



ELMP 8981 & ELMP 8982  
Administrative Internship

# Higher Education / Student Affairs Internship Manual

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*College of Education & Human Services  
Department of Education Leadership, Management & Policy*

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## Mission & Objectives

The internship component in the College Student Personnel Administration/ Higher Education program at Seton Hall University prepares graduate students to manage various roles in student affairs administration and other functional areas at the postsecondary level. Housed within the Department of Education Leadership, Management and Policy, administrative internship courses provides students with the opportunity to gain practical experience, as well as to engage with 'hands on' understanding of the various responsibilities and units associated with students affairs/higher education. Through internship coursework, students gain competencies, knowledge, critical thinking, and an understanding of theoretical foundation and practice, conducive to fostering a holistic approach to college student development and learning.

The objectives for the internship in College Student Personnel Administration/ Higher Education programs are as follows:

- Provide an opportunity for students to develop and apply skills and competencies
- Prepare students for successful careers in higher education, specifically student affairs
- Allow the practical application of theories and research
- Offer a combination of classroom-based academic experiences and field-based experiential learning opportunities to provide a well-rounded approach in career preparation and advancement
- Create connection building and network development through field-based work to produce successful opportunities for job placement following graduation

## Internship Overview

Administrative Internship (ELMP 8981 & ELMP 8982) offers the opportunity for a student to participate in an educational work experience in the field of higher education. This experience will act as a 'hands on' understanding of the various responsibilities and functional areas within higher education/ student affairs.

This three-credit course includes internship participation, faculty advisement, and portfolio development. Additionally, preparation is required before course registration to ensure internship approval. The student is responsible for researching and securing the semester-long internship. Each student is required to complete approximately 150-180 hours of on-site internship work (10-12 hours/ per week).

Due to the complexities within the higher education environment, each student is required to develop goals and objectives specific to his/her internship experience and initial expectations. These goals and objectives will serve as the structure for internship responsibility growth and the starting point for various writing assignments required throughout the course.

# Internship Requirements

## Preparation for Internship

### **Semester prior to internship:**

- Register for ELMP 8981/ 8982
- Meet with your faculty supervisor to discuss details on internship and general timeline of assignment deadlines
- Research higher education department interests to focus internship search
- Complete the 'Internship Placement Preference Form'
- Contact preferred departments to discuss internship opportunities and availability
- Establish internship for upcoming semester

### **1-2 weeks prior to internship:**

- Complete:
  - 'Internship Application' paperwork
  - 'Internship Contract' paperwork
  - 'Internship Supervisor Description' form
- Meet with your faculty supervisor to discuss placement and submit completed forms

## During Internship

- Complete writing assignments and submit work on specified deadlines
- Maintain updated records of completed hours and activities in 'Weekly Reflection Summary' forms
- Schedule ongoing meetings with faculty supervisor

## Following Internship

- Submit completed portfolio in its entirety by the proposed deadline made by the faculty supervisor
- Note: Although all forms are to be included in portfolio, specific forms must be completed and submitted at earlier dates (please refer to the 'Portfolio Requirements' form)

# Writing Assignments

Beyond the internship and portfolio, the student must do complete four writing assignments. The assignments are met to capture various time points throughout the internship experience and allows the opportunity to detail this practical learning opportunity and the thoughts and feelings that may come within the internship responsibilities.

## 1.) Initial Reflection Paper

**Page Requirement:** 6-8 pages

**Deadline:** One week following the start of internship

**Description:** *(Respond to the following questions)*

- Please explain your goals/ objectives for the internship experience.
- Why did you choose this specific department within the higher education institution/ organization?
- What are your overall career goals?
- Why did you choose a career in higher education and why do you find it important to have this internship experience?
- Provide an overview of your internship location (details on institution/ organization, general philosophy, detailed information on specific internship location, etc.).
- How do you believe you will contribute positively to this institution/ organization?
- What are certain strengths and weaknesses you will bring to this internship experience?

## 2.) Weekly Reflection Summary

**Page Requirement:** (form attached)

**Deadline:** To be completed every week of internship experience

**Description:** *Summarize week's assignments, events, etc. and what skills were utilized*

# Writing Assignments (cont'd)

## 3.) Mid-Point Writing Assignment

**Page Requirement:** 3-4 pages

**Deadline:** Two months following the start of internship

**Description:** *(Respond to the following questions)*

- Describe your assignments and responsibilities up until this point of the internship.
- What experiences were rewarding?
- What experiences were frustrating and/or disappointing?
- What you do wish to continue and/or change for the remaining time of your internship experience?

## 4.) Final Self-Reflection

**Page Requirement:** 6-8 pages

**Deadline:** To be included in the completed portfolio assignment

**Description:** *(Respond to the following questions)*

- Did the internship meet your personal goals and career objectives?
- Provide a brief summary of the skills and knowledge gained from the internship experience.
- What tasks did you enjoy the most/ least about the internship?
- What impact has this experience made on your career goals?
- Has this experience made you shift your career goals/ field within higher education?
- What was your greatest accomplishment during the internship experience?

## Appendix





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# ***Internship Placement Preference Form***

*Please list four potential placements for your required internship placement.  
Complete this form and review preferences with your faculty supervisor.*

Name: \_\_\_\_\_

**Preference #1:**

Institution:

\_\_\_\_\_

Department:

\_\_\_\_\_

Contact/ Site Supervisor:

\_\_\_\_\_

Phone Number:

\_\_\_\_\_

Website (if applicable):

\_\_\_\_\_

**Preference #2:**

Institution:

\_\_\_\_\_

Department:

\_\_\_\_\_

Contact/ Site Supervisor:

\_\_\_\_\_

Phone Number:

\_\_\_\_\_

Website (if applicable):

\_\_\_\_\_

**Preference #3:**

Institution:

\_\_\_\_\_

Department:

\_\_\_\_\_

Contact/ Site Supervisor:

\_\_\_\_\_

Phone Number:

\_\_\_\_\_

Website (if applicable):

\_\_\_\_\_

**Preference #4:**

Institution:

\_\_\_\_\_

Department:

\_\_\_\_\_

Contact/ Site Supervisor:

\_\_\_\_\_

Phone Number:

\_\_\_\_\_

Website (if applicable):

\_\_\_\_\_



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# Internship Application

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**Applicant:**

\_\_\_\_\_  
Last Name

\_\_\_\_\_  
First Name

\_\_\_\_\_  
Middle

\_\_\_\_\_  
Current Address

\_\_\_\_\_  
State

\_\_\_\_\_  
Zip Code

\_\_\_\_\_  
Permanent Address *(if different from listed above)*

\_\_\_\_\_  
Preferred Phone Number

\_\_\_\_\_  
E-Mail Address

**Academic Background:**

\_\_\_\_\_  
Current Academic Program

\_\_\_\_\_  
Credits Completed

\_\_\_\_\_  
Undergraduate Degree/ Major

\_\_\_\_\_  
Undergraduate Institution/ Location

\_\_\_\_\_  
Graduate Degree/ Major

\_\_\_\_\_  
Graduate Institution/ Location

**Professional Experience:**

\_\_\_\_\_  
Job Title

\_\_\_\_\_  
Institution/ Organization

\_\_\_\_\_  
Start Date – End Date

**Proposed Internship Experience:**

\_\_\_\_\_  
Institution/ Organization

\_\_\_\_\_  
Department

\_\_\_\_\_  
Institution/ Organization Address

\_\_\_\_\_  
State

\_\_\_\_\_  
Zip Code

\_\_\_\_\_  
Institution/ Organization Contact

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Institution/ Organization Contact E-Mail

\_\_\_\_\_  
Proposed Dates of Internship (Start Date – End Date)

**References:**

\_\_\_\_\_  
Name/ Relationship

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
E-Mail

\_\_\_\_\_  
Name/ Relationship

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
E-Mail

***Please attach a current resume with application.***

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Faculty Supervisor Signature

\_\_\_\_\_  
Date

*Please provide placement site with original application.  
Copies are required for faculty supervisor and course portfolio.*



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# *Internship Contract*

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## **Applicant:**

\_\_\_\_\_  
Last Name

\_\_\_\_\_  
First Name

\_\_\_\_\_  
Middle

\_\_\_\_\_  
Preferred Phone Number

\_\_\_\_\_  
E-Mail Address

## **Internship Information:**

\_\_\_\_\_  
Institution/ Organization

\_\_\_\_\_  
Department

\_\_\_\_\_  
Address

\_\_\_\_\_  
State

\_\_\_\_\_  
Zip Code

\_\_\_\_\_  
Website

## **Supervisor Information:**

\_\_\_\_\_  
Site Supervisor Name

\_\_\_\_\_  
Position

\_\_\_\_\_  
Department

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
E-Mail

\_\_\_\_\_  
Fax Number

**Internship Schedule:**

\_\_\_\_\_  
Anticipated Start Date

\_\_\_\_\_  
Anticipated End Date

\_\_\_\_\_  
Proposed Weekly Schedule

\_\_\_\_\_  
# of Hours/ Week

**Student Objectives:**

*Please share three objectives you wish to accomplish during the internship experience.*

1.

2.

3.

**Internship Assignment Overview:**

*Please list proposed activities and assignments to be completed during the internship experience.*

1.

2.

3.

**Approvals:**

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Faculty Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Site Supervisor Signature

\_\_\_\_\_  
Date



### **Qualifications of the Site Supervisor:**

*The Council for the Advancement of Standards has established criteria for staff members who serve as site supervisors. Supervisors should meet the following qualifications:*

1. Be employed full-time at the institution in a professional position.
2. Strongly prefer a master's degree in higher education/ college student affairs or related area.
3. Have experience supervising professional full-time staff members.
4. Have the support of his/her supervisor to apply to supervise site students.
5. Have the time and resources to provide sustained supervision, including time to meet with the student on a regular basis.

### **Expectations of Student / Internship Assignments:**

*Please list definable projects and overall expectations of internship for student:*

- 1.
- 2.
- 3.
- 4.

*Note: Listed assignments will act as a reference point for the faculty supervisor, site supervisor, and student over the course of the semester-long internship.*

## **Skills To Be Assessed:**

*Internship completion and overall assessment for the M.A. in College Student Personnel Administration/ Ed.D in Higher Education is based on 12 competencies. The listed components will guide you in evaluating the student's success and management of given responsibilities. Please review this list and retain for your records.*

<b>Academic/Career Advisement Skills</b>	The ability to help students identify choices and make responsible decisions related to academic and/or professional career options
<b>Assessment Skills</b>	The ability to plan, gather, and analyze evidence to describe and improve the quality and effectiveness of the institution
<b>Communication Skills</b>	The ability to express ideas clearly both in oral presentations and in writing, as well as communicate effectively with different audiences (students, staff, faculty, parents, etc.)
<b>Critical Thinking Skills</b>	The ability to reach logical conclusions and make appropriate decisions with sound judgment
<b>Interpersonal Skills</b>	The ability to interact and establish relationships with students and members of the institution skillfully and helpfully
<b>Judgment</b>	The ability to recognize when a decision is necessary, assess the overall quality of the decision being made, and to act responsibly
<b>Leadership Skills</b>	The ability to get others involved in solving problems, recognize when a group requires direction, and interact with the group effectively to negotiate the accomplishment of a task
<b>Multicultural Competence</b>	The awareness, knowledge, and skills needed to work and communicate cross-culturally
<b>Organizational Skills</b>	The ability to develop strategies for the successful navigation of time, deadlines and productivity
<b>Problem-Solving Skills</b>	The ability to seek out relevant data and analyze complex information to determine the important elements of any problem
<b>Supervision Skills</b>	The ability to plan, schedule, and sufficiently control the work and strategic planning of an administrative team
<b>Teamwork/ Collaborative Skills</b>	The ability to collaborate with other members of the institutional environment to achieve a stated goal



**Student Intern Review:**

*Student: I reviewed my anticipated assignments and am aware of my supervisor's expectations.*

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date

**Supervisor Review:**

*Supervisor: I listed my expectations and planned internship assignments. I reviewed and retained the 'Skills To Be Assessed' page and understand how to assess the intern.*

\_\_\_\_\_  
Site Supervisor Signature

\_\_\_\_\_  
Date



*For the culminating project, each student is required to submit internship portfolio.*

*This portfolio will include completed forms, weekly assessment sheets, and writing assignments.*

*All submissions must be well organized (i.e. table of contents, tabbed) and professionally presented. The front cover and title page must include: name, internship site, course information, and semester/year.*

### **The portfolio will include:**

- I. Internship Application\*\*
- II. Internship Contract\*\*
- III. Internship Supervisor Description Form\*\*
- IV. Supervisor Evaluation
- V. Supervisor Rubric Completion
- VI. Initial Reflection
- VII. Mid-Semester Reflection
- VIII. Weekly Internship Assessments
- IX. Internship Self-Reflection
- X. Updated Resume
- XI. Self-Scored Rubric

*\*\* Document(s) will be a copy of original form.  
Original form will be submitted at an earlier deadline.*



# Weekly Reflection

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Number of Internship Hours Completed: \_\_\_\_\_

Number of Internship Days Completed: \_\_\_\_\_

**Internship Involvement:** *(check all that apply)*

Administrative Observation	<input type="checkbox"/>	Research	<input type="checkbox"/>
Material Organization/ Dissemination	<input type="checkbox"/>	Technology Use	<input type="checkbox"/>
Meeting Development	<input type="checkbox"/>	Program Analysis	<input type="checkbox"/>
Project Development	<input type="checkbox"/>	Student Outreach	<input type="checkbox"/>
Curriculum Development	<input type="checkbox"/>	Community Relations	<input type="checkbox"/>
Budget Management	<input type="checkbox"/>	Writing	<input type="checkbox"/>
Collaborative Work	<input type="checkbox"/>	Independent Work	<input type="checkbox"/>
Other: <i>(please describe)</i>	<input type="checkbox"/>		

**Summary of Weekly Assignments:**

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**Greatest Takeaway from Current Week's Responsibilities:**

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**Goal/ Objective for Next Week:**

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**Skill Assessment:** *(please circle 1-2 skills applied this week and explain reasoning below)*

Academic/ Career Advisement Skills	Assessment Skills	Communication Skills	Critical Thinking Skills
Interpersonal Skills	Judgment	Leadership Skills	Multicultural Competence
Organizational Skills	Problem-Solving Skills	Supervision Skills	Teamwork/ Collaborative Skills

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# Supervisor Evaluation Form

Supervisor's Name: \_\_\_\_\_

Student's Name: \_\_\_\_\_

*Please rate the student intern's ability and work performance throughout the internship experience.*

	Strongly Disagree	Slightly Disagree	Slightly Agree	Strongly Agree	Not Observed/ Not Applicable
The intern was able to perform all assignments independently (with little or no supervision).					
The intern displayed clear and effective writing skills.					
The intern was cooperative with staff within the department.					
The intern was flexible for assignments, responsibilities, and scheduling.					
The intern engaged in appropriate conversation topics that were relevant to his/her tasks.					
The intern was competent in completing all assignments.					
The intern used technology to maximize productivity in assignments and/or activities.					
The intern displayed time management and multitasking skills.					
The intern excelled beyond the position's responsibilities.					
The intern was able to take on administrative and supervisory responsibilities.					
The intern acted professional throughout the internship assignment.					
The intern demonstrated strong interpersonal skills with staff and other students.					
The intern displayed strong leadership qualities.					
The intern was able to think critically/ creatively throughout the internship assignment.					
The intern was driven and motivated throughout the internship assignment.					
The intern was culturally aware and appreciated diversity within the department and throughout the institution.					
The intern was able to bridge course work with practical application of higher education responsibilities and activities in the field of student affairs/higher education.					

What were the intern's greatest strengths?

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On what area(s) or skill(s) does the intern need to focus attention for improvement?

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From previous 'Skills To Be Assessed', what skill was most prevalent throughout the internship?  
*(Skills: academic/ career advisement skills, assessment skills, communication skills, critical thinking skills, interpersonal skills, judgment, leadership skills, multicultural competence, organizational skills, problem-solving skills, supervision skills, teamwork/ collaborative skills)*

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Site Supervisor Signature

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Date

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Student Signature

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Date

---

Faculty Supervisor Signature

---

Date



# Internship Exit Survey

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Name: \_\_\_\_\_

*Please rate the quality of your internship experience.*

	Strongly Disagree	Slightly Disagree	Slightly Agree	Strongly Agree	Not Observed/ Not Applicable
I was able to bridge course work with practical application of higher education responsibilities and activities in the field of student affairs/ higher education.					
I was able to think critically/ creatively throughout the internship experience.					
I believe I displayed strong leadership qualities.					
I was able to take on new and more complex administrative and supervisory responsibilities as the internship progressed.					
I developed and/or increased interpersonal skills with staff and other students.					
I was culturally aware and appreciated diversity within the department and throughout the institution of my internship.					
I developed and/or increased time management and multitasking skills.					
I used technology to maximize productivity in assignments and/or activities.					
I was driven and motivated throughout the internship.					
I developed and/or increased problem-solving skills through practical experience throughout the internship.					
I received sufficient feedback from my supervisor on my job performance.					
I was able to complete all assignments given to me in the specified amount of time.					
I was adapted well to new assignments, responsibilities, and scheduling.					
I developed and/or improved clear/ effective writing skills.					
I had difficulty adapting to my internship's requirements.					
I enjoyed my internship experience (i.e. department, location, supervisor, etc.).					
I will continue to pursue career opportunities in the specific field my internship was in.					
I enjoyed the structure of the internship course (i.e. meeting with faculty supervisor, writing assignments, etc.).					
I believe this internship was a valuable experience for my academic and professional growth.					
I received adequate explanations and training from my supervisor to do my job effectively.					
The internship experience allowed me to feel more confident about a career in higher education.					
The internship positively exceeded your initial expectations.					

	Basic Competency Level	Intermediate Competency Level	Advanced Competency Level	Not Observed/ Not Applicable
Academic/ Career Advisement Skills				
Assessment Skills				
Communication Skills				
Critical Thinking Skills				
Interpersonal Skills				
Judgment				
Leadership Skills				
Multicultural Competence				
Organizational Skills				
Multicultural Competence				
Organizational Skills				
Problem-Solving Skills				
Supervision Skills				

What were the most valuable aspects of the internship experience?

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What were the least valuable of the internship experience?

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Any suggestions/feedback?

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**Internship Department:** \_\_\_\_\_

**Institution/ Organization:** \_\_\_\_\_

**Location of Internship:** \_\_\_\_\_

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Date





# Scoring Rubric

Competency Skill	Excellent	Adequate	Needs Attention	Insufficient
<b>Academic/ Career Advisement Skills</b>	Successfully displays an ability to help students identify choices and make responsible decisions related to academic and/or professional career	Displays an ability to help students identify choices and make responsible decisions related to academic and/or professional career	Occasionally displays the ability to help students identify choices and make responsible decisions related to academic and/or professional career	Does not display an ability to help students identify choices and make responsible decisions related to academic and/or professional career
<b>Assessment Skills</b>	Effectively plans, gathers, and analyzes evidence to describe and improve the quality and effectiveness of the institution	Plans, gathers, and analyzes evidence to describe and improve the quality and effectiveness of the institution	Occasionally plans, gathers, and analyzes evidence to describe and improve the quality and effectiveness of the institution	Does not plan, gather, and analyze evidence to describe and improve the quality and effectiveness of the institution
<b>Communication Skills</b>	Clearly expresses ideas both in oral presentations and in writing; effectively communicates with different audiences (e.g. students, staff, faculty, parents)	Expresses ideas both in oral presentations and in writing; communicates with different audiences (e.g. students, staff, faculty, parents)	Occasionally expresses ideas both in oral presentations and in writing; may display an ability to communicate with different audiences (e.g. students, staff, faculty, parents)	Does not express ideas both in oral presentations and in writing; displays an inability to communicate with different audiences (e.g. students, staff, faculty, parents)
<b>Critical Thinking Skills</b>	Effectively reaches logical conclusions; successfully displays the ability to make appropriate decisions	Reaches logical conclusions; displays the ability to make appropriate decisions	Occasionally reaches logical conclusions; may display the ability to make appropriate decisions	Does not reach logical conclusions; does not display the ability to make appropriate decisions
<b>Interpersonal Skills</b>	Successfully interacts and establishes effective relationships with students and members of the institution	Interacts and establishes effective relationships with students and members of the institution	Occasionally interacts and establishes effective relationships with students and members of the institution	Does not interact and establishes effective relationships with students and members of the institution
<b>Judgment</b>	Effectively and efficiently reaches logical and responsible conclusions; demonstrates high quality decision making	Reaches logical conclusions; displays ability to make sufficient decisions with available information	Occasionally reaches logical conclusions; does not fully make appropriate decisions	Does not reach logical conclusions; makes poor decisions

<b>Leadership</b>	Successfully involves other in solving problems; recognizes when to display leadership qualities in interaction and direction	Displays an ability to involve others; understands when direction is appropriate; provides sufficient interactions with group members to accomplish a task	Occasionally involves others in solving problems; may recognize when a group requires direction	Does not get others involved in solving problems; does not recognize when a group requires direction; lacks group interaction skills
<b>Multicultural Competence</b>	Successfully displays a comprehensive awareness, knowledge, and skills needed to work and communicate cross-culturally	Displays an awareness, knowledge, and skills needed to work and communicate cross-culturally	Occasionally displays an awareness, knowledge, and skills needed to work and communicate cross-culturally	Does not display an awareness, knowledge, and skills needed to work and communicate cross-culturally
<b>Organizational Skills</b>	Efficiently develops strategies for the successful navigation of time, deadline, and productivity in an optimal fashion	Displays a sufficient ability to develops strategies for the successful navigation of time, deadline, and productivity	Demonstrates the potential to develops strategies for the successful navigation of time, deadline, and productivity	Lack of ability to develops strategies for the successful navigation of time, deadline, and productivity
<b>Problem-Solving Skills</b>	Successfully seeks out relevant data; possesses ability to accurately analyze complex information required in problem solving	Seeks out necessary data; reviews information required to handle a problem situation	Shows capability to seek information; does not fully review necessary information required in problem solving	Does not seek out relevant data; does not analyze complex information when dealing with a problem situation
<b>Supervision Skills</b>	Effectively displays the ability to plan, schedule, and control work and strategic planning of an administrative team and/or institutional members	Displays the ability to plan, schedule, and control work and strategic planning of an administrative team and/or institutional members	Occasionally displays the ability to plan, schedule, and control work and strategic planning of an administrative team and/or institutional members	Does not display the ability to plan, schedule, and control work and strategic planning of an administrative team and/or institutional members
<b>Teamwork/ Collaborative Skills</b>	Successfully collaborates with other members of institutional environment to achieve a stated goal	Collaborates with other members of institutional environment to achieve a stated goal	Occasionally collaborates with other members of institutional environment to achieve a stated goal	Does not collaborate with other members of institutional environment; does not display the ability to achieve a stated goal

## Contact Information

### ***Internship Faculty Supervisor***

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### ***Internship Coordinator***

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