervisor what academic tasks are required for your PA 711 grade. Many faculty internship supervisors require interns to keep journals of experiences and impressions gained during the internship; some ask interns to write papers about their experience. Others ask for a self-critique of all work products produced as an intern. It is imperative that interns have a clear understanding about the submissions the faculty internship supervisor requires as the basis for the course grade. Also, the faculty internship supervisor is your resource for professional expertise and advice as you grapple with situations and work assignments you encounter in the internship. If you face questions or problems in your internship, you should actively engage not only your faculty internship supervisor, but call on the Internship Coordinator, and other Martin School faculty as well. On many occasions Martin School faculty have provided helpful assistance to internship organizations. The internship program is one important way the University of Kentucky serves the community.

Question: What if I do not like my internship placement?
Answer: Call the Internship Coordinator immediately. The Internship Coordinator will attempt to understand and resolve problems you are encountering. If no successful resolution is found, you will be allowed to seek a different internship placement.

Question: Can I do my internship in more than one organization?
Answer: Yes. The simple fact is that some internship assignments may not provide 400 hours of work. Some students have done two separate internships in two different organizations in order to satisfy the internship requirement. In such a circumstance, prior approval of the MPA-MPP Director of Graduate Studies will be required. A separate learning contract would need to be submitted from each organization.

Question: I am working full-time and going to school part-time. Can I do my internship while I am on the job?
Answer: This is possible but it will require approval of the Internship Coordinator and the MPA-MPP Director of Graduate Studies, and you still must have a faculty internship
supervisor and meet the professional development and academic requirements discussed above. Since the goal is for you to develop and consolidate new professional skills, this can be done by requesting new and different responsibilities to perform at your current employer for your internship.

**Question:** I am having trouble getting my learning contract completed and turned in to the Martin School. Can I wait to turn in my contract at the end of my internship?

**Answer:** No. The contract is due in the Administrative Assistant’s Office, Room 433, Patterson Office Tower, 10 days after the internship begins. It is your contract with the internship organization that clarifies what your agency and faculty supervisors expect of you. If the contract is not signed within the allotted 10 days, the faculty internship supervisor will be notified. The contract may be faxed to (859) 257-5594.
Appendix A: Petition for Waiver of Internship

James W. Martin School of Public Policy and Administration
University of Kentucky
Lexington, KY 40506-0027
(606) 257-5594

Name____________________________E-mail ______________________________
Address_____________________________________________________ Phone__________

Description of relevant administration experience (attach sheet or resume if extra space is
needed).

Name and number of class that you propose to take in lieu of the internship. To substitute a
policy paper register for PA 796, Independent Study in Public Administration and file an
Independent Study Contract.

___________________________________________________________________
Signature, Director of Graduate Studies          Date

___________________________________________________________________
Signature, Student                        Date

This form must be on file in the Martin School before the internship waiver is considered to be
approved.
Appendix B: Recent MPA Internships

- In Environmental Systems Management
  - U.S. Environmental Protection Agency
  - Georgia Division of Water
  - KY Natural Resources & Environmental Protection Cabinet, Division of Water
  - KY Water Research Institute
  - Bear Trap Ranch (land use, permits and diligence with U.S. Forest Service

- In Education
  - Interdisciplinary Human Development Institute, Lexington KY
  - Trust for Early Education, Washington D.C.
  - Children’s Defense Fund, Washington D.C.
  - Kentucky Youth Advocates
  - The Prichard Committee
  - The Counsel for Post-Secondary Education

- In Higher Education Administration
  - UK College of Medicine Development Office
  - U.K. Student Activities Office
  - U.K. Volunteer Center

- In State Government
  - Council of State Governments
  - National Association of State Treasurers
  - Kentucky Workforce Development Cabinet

- In Non-profit Management
  - World Vision International
  - U.K. Non-profit leadership Initiative
  - Community Action Council, Lexington
  - Robert H. Williams Cultural Center
  - Hope Center
  - Kentucky Arts Council
  - U.K. Center for Non-Profit Leadership

- In Health Policy
  - VA Medical Center
  - Humana
  - Kentucky Medicaid Managed Care
  - UK Center for Rural Health
  - KY Cabinet for Health Services – Office of Certificate of Need
  - Bluegrass Regional Mental Health Board
  - Kentucky Home Health Care Association
  - Health Assistance Partnership of Families, USA, Washington DC
  - Center for Health Services Management and Research, U.K.

- In Municipal Government
  - Kentucky League of Cities, Lexington, KY
  - Lexington-Versailles Corridor Coalition
  - New Century Lexington
  - Lexington Mayor’s Office
  - Hazard Mitigation Project, U.K.
  - Lexington/Fayette Urban County Government Division of Planning
  - Georgetown-Scott County Joint Planning Commission
  - City Manager, Paducah, Kentucky
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- City of Roswell, GA

- In Policy Analysis
  - U.S. General Accountability Office
  - Kentucky Long-Term Policy Research Center
  - Kentucky Legislative Research Commission
  - U.S. Census Bureau

- In Other Areas of Concentration
  - Center for Recreational Safety
  - Kentucky International Trade Office
  - Kentucky Institute on Women
  - Gateway Area Development District
  - UK Sponsored Projects Office
  - Bluegrass Area Development District

- In Public Financial Management
  - Kentucky Cabinet for Economic Development
  - U.S. General Accounting Office
  - Kentucky Office of Financial Management
  - State Treasurer’s Office

- In Politics
  - The Republican party of KY

- In Pharmacy
  - Federal Office of Pharmacy Affairs
  - Various Pharmaceutical Firms.
  - University of Kentucky College of Pharmacy

- In Judicial Policy and Administration
  - Office of the Circuit Judge for the 56th Judicial Circuit of Kentucky
  - City of Maysville, KY City Attorney’s Office
Appendix C: Internship Learning Contract

James W. Martin School of Public Policy and Administration
University of Kentucky
Lexington, KY  40506-0027
(606) 257-5594

Intern____________________________________________________________________
Home Address_____________________________________________________________
Home Phone______________________________________________
Placement Organization ____________________________________________________
Address______________________________________________________Phone__________________
Beginning Date___________________________Ending Date_____________________

Discuss the nature and specific responsibilities of your placement or project.

Describe your particular learning objectives for this placement, and in what ways will this experience allow you to accomplish these objectives?

Describe the criteria that will be used for grading your internship (papers, logs, reading lists, evaluations by field supervisor, etc.). Attach additional documents if necessary)

What arrangements have you made for meeting with your faculty internship supervisor.

_______________________________________  ______________________________
Student’s Signature                           Faculty Internship Supervisor

_______________________________________  ______________________________
Agency Internship Supervisor Signature             (Print Name)
Appendix D. Post-Graduate Residencies and Fellowships for MPA Students

Association of State Floodplain Managers
Floodplain Management Graduate Fellowship
2809 Fish Hatchery Road, Suite 204
Madison WI 53713
(608-774-0123)
asfpm@floods.org

Capitol City Fellows Program
http://dcop.dc.gov/services/employmt_opp/capcity_program/capcity_program.shtm

City of Glendale, Arizona
City Manager’s Office Internship
Human Resources Dept.
5850 West Glendale Ave.
Glendale AZ 85301
(623) 930-2270

City of Long Beach
Management Assistant Program
Dept. of Human Resources
333 West Ocean Blvd.
Long Beach CA 90802
562-570-6915
http://www.ci.long-beach.ca.us/hr/employees/manage.htm

City of Pasadena
Graduate Management Intern in Finance & Management Services
Human Resources Dept.
100 North Garfield Ave. RM. 146
Pasadena CA 91109
(626) 744-4363

Coors Wellness Center
Erin Cummins, Intern Coordinator
12th & Ford
Golden, CO 80401
303-277-2951

Department of Health and Human Services
Emerging Leaders Program
http://www.hhs.gov/jobs/elp/careers/

www.ci.pasadenaca.us
Kansas City Missouri
Office of the City Manager
29th Floor, City Hall
414 East 12th St.
Kansas City MO 64106
(816) 513-1408
www.kcmo.org/manager/internship.htm

James H. Dunn, Jr. Memorial Fellowship
Illinois
http://www2.state.il.us/cms/dunn.pdf

Judicial Fellows Program
Vanessa M. Yarnall
Supreme Court of the United States
Room 5 Washington DC 20543
(202) 479-3415

Kentucky Legislative Research Commission
Committee Staff Associate Program
Coordinator
State Capitol
Frankfort, KY 40601
502-564-8100 e 427
www.lrc.state.ky.us/home.htm

Center for California Studies
Capital Fellows Programs
Jesse M. Unruh Assembly Fellowship Program
Executive Fellowship Program

Judicial Administration Fellowship Program
California Senate Fellows
http://www.csus.edu/calst/Programs/programs.html.

Miami-Dade County, Florida Management Trainee Program
Program Coordinator
Stephen P. Clark Ctr.
111 NW 1 St., Suite 2910
Miami FL 33128
igm@co.miami-dade.fl.us
www.co.miami-dade.fl.us/cmo

Philadelphia PA
Center for Urban Redevelopment Excellence
http://www.upenn.edu/curexpenn/home.htm

Prince George’s County Maryland
Public Management Internship Program
Off. Of Personnel & Labor Relations
1400 McCormick Dr.
Largo MD 20774
(301) 883-6325
www.co.pg.md.us

State of Maryland
Governor’s Policy Fellows Program
Maryland Higher Education Commission
16 Francis St.
Annapolis MD 21401
www.mhec.state.md.us

Tom Joe Public Policy Fellows Program
Ctr. For the Study of Social Policy
Kim Holmes, Dir. Of Administration
1575 Eye St., NW Suite 500
Washington DC 20006
202-371-1565
www.cssp.org

Business & Professional People for the Public Interest
The Polikoff-Gautreaux Fellowship for a Public Interest Lawyer or Policy Analyst
c/o Jamie Hendrickson
17 East Monroe St., Suite 212

Chicago, IL 60603

President’s Committee on the Arts and the Humanities Internships
1100 Pennsylvania Ave. N.W. Suite 526
Washington DC 20506 (202) 682-5409
http://www.rsinternships.com/applications/posting

Presidential Management Intern Program (PMI)
OCTOBER 31st DEADLINE
Wm. J. Green, Jr. Federal Building
600 Arch St. Room 3400
Philadelphia PA 19106-1596
(478) 757-3000
pmi@opm.gov
http://www.pmi.opm.gov/

Washington Center for Internships and Academic Seminars
2000 M Street NW Suite 750’
Washington DC 20036
www.twc.edu