

**MPA 8010**  
**MANAGEMENT INTERNSHIP**

**Faculty Instructor**

---

Adam Kuczynski, Ph.D, J.D.  
Assistant Teaching Professor and MPA Director  
Department of Public Administration  
Villanova University – Garey Hall 106  
adam.kuczynski@villanova.edu  
610-519-3471 (office)

**Purpose**

---

The purpose of the internship is to provide students with an opportunity to apply the knowledge they have learned in their courses to work experiences in public or non-profit organizations. Ideally, the intern's supervisor serves as a mentor, helping the intern learn about the organization's mission, activities, and operations, as well as the supervisor's work responsibilities. Interns should be assigned work that permits them to gain a variety of managerial and administrative experiences relevant to their employing organization.

**Work at Placement**

---

Types of work to be conducted during an internship may include: <sup>1</sup>

- (1) writing grant proposals;
- (2) collecting data via interviews, surveys, and other methods;
- (3) analyzing data and writing a report;
- (4) preparing budget requests;
- (5) preparing financial management documents;
- (6) recruiting and training volunteers;
- (7) researching and writing speeches/presentations/testimony;
- (8) attending staff, board, commission, and/or council meetings;
- (9) drafting personnel handbooks; and
- (10) reading important documents, such as strategic plans, budgets, and annual reports.

This is not an exhaustive list as to the types of work that interns can conduct during their internship. In consultation with their internship supervisor, interns may participate in additional kinds of work assignments that align with the student's skills and interests and/or the particular needs of the organization.

---

<sup>1</sup> This list is taken from the Association for Pennsylvania Municipal Management. (n.d.). Charlie Sterner Internship Program.

## Requirements

---

The intern may work part-time or full-time. Many of our interns are paid an hourly rate. The total number of hours devoted to the internship must be 300 in order for the experience to earn three academic credits (assuming the work assignments are appropriate). **Students should register for the class the semester in which they will complete their 300 hours.**

Once an internship is obtained, the **employer should send the MPA Director a letter of employment** which includes:

- The start and duration of the internship,
- The number of hours the intern will work per week,
- Compensation (if any),
- The name and phone number of the intern's supervisor, and
- The general work assignments to be given.

**This letter must be received within two weeks of the starting date of the internship in order for the placement to earn academic credit.**

## Written Work

---

### MEMOS

Those students registered for an internship during the Fall and Spring semesters must send a memo (**1-2 pages** in length) to the MPA Director every **three** weeks describing their work assignments. This means that students participating in an internship during the Fall and Spring semesters will write a total of **five memos**. **Students must also write five memos** if they are participating in an internship **during the Summer semester**. Please include the following in every memo:

- Name,
- Date Submitted,
- Dates of Internship Covered, and
- Work Assignments Completed.

**Memos must be submitted for the entire duration of the 300 hours of work.**

### FINAL PAPER

At the completion of their internships, interns must write an essay that is **12-15 pages** in length. The goal of this essay is to apply some of the theories, concepts, approaches, and techniques from courses to the work experiences. Interns should use reading assignments, lectures, research assignments, and other course materials as the sources of information. **Students should not duplicate the information which was in their memos.**

For example, an intern may have experienced the politics associated with tax increases. In the paper, it would be appropriate to use ideas from MPA 8031 (Financial Management) or MPA 8800 (Managing Public Networks) to put the experience in broader context. Another example might be that an intern witnesses managers dealing with ethical issues. In that case, ideas from MPA 8021 (Leadership Ethics), MPA 8061 (Organization Theory), or MPA 8011 (Public Administration Theory) would offer excellent material for analysis. Finally, participation in a planning process might reflect ideas from MPA 8400 (Strategic Planning), MPA 8299 (Land Use and Zoning), or MPA 8100 (Decision-Making).

Follow the standard essay format with bibliography and properly documented citations. Use APA format for this paper.

**The final paper is due the last day of classes in which the intern is registered for the internship.**

## **GRADING**

---

The final grade will primarily be based on the supervisor's evaluation of the intern's work. The on-site supervisor completes an evaluation form and recommends a letter grade.

The "+" or "-" tied to the letter grade is determined by Dr. Kuczynski based on the memos and the final paper submitted.