



TEXAS TECH UNIVERSITY

College of Education™

**HIGHER EDUCATION  
DOCTORATE PROGRAMS  
INTERNSHIP HANDBOOK**

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

**Education Doctorate (Ed.D.)  
Doctorate of Philosophy (Ph.D.)  
Higher Education Administration**

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## INTRODUCTION

The internship experience is required for completion of the Education Doctorate (Ed.D.) and an option in the Doctorate of Philosophy (Ph.D.) in Higher Education Administration at Texas Tech University.

Students enrolled in the Higher Education Administration program are provided with opportunities to participate in supervised, professional settings other than those associated with a graduate assistantship or fellowship. These experiences provide for the integration and Internship application of theory and methods gained through the formal program of study, allowing development of professional competencies that enhance personal and professional growth. Also, the internship provides on-the-job experiences of reasonable depth and length to strengthen qualifications while broadening the range of career alternatives for the student.

There are three primary participants in the Internship: 1) the Student, 2) the On-site Supervisor, and 3) the Advisor.

**Student:** The Internship Student is a graduate student enrolled in the Higher Education Administration program at TTU and is registered for EDHE-5393. The student has primary responsibility for constructing the internship experience, with consultation with his or Academic Advisor, completing the internship, and providing evidence of having met the learning objectives required for academic credit. Specific responsibilities are outlined below.

**On-site Supervisor:** The On-site Supervisor is an experienced professional administrator actively employed at a college, university, or other higher education organization site. He or she is responsible for working collaboratively with the Student to design the internship experience, supervising and mentoring the Student throughout the term, and providing to the Student and Academic Advisor both verbal and written constructive feedback, as well as an evaluation of the Student's performance. Specific responsibilities are outlined below.

**Academic Advisor:** The Academic Advisor is the faculty member of record for the for-credit course and is employed by TTU. He or she reviews and approves the application and proposal plan as indicative of a potentially successful internship. The Academic Advisor receives all documentation from the Student and On-site Supervisor throughout the term and monitors progress through the experience. It is the Academic Advisor's responsibility, in consultation with the On-site Supervisor, to assign and submit a final letter grade by the university grading deadline. The Academic Advisor also is available to both the Student and the On-site Supervisor for discussion and support throughout the term. The Academic Advisor is also responsible for make sure the Doctoral Program Coordinator has copies of all documentation for assessment purposes.

### Internship Program Objectives

To provide experiences that will help develop and refine competencies compatible with the academic and professional goals of the Student, in consultation with his or her Academic Advisor and the On-site Supervisor:

1. To provide experiences that will clarify and broaden professional career alternatives for the Student;
2. To establish a teaching and learning environment in which the On-site Supervisor assumes a teaching role, encouraging the Student to experience and be adequately instructed in pertinent aspects of the functions, responsibilities, and relationships of the Internship site and various personnel involved in these activities;
3. To provide Students with opportunities for the establishment of professional relationships with administrators in higher education and student affairs settings; and
4. To ensure that supervised experiences are conducted under established professional ethical practices and that participants are provided with support for resolving concerns or questions during the Internship.

### **Program Guidelines for Internship**

Internships are supervised professional experiences involving a significant learning relationship between a Student and an On-site Supervisor in which a Student may begin with limited knowledge and experience in a professional area and be oriented to, participate in, and take responsibility for professional activities progressively over the course of the term.

The Internship must provide new experiences to the Student and not be a simple continuation of work done in a graduate assistantship, paid job, or previous Internship. A great deal of latitude is provided for a Student and an On-site Supervisor to design a set of learning experiences, but the Internship should 1) be agreed upon at the outset of the Internship through the use of the Internship Plan, 2) be **approved** by the Academic Advisor prior to the Internship beginning, and 3) place primary importance on meeting the learning needs of the Student. In exchange for supervision and teaching, the host site receives the benefit of the work product and enthusiasm of the Student.

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 Ed.D. or Ph.D. 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 beginning **after** successful completion of a minimum of eighteen (18) credits in the higher education program.

Internship experiences are not paid positions. However, some formal summer internship programs sponsored by professional associations include stipends and other support, and some local Internship sites are able to cover some costs (such as conference attendance or parking fees). A student may ask the On-site Supervisor about any additional financial or logistic support before the Internship begins so that both parties are clear about the arrangements; however, students should expect to cover their own costs associated with the experience (e.g., transportation and professional attire.)

The Internship requires a total Student time commitment of not less than 150 hours. For fall and spring terms, it is suggested that students will work 10 hours per week during a 15-week term. In

the summer term, weekly hours are adjusted to complete the 150 minimum required hours. While consistently working above the 10 hours per week is discouraged, it is recognized that some experiences have special opportunities that culminate in projects, which consume a large number of hours in a short period of time (e.g., weekend orientation, admissions processes). If the student chooses to participate in these activities, the total number of hours should not be strictly deducted from the 150. In essence, although 150 hours is the minimum for completion of the Internship, the experience should involve extended contact, therefore should span the length of the term.

For clarification, please check with the Academic Advisor or the Doctoral Program Coordinator. Generally, the Internship should be scheduled to begin at or within one week of the beginning of the academic term for which the Student is registered for the course. Also, all Internship requirements (hours, site visit, and required paperwork) must be completed and submitted by the last class day of semester enrolled (before finals begin). Significant departures from this time line must be approved in advance by the student's assigned Academic Advisor.

## APPLICATION PROCESS

**NOTE:** Reference is made throughout these pages to **Forms A - D**. The forms are in the Appendix of this Handbook.

1. You (the internship applicant) shall meet with your Academic Advisor to determine the internship placement options. Student strengths and any related experience 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 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 **HIGHER EDUCATION DOCTORATE INTERNSHIP AGREEMENT FORM (Form A)** naming the site and On-Site Supervisor must be completed and submitted to your Academic Advisor in the Higher Education Program.
3. Final approval must be given to the project by your Academic Advisor before you may begin the internship experience. Upon notification of approval, you will meet with the Academic Advisor and On-Site Supervisor to develop and fully describe the objectives of your internship in writing, using the Internship Agreement and outline planned activities designed to meet these objectives (**HIGHER EDUCATION DOCTORATE INTERNSHIP LEARNING OBJECTIVES FORM (Form B)**).
4. Upon completion of the **HIGHER EDUCATION DOCTORE INTERNSHIP AGREEMENT FORM (Form A)** and **HIGHER EDUCATION DOCTORTE INTERNSHIP LEARNING OBJECTIVES FORM (Form B)**, the student will finalize the internship project with the On-Site Supervisor, whose signature must be included on the Agreement.

## EVALUATION, DOCUMENTATION 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.

Effective Fall 2011

The Student and On-site Supervisor should plan to meet weekly for progress updates and formative evaluation. It is imperative that On-site Supervisors provide timely, specific, and substantive constructive feedback throughout the Internship and are encouraged to share with students the processes of professional performance evaluation.

**On-site Supervisor:** One official written evaluation of the Student's performance by the On-site Supervisor will be completed at the conclusion of the Internship. The form (**Form D**) includes both quantitative and qualitative evaluations of the Student's performance. Completed evaluation forms should be shared with the Student before submission to the student's Academic Advisor by the indicated deadline.

**Student:** Documentation of successful completion of the internship must be submitted by the Student in the form of a self-evaluation form (**Form C**). The self-evaluation form is located in the Appendices of this Handbook.

Students are expected to submit a completed internship evaluation form, in which they provide information about the internship and the internship site for the use of the Higher Education Program and future students.

### **Responsibilities of the Student**

The Student is responsible for completing the following activities and assignments:

1. Submit a completed Internship application and Internship plan to the Academic Advisor before the deadline stated above.
2. Ensure that the On-site Supervisor has a final evaluation form and has submitted it to the Academic Advisor by the due date (last official class day of enrolled semester - before finals begin).
3. Submit a 10-page APA formatted summary paper and completed Internship evaluation form to the Academic Advisor by the last official class day of enrolled semester - prior to finals.

The Student also is expected to do the following:

1. Inform the On-site Supervisor of all deadlines and provide him or her with a copy of this manual and all necessary forms.
2. Communicate concerns or significant difficulties with the Internship to the On-site Supervisor, the Academic Advisor, or both as soon as possible.
3. Maintain professional behavior at all times. Also, Students are subject to the student conduct policies of TTU.

### **Expectations of the On-site Supervisor**

The On-site Supervisor is a teacher and guide for the Internship learning experience. As such, he or she should:

1. Have sufficient professional experience, time availability, office resources, and willingness to provide a Student with the necessary supervision;

2. Make the site selection interview as rigorous as an employment interview, thereby giving the Student the chance to practice interviewing skills;
3. Hold a meeting with the Student to discuss and document expectations at least one week prior to the beginning of the Internship experience;
4. Orient the Student to relevant professional and institutional norms, ethical standards, and policies;
5. Provide an appropriate and timely formative and summative evaluation of performance;
6. Be a role model of professional behavior; and
7. Contact the Academic Advisor or Doctoral Program Coordinator if there are questions or concerns as to the appropriateness of the Internship experience or if the performance of the Student falls below “satisfactory” levels.

Additionally, the On-site Supervisor is responsible for the following tasks and activities:

1. Work with the student to complete the Internship application form, including signatures;
2. Collaboratively design an Internship experience, assist the Student in crafting a Internship plan, and sign the cover page indicating approval;
3. Conduct two student evaluations—mid-term and final. Please meet with the student to discuss the evaluations. **Please note, only the final evaluation is required to be turned into the program.** The written evaluations should assess the level of performance of the Student.
  - a. The Final evaluation form is due to the Academic Advisor the last official class day of the semester the student is enrolled in the Internship and prior to finals. It is the responsibility of the Student to notify the On-site Supervisor of the specific due dates for that particular term.
  - b. We also request that you complete an evaluation of the Internship Program for our records (form available from the Student).
4. Schedule regular weekly meetings (especially early in the term) to ensure continuous feedback and review of the Internship Plan.
5. Identify an appropriate work area and resources to be used as the Student's office during the scheduled blocks of work time each week.

As Students create an Internship plan, they should consider including opportunities to participate in the following:

- Staff and interdepartmental meetings;
- Planning meetings (e.g., staff development, program development, budget development and management);
- Publication preparation or review (e.g., reports, manuals, bulletins, newsletters, handbooks, brochures, web sites);
- Institutional research (e.g., projects in which assessment data are obtained and program reports and recommendations are made);
- Policy development and implementation;
- Interviews and conferences (i.e., areas directly related to the Internship site);
- Special projects or programs of appropriate levels of responsibility; and

- Foundational administrative activities (e.g., routine office procedures of professionals including records maintenance, software use, periodical reading, routine reports).

**Please Note:** Any barrier to the successful completion of the Internship Plan that cannot be resolved by the On-site Supervisor and the Student should be brought to the attention of the Academic Advisor.

### **On-site Supervisor Guidelines for Evaluation of the Internship Student**

Evaluation is an essential component of the Higher Education Administration Internship. When completing the separate mid-term and final evaluation forms consider the following elements:

1. Assess the quality of performance of the Student.
  - a. Has the Student's overall professional performance met with your expectations?
  - b. Has the Student completed assignments/projects?
  - c. Has the Student developed professional relationships with other staff members?
  - d. Has the Student demonstrated the professional behaviors necessary for the required assignments (e.g., keeping time commitments)?
2. Provide feedback to the Student on his or her professional competencies.
  - a. What are the observed professional strengths of the Student?
  - b. What professional skills need further development?
3. Evaluate the professional experiences that the Internship provided the Student and the activities in which he or she participated.
  - a. What impact did the Internship activities have on the goals and direction of the department/office?
  - b. What professional skills has the Internship provided for the Student?
  - c. What interaction with other professionals has the Internship experience required?

Please share your assessments and feedback with the Student and provide him or her with opportunities for self-reflection. When completing written evaluations, provide the Student an opportunity to view your comments and numerical evaluation and ask questions about them. Finally, submit written evaluations to the Advisor by the deadline dates (e.g., e-mail, mail, FAX, or student delivery of a sealed envelope). Finally, as an On-site Supervisor, you might consider requesting feedback or evaluation from the Student. He or she will complete an evaluation of the Internship for the Internship Program, so you may request a copy from the student or design your own feedback instrument.

### **Grading**

All materials must be submitted on time in the proper form. The Academic Advisor will determine the final grade for the Internship, in consultation with the On-site Supervisor using the following criteria:

1. Evaluations by the On-site Supervisor, including the site visit;
2. Submission of the Internship application;
3. Quality of the Internship plan;

4. Successful completion of Internship;
5. Submission of the Internship evaluation; and
6. Timeliness and professionalism of completing all requirements for the Internship.

Because of the short turnaround between the due date for final materials and the grade submission deadlines, late materials may jeopardize the ability of the Academic Advisor to submit a final grade, so please observe due dates. Grades of Incomplete will be considered only in special circumstances and with the prior approval of the Academic Advisor.

## **APPENDIX**

**Form A - Higher Education Doctorate Internship Agreement Form**

**Form B - Higher Education Doctorate Internship Learning Objectives Form**

**Form C - Student Intern Self-Evaluation Form**

**Form D - Supervisor Evaluation of Student Performance Form**

## HIGHER EDUCATION DOCTORATE INTERNSHIP AGREEMENT FORM (Form A)

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**EMPLOYER**

Internship Site: \_\_\_\_\_  
 Supervisor's Name: \_\_\_\_\_  
 Supervisor's Title: \_\_\_\_\_  
 Department Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Supervisor's Phone: \_\_\_\_\_  
 Supervisor's Email: \_\_\_\_\_

**STUDENT**

Student Intern: \_\_\_\_\_  
 Student Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Student Phone: \_\_\_\_\_  
 Student Email: \_\_\_\_\_  
 Academic Advisor: \_\_\_\_\_  
 Advisor's Phone: \_\_\_\_\_

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**A. CONDITIONS OF INTERNSHIP**

1. The internship will be \_\_\_\_\_ weeks in duration with an average of \_\_\_\_\_ hours per week.
2. The internship will begin on \_\_\_\_\_ (day/month/year) and will end on or about \_\_\_\_\_ (day/month/year).
3. The student will intern at the site on the following days and times (please note your schedule):
4. The student intern and site supervisor will decide on work assignments and projects that meet the following student's learning objectives: (Decide on three main learning objectives from the Learning Objectives Form A)
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_

**B. RESPONSIBILITIES OF STUDENT INTERN**

1. The student intern is to be present at the internship site on the days and times specified above.
2. If the student intern is ill or for other reasons cannot be present at the site, he or she should inform the site supervisor of the absence as soon as possible.
3. The student intern is expected to behave and dress professionally.
4. The student intern is expected to complete work assignments and projects in a professional and timely fashion.

**C. RESPONSIBILITIES OF THE SITE SUPERVISOR**

1. The site supervisor should provide adequate training or informal assistance when necessary.
2. The site supervisor should provide adequate feedback on the student intern's performance.
3. The site supervisor is should help the student intern gain professional skills and knowledge.

**The Student Intern and Site Supervisor agree to the above conditions and responsibilities of the Internship.**

**Signature of Student Intern:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature of Site Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**HIGHER EDUCATION DOCTORATE INTERNSHIP  
LEARNING OBJECTIVES FORM (Form B)**

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

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

Internship Supervisor: \_\_\_\_\_

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**Please identify two learning objectives from each category below:**

**ACADEMIC OBJECTIVES:**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

**PERSONAL OBJECTIVES:**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

**CAREER-RELATED OBJECTIVES:**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_



## STUDENT INTERN SELF EVALUATION FORM (Form C)

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

Dates of Internship: \_\_\_\_\_

Student Phone: \_\_\_\_\_

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

Student Email: \_\_\_\_\_

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

*Please take a few minutes to evaluate your performance at the internship site.  
Please evaluate yourself in comparison to other student interns/employees.*

### PART ONE: PERRFORMANCE REVIEW

*Please rate your performance by checking the box that corresponds with your assessment of your performance in the current internship.*

Rating Scale:	
<b>Excellent =5</b>	Performance significantly above proficiency level
<b>Above Average = 4</b>	Performance above proficiency level
<b>Average = 3</b>	Proficient performance
<b>Improvement Needed = 2</b>	Performance below proficiency level
<b>Unsatisfactory = 1</b>	Performance requires considerable improvement
<b>Not Applicable =NA</b>	Not applicable in this internship experience

#### WORK RELATED PERFORMANCE

	5	4	3	2	1	NA
1. Work attitude (ex. Initiative, enthusiasm)	<input type="radio"/>					
2. Academic preparation	<input type="radio"/>					
3. Problem-solving ability	<input type="radio"/>					
4. Adaptability	<input type="radio"/>					
5. Overall attendance	<input type="radio"/>					
6. Progress towards learning goals	<input type="radio"/>					

#### ORGANIZATIONAL SKILLS

	5	4	3	2	1	NA
7. Time management skills	<input type="radio"/>					
8. Planning skills	<input type="radio"/>					

**RELATIONSHIPS WITH OTHERS**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
9. Willingness to cooperate with co-workers	<input type="radio"/>					
10. Ability to work with supervisor	<input type="radio"/>					
11. Acceptance of constructive comments	<input type="radio"/>					
12. Ability to take direction	<input type="radio"/>					

**COMMUNICATIONS SKILLS**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
13. Oral communication skills	<input type="radio"/>					
14. Written communication skills	<input type="radio"/>					
15. Listening skills	<input type="radio"/>					

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
<b>OVERALL RATING</b>	<input type="radio"/>					

**PART TWO: ACCOMPLISHMENTS**

*Please provide the following information about your internship experience. If additional space is needed, please attach an additional page to this evaluation.*

1) Identify the most important learning goals you had set for yourself when beginning the internship.

2) How well do you feel you accomplished these goals in this internship?

3) List the activities that allowed you to accomplish your goals.

4) Identify any specific knowledge or skills gained during this internship that have enhanced your professional development.

5) Describe any noteworthy accomplishments you achieved during this internship.

**Student Signature:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_



## SUPERVISOR EVALUATION OF STUDENT PERFORMANCE FORM (Form D)

Student Name: \_\_\_\_\_  
 Dates of Internship: \_\_\_\_\_  
 Internship Site: \_\_\_\_\_

Supervisor Name: \_\_\_\_\_  
 Supervisor Phone: \_\_\_\_\_  
 Supervisor Email: \_\_\_\_\_

*Please take a few minutes to evaluate the student intern's performance at your site. Once completed, please review your assessment with the student intern. The intern should be evaluated in comparison to other student interns/employees.*

### PART ONE: PERFORMANCE REVIEW

*Please rate the student intern's performance by checking the box that corresponds with your assessment of the student intern's performance.*

Rating Scale:	
<b>Excellent =5</b>	Performance significantly above proficiency level
<b>Above Average = 4</b>	Performance above proficiency level
<b>Average = 3</b>	Proficient performance
<b>Improvement Needed = 2</b>	Performance below proficiency level
<b>Unsatisfactory = 1</b>	Performance requires considerable improvement
<b>Not Applicable =NA</b>	Not applicable in this internship experience

#### WORK RELATED PERFORMANCE

	5	4	3	2	1	NA
1. Work attitude (ex. Initiative, enthusiasm)	<input type="radio"/>					
2. Academic preparation	<input type="radio"/>					
3. Problem-solving ability	<input type="radio"/>					
4. Adaptability	<input type="radio"/>					
5. Overall attendance	<input type="radio"/>					
6. Progress towards learning goals	<input type="radio"/>					

#### ORGANIZATIONAL SKILLS

	5	4	3	2	1	NA
7. Time management skills	<input type="radio"/>					
8. Planning skills	<input type="radio"/>					

**Form continued**

**RELATIONSHIPS WITH OTHERS**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
9. Willingness to cooperate with co-workers	<input type="radio"/>					
10. Ability to work with supervisor	<input type="radio"/>					
11. Acceptance of constructive comments	<input type="radio"/>					
12. Ability to take direction	<input type="radio"/>					

**COMMUNICATIONS SKILLS**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
13. Oral communication skills	<input type="radio"/>					
14. Written communication skills	<input type="radio"/>					
15. Listening skills	<input type="radio"/>					

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>
<b>OVERALL RATING</b>	<input type="radio"/>					

**PART TWO: ACCOMPLISHMENTS**

**Please describe any noteworthy projects or accomplishments the student intern has completed during the internship. (If additional space is needed, please attach additional page to evaluation.)**

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**OVERALL EVALUATION**

**Please describe your overall evaluation of the student intern. (If additional space is needed, please attach additional page to evaluation.)**

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**Site Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_