



COLLEGE OF EDUCATION & HUMAN SERVICES

MASTER OF SCIENCE IN ADMINISTRATION

CENTRAL MICHIGAN UNIVERSITY



MSA 690 Internship Handbook

Spring 2025 Revision

Central Michigan University

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Introduction to the MSA 690 Internship

The internship is a valuable supplement to the MSA academic program that provides students with an introduction to the daily activities of management and administration. An internship experience enables students to apply what they have learned in the classroom to projects within an agency. Internships should be tailored to the interests and professional needs of the student. ***Internships are not required but strongly recommended for students with little to no work experience or moving into a new career field. International Students must also obtain CPT approval and adhere to CPT requirements. CPT must be credit-bearing.***

Basic Internship Requirements*

****Internship agreements and paperwork MUST be in place before the end of the semester PRIOR to the semester in which the student plans to do the internship. Use these deadlines as guidelines:***

July 15 for the Fall semester

October 15 for the Spring Semester

March 15 for the Summer semester

In order to apply for an internship, all students must have completed a minimum of 18 semester hours in the MSA program which includes MSA 601, MSA 603, and MSA 604. An exception may be considered for a student who has completed 18 hours and two of the MSA core prerequisites.

The MSA 690 Internship is not intended for students who are already employed in administrative positions. If you are employed full-time in a non-administrative position, you may undertake the internship under the following conditions:

The internship is with a new employer OR the internship constitutes 300 hours outside of your normal job assignments.

The internship meets the guidelines and objectives stated in this handbook.

It is recommended that interns carry health insurance if the internship is not with a CMU department.

Completion of all forms, written requirements, and signatures. (See page 8 for a checklist.)

Internships are 1-3 credit courses, graded as credit/no credit. In order to receive credit, students must complete **100 per credit hour** at the agency, satisfactorily complete all agency tasks, projects and requirements, satisfactorily complete all MSA requirements, receive successful evaluations, and submit final portfolio.

Registration for MSA 690 is handled through the MSA academic office. Prospective interns must meet with the MSA Internship Coordinator once all paperwork has been collected in order to be registered.

Definitions

Agency: The organization or place of business where you'll be completing your internship.

Agency Supervisor: The person who works at your internship site who will directly supervise you and be responsible for your internship.

MSA Internship Coordinator: The CMU contact person who will guide you through the internship process. Weekly journals, evaluations, and final reflection paper, if required, will be turned in via the course Blackboard shell. The MSA Internship Coordinator who will assign your final grade (credit/no credit).

Before Your Internship

Read the MSA 690 Internship Handbook and review other resources

You're already off to a great start! This handbook has the answers to most of your questions and will help you be prepared for a positive learning experience. Check out other resources, such as [Pearson Pathways](#) or [Indeed.com](#)

University Support

The MSA Internship Coordinator will follow your progress throughout the internship experience. This may be accomplished through a site visit(s) and by reviewing your weekly journal entries. The MSA Internship Coordinator will review your personal and professional development, based on input from the Agency Supervisor. Your MSA Internship Coordinator will welcome recommendations regarding the use of the agency as a future internship site.

Selecting an Internship Site

A successful internship is dependent on matching your interests, skills, and objectives to the agency's needs and goals. It is important to select a site that will be conducive to your professional development. Schedule an interview with the Agency Supervisor to discuss the agency's philosophy and culture and to submit your resume.

Although you are ultimately responsible for locating your internship site, you will find your MSA Internship Coordinator helpful throughout the process. Visiting the Career Development Center (located in Ronan 240) is required. Final intern placement must be agreed upon by the Agency Supervisor and the MSA Internship Coordinator. Consider the following requirements:

- An 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.
- Internships are typically limited to main campus students although exceptions for online students may be considered on a case-by-case basis.
- Internship Coordinator site visits may be in person or virtual. Out-of-State and International internships are rare and will be evaluated on a case-by-case basis.
- All students must meet with their academic advisor to determine how MSA 690 Internship, fits into their program requirements.
- International students must meet with the appropriate staff person in the Office of Global Engagement (OGE) and apply for CPT (Curricular Practical Training). Clarify any hour restrictions. For example, internships during the fall or spring semester are part-time while summer internships may be full-time.

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.

Steps for Internship Approval

There are several important steps for you to take in order for your internship to be approved. It is highly recommended that you focus on planning ahead because the paperwork and arrangements often take longer than students anticipate. There is a checklist on page 8 that will guide you through each important step.

Recommended Process

1. Visit the Career Development Center

The MSA Internship Coordinator will ask about your goals for the internship. In addition, you will want to provide the Internship Coordinator with an updated resume. Take advantage of the resume review services and mock interviews available at CMU's Career Development Center.

Required Forms

1. Agency Offer Letter (sent to the Internship Coordinator)

The agency should provide an offer letter. This can be in an organizational letterhead or by e-mail, if clearly sent from the agency. The offer should include **start and end dates, hours of work, identify the supervisor, whether the internship is paid or unpaid**, and cover the **proposed internship duties**. **International students can work full time in the summer but cannot** exceed 20 hours in the Fall or Spring semesters. The student needs to send an email to the Internship Coordinator confirming their internship appointment.

2. Affiliation Agreement

Unless the internship is through a CMU department or unit, a fully executed Affiliation Agreement is required. You can review current affiliation agreements on the [Affiliations Agreements webpage](#).

3. Internship Agreement

This form is required before the start of the internship. The description should include:

- Name and location of the agency offering the internship
- Start and end dates
- Number of hours per week (not to exceed 20 hours in the Fall and Spring semesters)
- A Statement that the internship is paid or unpaid
- Name and 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

4. Curricular Practical Training (CPT) Approval- *international students only*

International students should provide confirmation of CPT approval- information can be found on the [ISSS website](#). Application for CPT may be found via the ISSS [Online Request Center](#). For students who are seeking an Internship for more than one semester, a CPT will be needed for each separate semester- please contact the Internship Coordinator for more details.

The internship agreement, affiliation agreement, and CPT approval (if needed) must be in place before you register for MSA 690.

During your Internship

Academic Requirements

In addition to the administrative observations and first-hand experience you'll be gaining, there are several other assignments required for MSA 690.

1. Schedule a Site Visit from the MSA Internship Coordinator

Make sure to schedule this visit early, although it is best for your coordinator to visit once you are established. This visit is important so that your coordinator can see you in your element and better understand any challenges and successes you experience. For students who are out of state, these visits can be arranged virtually.

2. Submit Weekly Journal Forms to the MSA Internship Coordinator

See the sample weekly journal form below. This form is completed weekly and uploaded in the MSA 690, Internship, course Blackboard shell.

Journal Sample



COLLEGE OF EDUCATION & HUMAN SERVICES
**MASTER OF SCIENCE
 IN ADMINISTRATION**
 CENTRAL MICHIGAN UNIVERSITY

Intern Name	
Internship Site	

Please follow all necessary discretion to comply with your company's policies while you fill in this weekly journal.

Item	Intern comments/reflections
Week (insert dates)	
Number of hours worked this week	
Tasks/Projects for this week	
Meetings attended this week (Mention the number of meetings attended the topic/ title as well)	
Learning outcomes. (What did you learn this week?)	
Feedback received this week (Please write about any positive/negative feedback you might have received).	
Concerns for this week?	
This week's goals for the internship & how it will help you progress towards your career goals.	
Observations about the internship site this week (politics/attitudes/structure)	
Is the internship meeting your expectations?	
Networking – networking with other colleagues/interns?	

Describe how you applied your CMU coursework to your job this week.	
Describe how your internship duties align with your concentration.	
Other	

3. Weekly Meetings with your Agency Supervisor

The relationship between you and your Agency Supervisor is the key to a successful experience. Take advantage of all learning opportunities. It is important that Agency Supervisors are invested in your development and are willing to design a creative and constructive learning atmosphere for you. It is imperative that you and your Agency Supervisor sit down together at least once a week for a discussion that should include the following items:

- Your progress
- Feedback on projects
- Course of action required to complete assignments
- Issues facing the agency
- Skill building
- Observations about the agency

4. Evaluations

Being open to constructive feedback is important for your personal and professional growth. To help you with this process, you will complete **two** self-evaluations, and your Agency Supervisor will complete **two** evaluations. The first self-evaluation and supervisor evaluation will occur midway through your internship and the final self-evaluation and supervisor evaluation will be completed near the end of the internship. All evaluations will be uploaded into the MSA 690, Internship, course Blackboard shell. It is important that you and your supervisor discuss these evaluations so that you can maximize the learning experience. It is your responsibility to make sure all evaluations are completed and submitted to your MSA Internship Coordinator, via the course Blackboard shell. The goal is to examine your growth throughout the experience.

Getting Acquainted

Interns typically spend about a week getting acquainted with the agency's policies and procedures. It is recommended that you spend time in orientation/rotational activities before moving on to projects and independent assignments. With your Agency Supervisor, create a timeline for your observations, projects, and meeting attendance so that you'll be able to complete your internship goals.

Projects & Administrative Experiences

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

- Assisted in the preparation of an annual budget
- Conducted a comprehensive survey
- Policy analysis
- Data collection to analyze problems of a high institutional priority such as grants, needs assessments, feasibility studies, cost benefit analyses, and computer program applications
- Social media management
- Event planning

Meetings

You will benefit from attending meetings within your agency and community. It is best to attend a variety of meetings at several levels within the agency. It is expected that interns will attend as many meetings as time permits. Creating a plan for meeting attendance at the very beginning of your internship will help ensure that you will be able to meet your internship objectives.

TIP: Since meetings often involve sensitive and confidential information, make sure that you and your Agency Supervisor discuss how confidential information is to be handled (internal and external information).

TIP: If you are instructed to take minutes at meetings, make sure that your Agency Supervisor critiques and evaluates them prior to distribution.

Final Portfolio

Your weekly journal and a final reflection paper, if required, can comprise a professional development portfolio. We strongly recommend that you update your resume to document your internship experience. If required, the reflection paper is 1-2 pages in length. The goal of this paper is to help you to reflect upon your internship experience. For example,

- Were all of your goals met?
- What did you learn?
- How can you use this experience in your job search?
- What might you change?
- Did you improve networking skills and enlarge your network?
- Were you able to apply course concepts to your internship experience?

Master of Science in Administration Program (MSA 690)

Internship Checklist

Pre-Internship	
First	Carefully read the MSA 690 Internship Handbook

Second	Complete a minimum of 18 semester hours, including MSA 601, MSA 603, and MSA 604
The semester BEFORE your internship	Schedule an appointment with an advisor at CMU's Career Development Center (through Handshake) Take advantage of the resume review and mock interview services. Ask for guidance in finding an internship.
The semester BEFORE your internship	Contact your academic advisor and the MSA Internship Coordinator Meet with your academic advisor and determine if an internship fits in with your degree requirements. With the internship coordinator, discuss your plan for finding an internship site, the internship requirements, and any questions you have.
The semester BEFORE your internship	Research potential internships Use CMU resources and other resources. See the information at the end of this handbook with potential internship sites and resources.
The semester BEFORE your internship	Schedule an interview at your proposed internship site Share your skills and professional goals (remember you updated your resume!), learn about the agency, and make sure that your goals and the agency's goals are aligned.

Submit Your Internship Paperwork	
The semester BEFORE your internship	Work with the MSA Internship Coordinator to make sure that all your paperwork is complete: <ul style="list-style-type: none"> ✓ Offer letter ✓ Fully executed affiliation agreement ✓ Internship agreement ✓ Internship description ✓ CPT approval (if needed)
The semester BEFORE your internship	Please see detailed instructions in the MSA Handbook for the Offer Letter, Affiliation Agreement, and

	Internship Agreement, on pages 4-5, under “Steps for Internship Approval: Required Forms.”
The semester BEFORE your internship	Register for MSA 690 You cannot register for MSA 690, Internship, until all of the steps above have been met. The MSA Internship Coordinator will process the registration.

During the Internship	
At the BEGINNING of your internship	Attend Agency Orientation Your Agency Supervisor and other administrators should provide you with a comprehensive orientation to the mission, philosophy, operational framework, and external relationships of the agency.
WEEKLY during your internship	Submit weekly journal through the course Blackboard Shell
WEEKLY during your internship	Meet weekly with your Agency Supervisor
During the first 1-2 WEEKS of your internship	Get Acquainted Interns typically spend about a week getting acquainted with the agency and it’s employees and time in orientation/rotational activities before starting projects and internship experiences.

During the first 1-2 WEEKS of your internship	Plan internship duties With your agency supervisor, create a timeline for your observations, projects, and meeting attendance in order to complete your internship goals.
From weeks 3-5 through the end of the internship	Projects and administrative experiences A valuable component of an internship is assigned projects which are designed to give you practical experience at various administrative levels. Project should carry the intern broadly across the agency and/or across several different operations of the agency.

During weeks 7-9 of your internship	Schedule a site visit with your supervisor, yourself, and the MSA Internship Coordinator The site visit may be virtual or in person.
HALFWAY through your internship	Discuss mid-term self-evaluation and supervisor evaluation with your Agency supervisor Upload both evaluations into the MSA 690 Bb shell. Include your thoughts about your evaluation in your weekly journal.
At the END of your internship	Discuss final self-evaluation and supervisor evaluation with your Agency supervisor and with the MSA Internship Coordinator Upload both evaluations into the MSA 690 Bb shell. Include your thoughts about your evaluation in your weekly journal.

Internship Agreement Sample

Internship Agreement

Master of Science in Administration Degree Program (MSA 690)

Intern Information:	
Name:	Student ID:
Address:	
Phone:	CMU e-mail:
Alternate e-mail:	

Semester:	Fall	Spring	Summer
Start Date:		End Date:	
Pay Scale:			

Internship Description

Include a description below of the internship including typical duties, responsibilities, specific projects, planned assignment and internship objectives. If included in the offer letter, the description should be on the 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



Intern Evaluation (MSA 690)

Intern name:

Agency Supervisor name:

Date:

☐ This is a Midterm evaluation

☐ This is a Final evaluation

☐ This is a Self-evaluation

☐ This is a 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	1-3	4-6	7-8	9-10

organizational processes	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
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

Internship Opportunities & Resources

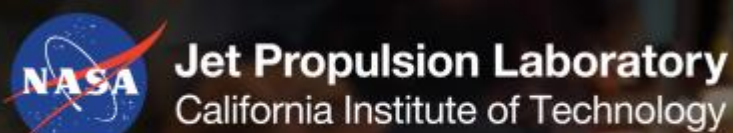


Career Development Center (Handshake)

<https://www.cmich.edu/offices-departments/career-development-center/students/handshake>



<https://www.dodstem.us/participate/opportunities/?type=Internship+or+Apprenticeship>



<https://www.jpl.nasa.gov/edu/intern/>



<https://www.collegediversitynetwork.com/>





OAK RIDGE INSTITUTE FOR SCIENCE AND EDUCATION

Home / STEM Internships and Fellowships / Graduate Internships and Fellowships



<https://orise.ornl.gov/internships-fellowships/index.html>



STEM Internships



<https://annarborusa.org/jobs/job-board/>



<https://www.bcbsm.com/careers/index/>



Home > Student Resources Hub > Guide to Graduate Internships



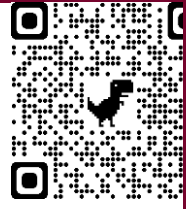
<https://www.pearson.com/pathways/student-resources/graduate-internships.html>



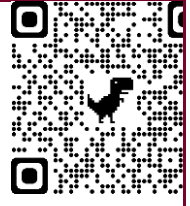
Searches and resources



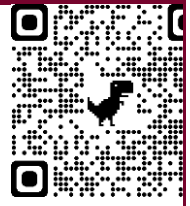
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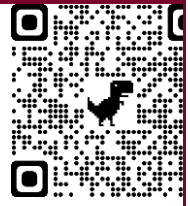
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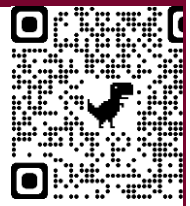
<https://www.delfield.com/>



<https://www.morbark.com/>



<https://www.mymichigan.org/education/internships-job-shadowing/>



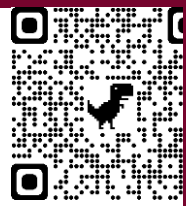
<https://www.mclaren.org/main/intern-extern-opportunities>



Central Michigan District Health Department

Promoting Healthy Families, Healthy Communities

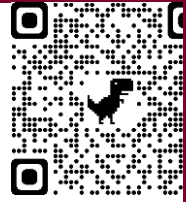
Proudly serving Arenac, Clare, Gladwin, Isabella, Osceola, and Roscommon Counties



<https://www.cmdhd.org/internships-practicums>



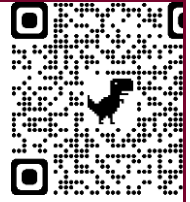
Good source for local businesses



<https://www.mt-pleasant.net/>



<https://www.monster.com/>



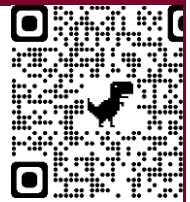
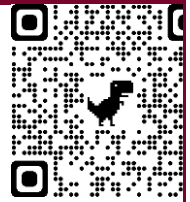
Commission on Aging

Isabella County

<https://www.isabellacounty.org/departments/commission-on-aging/>

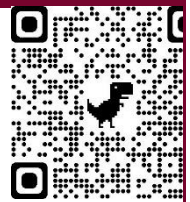


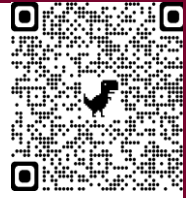
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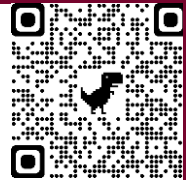
ISABELLA CITIZENS FOR
HEALTH, INC.

<http://www.isabellahealth.org/>





<https://jobs.cvshealth.com/internships/?prefilters=none&&CloudSearchLocation=none&&CloudSearchValue=none>



<https://careers.google.com/students/business-internships/>



<https://careers.microsoft.com/students/us/en/usuniversityinternship>



<https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/?url=Overview>