

UNIVERSITY OF MASSACHUSETTS DARTMOUTH
DEPARTMENT OF POLICY STUDIES
INTERNSHIP
PST 390/599

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READINGS

To be arranged – each student will select two books related to the area of their internship and incorporate its observations into their final written paper. The books must be approved by the Internship Advisor.

I. ELEMENTS OF INTERNSHIP COURSE

The student shall find an assignment that is acceptable to the student and approved by the Internship Advisor. The internship coordinator can assist and advise the student in locating an assignment. The internship shall consist of a “participant-observer” experience, where the student observes and participates in an organization or agency and learns about the strategies, techniques, skills, and principles used to guide decision-making in that organization or agency. The student shall work at the organization/agency for 10 to 12 hours per week throughout the semester (15 weeks) for each 3 credit hours of internship (i.e., a 12-credit hour internship would require working full-time (40 hours per week for 15 weeks.) Besides the time spent working at the organization, the student shall be required to keep a log or journal, write a paper, and consult with the internship advisor regularly. The log or journal usually provides the database for the paper.

Grades will be assigned as followed:

Field Work: 50% based on the supervisor’s evaluation.
Log/Journal: 10% based on consistency of entries and substantive analysis/thoughtfulness
Meetings with Advisor: 10% (based on student’s timely arrangement of meetings, preparation for meetings, consistency of journal entries, and substantive discussions).
Final Paper: 30% based on quality of analysis and ability to address theoretical and professional questions as identified below.

II. RESPONSIBILITIES OF THE STUDENT

In consultation with the agency supervisor and the Internship Advisor, the student shall submit to the Internship Advisor a 1 to 2 page written discussion of expectations and objectives for the internship. This shall be due by the end of the first week of class. The student shall have interviews with the Internship Advisor at least three times during the semester, unless the student is out of the country or working in another state. In that case, the interviews shall be conducted by phone, letter or e-mail. It is the student's responsibility to make appointments to meet with the Internship Advisor.

The student shall submit a journal or log to the Internship Advisor at least three times during the semester, preferably during the interview meetings. A closing interview shall be held with the internship advisor before the end of the semester after (1) the assignment is completed, (2) the final log or journal is submitted to the Advisor, and (3) the final paper is submitted to the Advisor. The student is responsible for arranging the interview.

III. RESPONSIBILITIES OF THE INTERNSHIP ADVISOR

Before the semester starts or by the end of the first week of the semester, the Internship Advisor assists the student in finding and negotiating the assignment. The Internship Advisor reviews the periodic journal/log reports and gives feedback and direction. The use of e-mail is encouraged where appropriate.

The Internship Advisor meets with the student at least three times a semester. Problems on the assignment may be discussed as well as what the student is learning from the assignment. The Internship Advisor evaluates the final paper submitted by the student.

IV. THE SUPERVISOR AT THE AGENCY OR ORGANIZATION

The intern's supervisor must reach an agreement with the student about the nature of the assignment, including any compensation involved, hours, and any other conditions of the work assignment. A copy of any written agreement should be submitted by the student to the Internship Advisor.

The supervisor oversees the daily activities of the student as if the student were a regular employee, even if the student is an unpaid volunteer. The supervisor is required to provide the student with a variety of professional experiences that allows the student to become involved in the organization's policymaking, decision-making, and management processes.

The supervisor is responsible for insuring that the intern's assignment does not consist primarily of "make-work," clerical, or menial routines as required by NASPAA accreditation standards (see attached).

At the end of the assignment, the supervisor will mail, email, or fax an evaluation of the student's performance to the Internship Advisor. The Internship Advisor takes this

evaluation into account when assigning a course grade (see attached NASPAA and ICMA Internship Guidelines).

V. GUIDELINES FOR WRITING LOG OR JOURNAL

Students must keep a log or journal which records, at least weekly, the nature of the internship experience: activities, workload, progress toward goals, problems, observations of political and bureaucratic dynamics in the organization. The journal must be word processed and should include illustrative exhibits (documents, work products, letters, etc.) which help to describe the internship and illustrate the type of work undertaken during the internship.

Logs or journals do not need to cover every phase of your experience. They should show the major learning experiences. If the assignment is full-time (12 hours credit for 40 hours per week experience), entries should be made daily with a weekly summary of learning. If the assignment is part-time (3, 6 or 9 hours credit for 10-30 hours per week experience), entries may be made weekly, with a monthly summary of what you have learned from the assignment.

The log or journal should be submitted to the instructor at least three times during the semester. The log/journal should be submitted with the final paper at the end of the semester.

If you wish to keep a copy of your journal or log, you should make a duplicate copy. The Internship Advisor keeps the logs and journals submitted by students for its records.

VI. GUIDELINES FOR WRITING INTERNSHIP PAPER

The minimum requirement for the paper is 15 (undergraduate) to 20 (graduate) pages of text (approximately 300 words per page) typed, including bibliography and footnotes (or endnotes). The paper should begin with an overview description of the internship - where it took place, your duties and position in the organization, etc. It should develop insights, observations, or analyses of the internship experience and of the organization where the student worked. Finally, the paper should compare one or more of the relevant concepts, theories, or perspectives from the public policy or public management literature to what you observed during your internship (see below for more detail):

I. Describe your position:

- Your title at the agency/organization
- Name of your immediate supervisor
- Relationship of your position to others in the organization
- Describe the assignment

II. Describe the decision-making and policymaking environment:

- Indicate whether the work environment is pleasant, neutral, tense, threatening, etc. and explain why.
- Do others appear to be satisfied in their work? Explain.
- Do employees make suggestions to their supervisors or superiors?
- What is the decision-making structure/process of the organization?
- Do employees feel that there is constructive communication within the organization?
- Give examples of the communication process at the organization.
- What is the management style of leaders within the organization? Who exercises what kinds of power?
- How are decisions made within the organizations? How might the decision-making process be improved?
- Does the organization operate on the basis of transparent policies that are understood by employees?
- Does the organization make policies that impact others outside the organization? What are those policies and what is their perceived impact from within the organization?

III. The Personnel:

- How many employees are working in the organization?
- Summarize their characteristics: age, gender, background, education.
- Describe the organizational structure (perhaps you can get an organizational chart).
- How many levels are there between the lowest position and the top position?
- If you are in a job situation, are the employees organized into a union or professional organization? If so, describe it.
- What kinds of conflict do the people who work here experience?

IV. Knowledge and Skills Development:

- What new skills and knowledge did you acquire that relates to the field of policymaking or public management.
- What skills already acquired are you reinforcing, especially in the field of conflict management? Consider the full range of human skills: manual, technical, communications (speaking, listening, reading, writing), artistic, interpersonal relations, social or political relations, etc.

V. Personal and Professional Development:

- How did the internship affect your understanding of yourself and your relationship with others in the organization?
- What insights have you gained about working in the field of public policy or public management?
- What are your ideas or plans for a career or further education as a result of the internship? Have they changed or have they been reinforced as a result of this internship? How and why?

VI. Academic Experience:

- How does your internship experience compare with your other academic course work in providing realistic meaning or understanding of public policy or public management?
- Relate your internship experience to other courses you have taken in policy studies or other social sciences (e.g., sociology, economics, political science).
- Will the internship experience affect your choice of courses in the future? Do you feel the need for further training or study as a result of the internship?

VII. Evaluation:

- What is your evaluation of the internship?
- How could the internship have been more beneficial?
- What suggestions do you have for improving the internship program? For improving the courses you took prior to your internship?
- To what degree have you fulfilled your expectations and met your goals and objectives?

VII. PORTFOLIO REVIEW (applies to graduate students only)

At matriculation into the MPP, each student is required to begin constructing a professional portfolio. The professional portfolio will include:

- research papers written for courses taken in the program,
- policy white papers written for courses taken in the program,
- papers or products from the course in Applied Policy Research,
- work products, consultant reports, or other written analysis prepared as a research assistant or research associate at the Center for Policy Analysis,
- research papers or other products from the course in Applied Policy Research,
- documentation of other professional or scholarly achievements over the course of their enrollment in the MPP,
- newspaper clippings about the individual's achievements, public service, and awards,
- published articles in trade magazines or newspapers,
- professional certifications, licenses, and other evidence of professional development,
- evidence of presentations or attendance at meetings of relevant professional associations,
- letters of commendation and letters of recommendation from supervisors or others in a position to evaluate the individual's academic and work performance,
- other items of importance as determined by the student.

Students will present the contents of their professional portfolio to the Internship academic seminar and to the faculty. Each student will present their portfolio to the faculty committee and the seminar and discuss how it represents their learning in the program and its potential impact on their future career. The portfolio will be reviewed and evaluated by the Internship Director and the Faculty Committee to insure that it meets and reflects the overall educational objectives of the MPP and provides a platform for seeking employment or advancement in the areas of public policy or public management. The faculty committee will evaluate the portfolio on a Pass/Fail basis and *no student will graduate from the program without a portfolio approved by the faculty committee.*