



TEXAS TECH UNIVERSITY  
**College of Education™**

# **INTERNSHIP HANDBOOK**

**A Guide for the Intern, Supervisor, and Advisor**

**Master of Education  
Higher Education and Student Affairs**

**Higher Education Program  
Department of Educational Psychology and Leadership  
College of Education  
Texas Tech University  
Lubbock, Texas**

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## **INTRODUCTION**

The internship experience is required for completion of the Master of Education degree in Higher Education and Student Affairs at Texas Tech University. It provides an opportunity for the student to integrate theory, research, and skills acquired from courses completed in the program. Criteria set forth in this handbook have been developed according to standards and guidelines of the Council for the Advancement of Standards for Student Services/Development Programs (CAS).

### **Description**

The Master's level internship in higher education administration provides the student with professionally supervised, comprehensive exposure to the roles and functions of administration in the college and university setting. The student will have opportunities to participate in related meetings, develop and enhance problem-solving techniques, engage in discussion and interaction with faculty and administrators, and gain an applied knowledge of higher education administration. A team of three, which includes the student, the Site Supervisor, and the University Internship Advisor, is responsible for defining, designing, and implementing the successful internship experience.

### **Purpose**

The internship is designed to provide applied experience for the focus of knowledge, skills, principles, and techniques gained in the classroom, to a setting related to the student's chosen professional goals. The student will assume administrative responsibilities in an actual work setting to provide competencies in professional areas.

### **Types of Internships in Higher Education Administration**

Three types of internships are available for credit in Higher Education Administration: 1) Higher Education Administration, 2) Student Affairs Administration, and 3) College Teaching. Numerous sites are available for these types of internships in area universities and community colleges. The Higher Education Internship Coordinator can provide details about various internship sites from which to choose.

### **Credits and Time Commitments**

Students completing an internship for credit must sign up for a three credit internship course. They are required to spend at least 10 hours per week at the internship site. Students are expected to log at least 150 internship hours at the site for the semester they are completing the internship. Students may sign up for more than one internship throughout the course of their program; however, they may only complete one internship per semester. The internship may occur at two different sites, or be applied in one particular area over the selected time periods. The internship experiences must complement or reflect the theoretical course content in the student's program of study, and be designed in consultation with the student's University Internship Advisor.

Attendance at an internship seminar, as scheduled by the University's Internship Advisor, is **mandatory**. The concurrent seminar will assist students in maintaining appropriate levels of involvement and challenge from their internships, and ensure application of academic knowledge. The seminar will serve as a resource for interns and an opportunity to raise any issues or concerns where help and guidance are needed.

An internship should be designed by the student where a particular area of interest has been defined, and for which goals and learning outcomes are compatible with the learning objectives of the MED program. The student should bear in mind that the internship experience is an integral aspect of the entire learning experience and should represent sufficient challenge to stimulate intellectual growth and promote professional development. Internships will generally be undertaken after successful completion of a minimum of eighteen (18) credits in the higher education program. The course will be offered during the summer, fall and spring semesters of each year assuming there are a sufficient number of students.

## **APPLICATION PROCESS**

### **Assessment of Need**

The student should begin the application process by determining and examining areas of interest in which to pursue applied study. Considerations to weigh are area(s) in which the student wants to concentrate; the type of experience the student wishes to gain; the type of skills to be developed; and, how the internship placement can achieve these goals.

### **Procedure**

**NOTE:** Reference is made throughout these pages to **Forms A-F**. The forms are a part of the Internship Handbook and appear in the **Appendix, pages 12 through 20**.

1. The internship applicant shall meet with the University Internship Advisor assigned to the EDHE 5393/5394 Internship course, to determine the internship placement options. Student strengths and any related experiences should be taken into account in developing the internship project and selecting the site, so that an overall understanding of competencies will be gained from the internship. This meeting **MUST** take place at least **TWO WEEKS** prior to the end of the semester in advance of starting the semester of the proposed internship.
2. Plans to implement the internship project should be developed at this point, and a site should be selected. The Internship Application (**Form A**) naming the site and Site Supervisor must be completed and submitted to the Internship Advisor in the Higher Education Program, 304 Education Building, College of Education.
3. Final approval must be given to the project by the University Internship Advisor before the student may begin the internship experience. Upon notification of approval, the student will meet with the Advisor to develop and fully describe the objectives of the internship in writing using the Internship Agreement (**Form B**), and outline planned activities designed to meet these objectives (**Objectives Log, Form C**).
4. Upon completion of the Application, the Agreement, and the Objectives Log, the student will finalize the internship project with the Site Supervisor, whose signature must be included on the Agreement.

### **Time Frame**

All applications must be completed and approved no later than **one month prior** to the beginning of the semester in which the internship will occur unless specific permission is provided by the Higher Education program coordinator.

## **EVALUATION AND FINAL GRADE**

The quality of the student's work will be evaluated based on the nature of activities in which the student is involved, and the student's performance in meeting the stated objectives of the internship.

The student is required to keep a **Reflective Journal** in which to record observations and reflections on assignments and accomplishments. The Site Supervisor, University Internship Advisor, and the student will review the Journal for assessment of progress and growth upon completion of the internship.

The student's Objectives Log (**Form C**) will be reviewed and approved by the Site Supervisor.

The student will complete an evaluation of the internship experience (**Form D**), and submit it to the Higher Education Program in the Education Building following the final assessment with the Site Supervisor of the internship experience.

An evaluation of the student by the internship Site Supervisor (**Form E**) will be completed at the end of the internship term and submitted to the University Internship Advisor.

The University Internship Advisor will complete the Acknowledgment of Completion of Internship (**Form F**) to certify that the student has met all requirements.

Credit is awarded on a **PASS/FAIL** basis.

## **RESPONSIBILITIES OF THE STUDENT**

The student is responsible for determining objectives of the internship experience as related to the theoretical content reflected in the student's area of study. Once these objectives have been identified, the student and the University Advisor, together, will determine activities that will satisfy the objectives.

Specific learning outcomes will include, but are not limited to:

- 1) understanding application of administrative skills such as program planning, course scheduling, management of resources and personnel, leadership;
- 2) understanding long-range goals and daily functions of administration in higher education;
- 3) clarification of the student's own interests, skills, and competencies, and their implementation toward development of career goals;
- 4) demonstration of an understanding and application of theory to administrative work;
- 5) development of personal standards of professional and ethical behavior; and
- 6) assumption of responsibility for continued learning and professional development.

The student is responsible for arranging on-site visits and meetings with the University Internship Advisor at mutually convenient times. The student will arrange for meetings with the Site Supervisor to assess progress and to review accomplishments as they relate to stated objectives. There will be at least three meetings with the Site Supervisor and the University Internship Advisor during the course of the semester.

The student will maintain a log of internship activities together with a reflective journal to record observations and summarize strengths and weakness in performance. Entries will be both factual, in recording the activities and the actual time spent, as well as reflective. The latter will relate the student's thoughts and observations on the nature of working relationships, supervisory practices, decision-making processes, and general leadership. Any other journal entries which the student deems relevant may be included. Journal entries will facilitate discussion with the Site Supervisor and serve as a self-assessment of growth in skills and knowledge acquired during the internship experience.

Upon completion of the internship requirements, the student will meet with the Site Supervisor and submit an evaluation (**Form D**) of the internship experience for review and discussion at the final meeting. Any suggestions for other students interested in a similar internship experience should be submitted at this time.

### **RESPONSIBILITIES OF THE UNIVERSITY INTERNSHIP ADVISOR**

The Advisor shall meet with the student to review the student's internship objectives (**Form C**), which should reflect the student's program of study, and the appropriateness of the site selection to these objectives (**Form B**). Final approval of the project and overall supervision of the internship rest with the Advisor, who, together with the Site Supervisor, shall evaluate the student's work upon completion of the internship. Acknowledgment of Completion of the Internship (**Form F**) must be signed by the University Internship Advisor to certify that all the requirements of the internship have been met.

The Advisor will conduct several seminars which bring together all interns during the semester for the purpose of reflection, analysis, and assessment of internship experiences. Key questions for the Advisor to pose, and the students to consider in these seminars, should include:

- 1) what are your activities and experiences;
- 2) from a leadership perspective, what activities have been most effective as a learning tool;
- 3) what factors did you observe that contributed to creating a successful activity, and to resolving an unsuccessful activity;
- 4) what are your areas of growth;
- 5) what can we do to help you grow in your internship and in your professional growth.

Frequent communication is required to appraise progress, resolve any concerns and problems which may arise, and for general feedback and support throughout the student's internship.

## **RESPONSIBILITIES OF THE SITE SUPERVISOR**

The internship Site Supervisor will provide meaningful learning opportunities for the intern by delegating significant responsibilities, supervising and directing the experience on a day-to-day basis, and offering feedback as needed.

The site at which the internship is conducted will provide a workstation, necessary equipment and assistance to support the level of responsibilities of the project. The intern shall not perform clerical duties. Whenever possible, the site shall provide a parking space or a parking pass for the intern's use during the semester.

The site supervisor will conduct a meeting with the intern approximately halfway through the semester to review the Agreement, the objectives and activities, for the purpose of monitoring and evaluating progress to date. A discussion of on-the-job performance, scope and depth of the student's responsibilities, and what, if any, changes are necessary, should be included. At this time, the student's performance will be discussed, and the need for less supervision and increasingly complex responsibilities should be assessed.

A final evaluation will be conducted with the student at the conclusion of the internship. The Supervisor will review and assess the student's performance, and determine with the student that the learning outcomes defined at the onset have been met. The Supervisor will provide a written evaluation (**Form E**) to the student and to the University Internship Advisor.

## **PROFESSIONAL EXPECTATIONS OF STUDENTS**

The high expectations the Texas Tech University's Higher Education Program holds for its graduate students means you will be held to the highest standard of professional behavior even at your internship site.

Here are some thoughts and guidelines to help you understand what is meant by "professional behavior."

- Understand the mission and short and long term goals of the division and office in which you are interning. You'll have trouble getting there if you don't know where you're going.
- The office is a team environment. We expect you to take the initiative to help others - you'll appreciate it when others are there to help you.
- Respect the rights and privacy of fellow staff and students. Know that it is inappropriate to divulge privileged or sensitive information, unless it is in the context of seeking advice from your supervisor. Know also that there are limits as to what confidences you can keep; your supervisor can help you determine an appropriate course of action.
- After your academic course work, your internship is your top priority. Learn to manage your time in order to avoid potential conflicts. Be proactive in completing your work assignments in advance so that you can take time off from work during peak academic time.
- All professionals face challenging work relationships at some time. If you are not sure how to handle a difficult situation with a fellow graduate student or staff member, seek the advice of your immediate supervisor. Office protocol is to work out the situation with the person involved and if necessary, seek the assistance of their supervisor.
- Arrive on time, and stay for the entire time that you are scheduled to work.
- Dress professionally, in accordance with the office culture at your internship site.
- Limit use of cell phone, text messaging, and internet usage, unless required as part of your assistance with projects.
- When one project is completed, or if you are in-between projects, be sure to ask your Site Supervisor if there are additional projects on which you could be assisting.
- Communicate effectively, and frequently, with your Site Supervisor. Do not text message your Supervisor! Please call your supervisor, or email, to communicate important messages.
- If there is a change in your schedule, and you cannot make it to work, or will be late, please communicate early enough to give your Site Supervisor advanced notice of this change in schedule.



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**APPENDIX Form A**

Educational Psychology & Leadership

Higher Education Program

Internship Application Form

Semester and Year:    Fall \_\_\_\_\_    Spring \_\_\_\_\_    Summer \_\_\_\_\_

Student: \_\_\_\_\_    ID: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_(H)    Email: \_\_\_\_\_

Faculty Advisor: \_\_\_\_\_

Departmental Approval/Signature of Group Supervision Instructor: \_\_\_\_\_

Proposed Site: \_\_\_\_\_

Site Host's Mailing Address: \_\_\_\_\_

Site Host's Phone: \_\_\_\_\_    Site Host's E-Mail: \_\_\_\_\_

Site Host's Fax (if applicable): \_\_\_\_\_

Why do you wish to complete an internship at this particular site?

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

*This form must be completed and signed before you will be allowed to register. Return this form to the Department of Higher Education (304 Education) no later than the last day of regulation registration for the semester in which you plan to enroll.*



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**APPENDIX Form B**

Educational Psychology & Leadership

Higher Education Program

Practicum/Internship Site Agreement and Confirmation Form

The Site Host must be a professional employed at the site who (a) has academic and professional credentials exceeding those of the student and (b) agrees to coordinate, manage, and/or administrate the student’s professional preparation activities at the site.

Semester and Year: Fall \_\_\_\_\_ Spring \_\_\_\_\_ Summer \_\_\_\_\_

Practicum \_\_ Internship: \_\_ Course Number: \_\_\_\_\_ Group Supv Number: \_\_\_\_\_

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

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ (H) Email: \_\_\_\_\_

\_\_\_\_\_ (W) Faculty Advisor: \_\_\_\_\_

Departmental Approval/Signature of Group Supervision Instructor: \_\_\_\_\_

Site: \_\_\_\_\_

Site Host’s Name: \_\_\_\_\_

Site Host’s Mailing Address: \_\_\_\_\_

Site Host’s Phone: \_\_\_\_\_ Site Host’s E-Mail: \_\_\_\_\_

Site Host’s Fax (if applicable): \_\_\_\_\_

*Authorization: Your signature below indicates authorization for the student identified above to participate in a practicum or internship at your site as well as your commitment to serve as a site host for that student.*

Site Host's Signature \_\_\_\_\_ Date: \_\_\_\_\_

At all sites, the student receives individual supervision from a qualified professional employed by the site. Individual supervision involves a minimum of one hour per week of one- to-one supervision between the student and the supervisor, and is provided in addition to site host activity. Please provide the individual supervisor's name below.

Individual Supervisor (PRINT): \_\_\_\_\_

Please confirm the day and time in which you and your individual supervisor have agreed to meet for individual supervision. We have agreed to conduct individual supervision sessions on

\_\_\_\_\_ (day) at \_\_\_\_\_ AM/PM each week of the academic term.

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

Individual Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*This form must be completed and signed before you will be allowed to register. Return this form to the Department of Higher Education (304 Education) no later than the last day of regulation registration for the semester in which you plan to enroll.*



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**APPENDIX Form C**  
Educational Psychology & Leadership  
Higher Education Program  
**Internship Activities and Objectives Log**

<i>Objective 1:</i>	
<i>Date:</i>	<i>Time:</i>
<i>Activities to Complete Objectives:</i>	
<i>Notes:</i>	

<i>Objective 2:</i>	
<i>Date:</i>	<i>Time:</i>
<i>Activities to Complete Objectives:</i>	
<i>Notes:</i>	

<i>Objective 3:</i>	
<i>Date:</i>	<i>Time:</i>
<i>Activities to Complete Objectives:</i>	
<i>Notes:</i>	

<i>Objective 4:</i>	
<i>Date:</i>	<i>Time:</i>
<i>Activities to Complete Objectives:</i>	
<i>Notes:</i>	

<i>Objective 5:</i>	
<i>Date:</i>	<i>Time:</i>
<i>Activities to Complete Objectives:</i>	
<i>Notes:</i>	



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**APPENDIX Form D**

Educational Psychology & Leadership

Higher Education Program

**Practicum/Internship Site Information Sheet**

Please comment on the agency in which you are about to complete a practicum or internship.  
Your comments may be available to other students seeking information about the site. Do NOT  
identify yourself on this form.

Site: \_\_\_\_\_

Semester and Year: Fall \_\_\_\_\_ Spring \_\_\_\_\_ Summer \_\_\_\_\_

Student population at this site:

Numbers/frequencies of student contact:

Types of activities available to students:

Nature of agency's expectations for the students:

Prerequisites for placement at the site:

Physical facilities available to students:

Would you recommend this site to another student? Why or why not?

Additional comments:



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**APPENDIX Form E**

**TEXAS TECH UNIVERSITY  
Higher Education Evaluation of Student/Intern by Site Supervisor**

1. Name of Student/Intern \_\_\_\_\_

2 Date \_\_\_\_\_

1. Internship Title \_\_\_\_\_

2. Internship Site \_\_\_\_\_

The student has completed the time requirements of the internship \_\_\_\_\_

3. The student has completed the objectives defined for the Internship to the following degree: **(Please rate according to the following scale)**

**a. Very well**

**b. Well**

**C. Fair**

**d. Poor**

**e. Objective redefined**

7. Objective 1 \_\_\_\_\_ 12. Objective 6 \_\_\_\_\_

8. Objective 2 \_\_\_\_\_ 13. Objective 7 \_\_\_\_\_

9. Objective 3 \_\_\_\_\_ 14. Objective 8 \_\_\_\_\_

10. Objective 4 \_\_\_\_\_ 15. Objective 9 \_\_\_\_\_

11. Objective 5 \_\_\_\_\_ 16. Objective 10 \_\_\_\_\_

**Please rate the quality of the student's performance as follows:**

**a. Superior b. Good c. Fair d. Poor e. Unsatisfactory**

17. Professional attitude \_\_\_\_\_

18. Professional behavior \_\_\_\_\_

19. Professional relationship with Site Supervisor \_\_\_\_\_

20. Professional relationship with colleagues \_\_\_\_\_

21. Understanding of the organization's purpose \_\_\_\_\_

22. Understanding of the organization's policies and procedures \_\_\_\_\_

23. Knowledge and use of available resources \_\_\_\_\_

24. Effectiveness in planning, organizing and time management \_\_\_\_\_

25. Effectiveness in obtaining pertinent information \_\_\_\_\_

26. Effectiveness in distinguishing relevant from irrelevant information \_\_\_\_\_

27. Effectiveness in written communications \_\_\_\_\_

28. Effectiveness in writing, summarizing reports \_\_\_\_\_

29. Effectiveness in oral communications \_\_\_\_\_

30. Ability to adjust to changes in planning direction \_\_\_\_\_

- 31. Ability to apply knowledge to a particular problem area\_\_\_\_\_
- 32. Ability to integrate theory into practice\_\_\_\_\_
- 33. Preparation for meetings and conferences\_\_\_\_\_
- 34. Participation in meetings and conferences\_\_\_\_\_
- 35. Understanding of supervisory relationship\_\_\_\_\_
- 36. Ability to focus on needs and problems of the organization\_\_\_\_\_
- 37. Ability to approach and understand the nature and solution of problems\_\_\_\_\_
- 38. Ability to understand and follow directions\_\_\_\_\_
- 39. Interest in continued learning toward professional advancement\_\_\_\_\_
- 40. Degree of promptness in completing assignments\_\_\_\_\_
- 41. Degree of dependability in general work environment\_\_\_\_\_
- 42. The student's major strengths are\_\_\_\_\_

\_\_\_\_\_

43. The student should direct efforts toward improvement in\_\_\_\_\_

\_\_\_\_\_

44. The student would benefit most from additional experience in\_\_\_\_\_

\_\_\_\_\_

45. Recommended Grade\_\_\_\_\_

Signature of Site-Supervisor\_\_\_\_\_

Name and Title \_\_\_\_\_

Date\_\_\_\_\_

**Note: Please return the completed Form E to the student's University Advisor**



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**Form F**

**TEXAS TECH UNIVERSITY**

**Higher Education Program Acknowledgment of Completion of Internship**

- 1. Name of Student/Intern\_\_\_\_\_
- 2. Title of Internship\_\_\_\_\_
- 3. Internship Site\_\_\_\_\_
- 4. The student has completed the requirements of the internship\_\_\_\_\_
- 5. The student has satisfied the objectives of the internship\_\_\_\_\_

Signature of University Advisor

\_\_\_\_\_

Name of University Advisor

\_\_\_\_\_

Date



## APPENDIX Form G

### Educational Psychology & Leadership Higher Education Program Internship Checklist



**TWO WEEKS prior to the end of the semester**, in advance of starting the semester of the proposed internship:

- Meet with the University Internship Advisor assigned to the EDHE 5393/5394 Internship course, to determine the internship placement options.
- Develop plans to implement the internship project, and select a site.
- Complete the **Internship Application Form** (Form A, in the Handbook); submit to the Internship Advisor in the Higher Education Program, 304 Education Building, College of Education.

**BEFORE** starting the internship: Final approval must be given to the project by the University Internship Advisor before the student may begin the internship experience:

- Upon notification of approval, meet with the Advisor to develop and fully describe the objectives of the internship in writing using the **Internship Agreement Form** (Form B, in the Handbook).
- Complete the **Objectives and Activities Log** (Form C, in the Handbook) with the Advisor.
- Finalize the internship project with the Site Supervisor. Site Supervisor signature **must be included on the Agreement.**

**DURING/ONGOING** throughout the internship:

- Keep a **Reflective Journal** in which to record observations, assignments, and accomplishments. This will be reviewed by the Site Supervisor, University Internship Advisor, and the student, for assessment of progress and growth upon completion of the internship.
- Actively review the **Objectives Log** (Form C, in the Handbook), which will be reviewed and approved by the Site Supervisor.
- Complete an **evaluation of the internship experience** (Form D, in the Handbook); submit it to the Higher Education Program in the Education Building.
- Request that the Site Supervisor also **complete an evaluation** (Form E, in the Handbook), to be completed at the end of the internship term and submitted to the University Internship Advisor.
- Request that the University Internship Advisor complete the **Acknowledgment of Completion of**
- Internship Form** (Form F, in the Handbook) to certify all requirements have been met.

**Student Responsibilities:**

\*Determine the objectives of the internship experience as related to the theoretical content reflected in the student's area of study. Once these objectives have been identified, the student and the University Advisor, together, will determine activities that will satisfy the objectives.

\*Arrange on-site visits and meetings with the University Internship Advisor at mutually convenient times.

\*Arrange meetings with the Site Supervisor to assess progress and to review accomplishments as they relate to stated objectives. There will be **at least three meetings** with the Site Supervisor and the University Internship Advisor during the course of the semester.

\*Maintain a log of internship activities together with a reflective journal to record observations and summarize strengths and weakness in performance. Entries will be both factual, in recording the activities and the actual time spent, as well as reflective. The latter will relate the student's thoughts and observations on the nature of working relationships, supervisory practices, decision-making processes, and general leadership. Any other journal entries which the student deems relevant may be included. Journal entries will facilitate discussion with the Site Supervisor and serve as a self-assessment of growth in skills and knowledge acquired during the internship experience.

\*Submit an evaluation of the internship experience for review and discussion at the final meeting. Any suggestions for other students interested in a similar internship experience should be submitted at this time.