

Internship Guide

For

Master of Public Administration

**Martin School of
Public Policy and Administration**

University of Kentucky

**413 Patterson Office Tower
Lexington, Kentucky 40506-0027
(859) 257-5594**

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I. PURPOSE OF THE INTERNSHIP

The internship in public administration provides you with experience in and exposure to the complexities of public organizations prior to completion of the MPA degree. The internship offers an opportunity for you to develop professional skills which relate to your academic program.

All candidates for the MPA degree **without** previous professional experience are required to take *PA 711-Internship in Public Administration*. Students having significant professional experience can either complete an internship or substitute a policy paper or another graduate course in lieu of the internship. The internship typically is completed in the summer months between the first and second year of the MPA program. It requires a 320-hour commitment, but may be spread over a period of time prior to and beyond the summer months.

Internship Waivers

If you believe your professional experience warrants a waiver of the internship, and you want to write a policy paper or take another class in lieu of it, you must have prior approval. This should be obtained at the time one normally completes the internship, at the end of the first year. To gain approval you must fill out a form titled *Petition for Waiver of Internship* (Appendix A). This form requires the approval of the MPA Director of Graduate Studies. The form should then be sent to the Student Affairs Assistant in the Martin School to keep in your file. Once your waiver has been approved, you must register another course or for *PA 796 – Independent Study* in order to receive the required credit hours.

Please bear in mind that substantial administrative experience is required before you will be permitted to enroll in a class or a write a paper in lieu of the internship requirement. You should not assume that such a waiver will be granted.

II. INTERNSHIP PLACEMENT

The Faculty Coordinator for the Martin School Internship Program will assist MPA students with career counseling and will help in determining what internship might be suitable given your career goal. While the Internship Coordinator will assist you in finding an internship, **you are responsible for initiating contacts with public sector agencies at the local, state or federal levels, or other private or not-for-profit agencies and securing an internship that is acceptable to you.**

(See Appendix B for a listing of recent placements.). National internships are listed on the Martin School web site at: <http://www-martin.uky.edu/~web/students/mpa/internships.html>. This list is updated every summer. If you learn of other opportunities or changes to the list please send them to the Student Affairs staff member. While nationally competitive internships require a greater effort in putting together an application, the status and compensation from these placements makes them well worth the effort.

Post-Graduate Fellowships and Internships

Following the completion of your MPA internship and graduation from the Martin School, there are several nationally competitive programs that may be of interest. These post-graduate internships frequently lead to full-time employment. Among them are programs in Washington, D.C., Dallas, Phoenix, Frankfort, Dayton and Cincinnati. For information about these and other internship opportunities, are listed in the appendix, posted on the school's bulletin board and listed on the web site at: <http://www-martin.uky.edu/~web/students/mpa/internships.html>.

III. INTERNSHIP REQUIREMENTS

The Graduate School requires that interns have a minimum of 400 hours experience in order to receive three hours of graduate credit. The minimum requirements for the internship would therefore be the equivalent of full-time employment (approximately 40 hours/week) during 10 weeks during the summer terms or the equivalent of part-time (20 hours/week) during either of the regular semesters. Some students choose to work fewer hours per week over a longer period of time. **When you have little or no administrative experience, it is to your advantage to arrange an internship that exceeds the minimum hourly requirement.**

The internship is usually taken during the summer after your first year in the Martin School when the majority of your administrative core courses (24 hours) have been completed. With some internships there is an expectation that the student will remain in a full-time entry-level positions following graduation with the MPA degree.

The Martin School expects its interns to be treated as professional staff and given responsible assignments. Interns should not be relegated to clerical tasks, or designated as "gofers." However, if other professionals in the agency share menial or clerical chores, then you too will be expected to do the same. If the internship becomes an experience that is more "clerical" than professional, you should contact the Internship Coordinator at once. The Coordinator will then contact the agency and ask that your situation be improved. If there is no improvement, the internship may be terminated and the intern placed in another agency.

JD/MPA and Pharm.D. /MPA Internship Procedures

Students in the joint programs use the same experience for both the clerkship required by law program (LAW 964) or the rotation required by the Pharmacy program (PHR 988) and the internship required by the MPA program (PA 711), and they must register for both courses.

For JD students the three-credit internship (PA 711) is with a judge or firm or in an administrative agency with legal activities. Internships are arranged by the MPA internship Coordinator after consultation with the College of Law representative.

The MPA and College of Law advisors jointly evaluate and grade the resulting written analysis of the internships.

Likewise, the Pharm.D. rotation/MPA internships are planned by the student in consultation with both the MPA internship coordinator and the College of Pharmacy clerkship advisor (Mike Richardson 7-5303 e. 81307). In both cases an Internship Contract Form (see Appendix C) must be turned in to the Martin School Student Affairs Office, academic work must be turned in to the faculty advisor, an evaluation must be sought by the student's preceptor, and a grade needs to be assigned.

IV. THE ACADEMIC COMPONENT

In addition to the experiential aspects of the internship, there is an academic component that will be directed by a Martin School faculty member of your choosing. This individual will serve as your proctor (supervisor). In consultation with your proctor, the two of you will develop and agree on the academic requirement that will be part of your internship. Examples of academic tasks include journals, regular meetings with the proctor, written papers, reading assignments, and the like. But the specifics of your individual internship will be up to you and the Martin School faculty supervisor. Grading the internship is the responsibility of the proctor. A written evaluation of your performance will be requested from the person who supervises you while on the job. Therefore you should e-mail the internship coordinator and the student affairs officer when your internship is coming to an end. Your proctor will take this evaluation into consideration in determining your grade.

V. THE LEARNING CONTRACT

The Internship Learning Contract is used to focus your academic and experiential objectives, to establish the grading criteria and level of involvement with your faculty supervisor. Once you and your proctor have settled on the Learning Contract, it must be discussed with and approved by your field supervisor, i.e., your boss while on the job. Once all parties (student, proctor, and field supervisor) have signed the learning contract, an original copy must be filed with the Administrative Assistant in the Martin School no later than the first 20 hours on the job. If you are registered for PA 711 and do not have a contract on file you will be contacted by the student affairs office to provide one.

VI. COMPENSATION

It is essential that the issue of your compensation be resolved during your initial internship interview or shortly thereafter. The Martin School believes strongly that after a year's coursework your labor has value, and you should be paid for your work. This has the added benefit of placing you and the intern agency in a more firmly defined employer-employee relationship. Whatever your compensation is, it should be spelled out clearly at the beginning of the internship.

VII. YOUR INTERNSHIP FILE

You are encouraged to keep a file during the course of your internship. The following are examples of what might be included in your file. Some of the items serve as options for performance evaluations negotiated with your faculty supervisor as noted above:

- A log or journal which includes notes on daily events in the office, meetings attended, personal observations, and the general, “who, what, when, why and how” of the placement.
- Your copy of the Learning Contract.
- A copy of the proposal for the paper to be submitted to the faculty supervisor.
- Memos, issue analyses, option papers, etc. you have written during the internship that may be used as an example of your writing ability during a job interview following graduation.
- A copy of any reports or excerpts from reports that you prepared as an intern.
- Articles in newsletters you wrote as an intern.
- A diagram of the organizational structure of the agency or office in which you worked.
- An analysis of agency policies, procedures, purpose.
- A history of the organization, including changing constituencies, political environment, mandate, etc.
- An examination of the agency’s funding sources.

VIII. QUESTIONS AND ANSWERS

Question: What is the minimum number of hours I am required to work each week?

Answer: There is no minimum. Some students elect to work only 4 hours per week over a long period of time. The only requirement is that the total number of hours spent working in the organization totals 400. It could take 10 weeks or 10 months to work a total of 400 hours. Many students find it advantageous to complete their internships over the summer and to work more than 400 hours.

Question: Who sets my hours?

Answer: You and your work supervisor.

Question: Do I have to register for *PA 711* during the same term that I do my internship?

Answer: No. The majority of students complete their internship during the summer when they are not taking any other classes. You can register in the summer if you so chose, but it may be to your economic advantage to register for the internship during a regular school term, regardless of when you serve it. Some students register a semester before they actually start their internships. Other students register the semester after they start.

Question: How do I know who my faculty supervisor will be?

Answer: The Internship Coordinator will identify for you faculty who have expertise in the subject area of your internship. In most cases, there are several faculty who have expertise or research interests related to your internship assignment. **It is your responsibility to find a faculty member who will serve as your proctor.**

Question: Why is the faculty member involved?

Answer: First, it is the faculty member who assigns your grade in the internship. It is your responsibility to discuss with the faculty member what she or he requires of you. Many faculty members ask interns to keep professional journals; some ask interns to write papers about their experience. Others ask you to evaluate everything you have written as an intern. It is imperative that interns have a clear understanding about the materials and information the faculty members require in order for them to assign a grade. Second, it is very advantageous for faculty to be involved in the internship program. They are a valuable resource. Professional expertise and advice is available when requested. On many occasions faculty have provided helpful assistance to the organizations. The internship program is one important way the University of Kentucky serves the community.

Question: What if I do not like my internship placement?

Answer: Call the Internship Coordinator immediately. There may be a resolution of this problem and, if not you may need to move to a new situation.

Question: Can I do my internship in more than one organization?

Answer: Yes. The simple fact is that some internship assignments may not provide 400 hours of work. Some students have done two separate internships in two different organizations in order to satisfy the internship requirement. In such a circumstance, two contracts will be required.

Question: I am working full-time and going to school part-time. Can I do my internship while I am on the job?

Answer: This is possible but it will require approval of the Internship Coordinator and the Director of Graduate Studies, and you still must have a faculty supervisor. Since the goal is for you to develop and consolidate new competencies, this can be done by requesting new and different responsibilities to perform at your current employer for your internship.

Question: I am having trouble getting my learning contract completed and turned in to the Martin School. Can I wait to turn in my contract at the end of my internship?

Answer: No. The contract is due in the Administrative Assistant's Office, Room 433, Patterson Office Tower, 10 days after the internship begins. It is your contract with the internship organization that clarifies what your job supervisor expects of you. The faculty proctor also signs the contract. If the contract is not signed within the allotted 10 days, the proctor will be notified. It may be faxed to (859) 257-5594.

IX. A FEW TIPS ABOUT RESUME WRITING

Each MPA student will be asked to submit a current resume to the Martin School prior to seeking an internship placement. You may want to follow the general MPA resume format used by the Martin School for interns (Appendix D). The Administrative Assistant is available to assist you in the development of your resume, but the actual writing is your responsibility.

There are no set rules for resume writing. What follows are suggestions that have been selected from various publications on resumes. Although some of the recommendations are more appropriate for employment resumes than intern resumes, they should be helpful in any case.

- Type on one side of the paper. Use a high quality bond paper; avoid fancy type and colored paper.
- A resume should be written as a brief, concise, and positive highlighting of experience, education, achievements, skills and abilities.
- Often the cover letter sent with the resume will determine whether or not the resume will ever be read. Special care should be taken to tailor the cover letter and resume to the position under consideration.
- There are pros and cons to sending your photograph with your resume. If it is requested by the agency, be sure to send your most current photo, preferably a professional, full-face shot. If it is not requested, it is usually best not to send a picture. The Martin School does not use photos for intern resumes.
- It is a matter of personal preference whether or not to include a *Personal Section* in your resume. Some agencies are reluctant to ask for this information because of privacy laws. If you decide to include some personal information in your resume, you might include information on your interests, particularly if they somehow relate to the placement, and whether or not you will accept a placement in an area outside of Lexington-Fayette County. A *Personal Section* normally is not included in intern resumes.

- When describing your work experience, it is advisable to use past tense, and descriptive “action words.” Some frequently used “action words” include: *administered, achieved, accomplished, analyzed, assessed, budgeted, collected, controlled, constructed, created, completed, coordinated, conducted, directed, documented, developed, designed, determined, expanded, established, evaluated, enlarged, equipped, guided, implemented, invented, improved, identified, initiated, instituted, investigated, provided, processed, recorded, researched, recommended, scheduled, supervised, screened, trained, and wrote.*
- If you have recently graduated with a Bachelor’s degree and have no professional work experience, you might want to highlight some of your graduate MPA courses which could be of interest to the agency, particularly in the areas of economics, statistics, computer applications, research methods, policy analysis, and evaluation methods. Highlight any independent projects in which you have participated, additional course responsibilities that you assumed, or publications that resulted from research activities.
- Materials on resume writing and interviewing are available in the Martin School and the Career Planning and Placement Center on Rose Street. The faculty member who coordinates the internship program is also available to critique your resume.
- When stating your name use capitals, and avoid abbreviations, nicknames, and initials.
- When stating your address, signify whether it is home or work (or both); include zip codes and avoid abbreviations.
- Identify phone numbers as home and/or work; include area codes.
- In the *Education Section* list your degrees in reverse order: Master of Public Administration Degree (anticipated 200_) should be first. Include institutions attended, location, inclusive dates, degree received or to be received, academic major(s) and area(s) of concentration.
- In the *Work Experience Section*, list your jobs in reverse chronological order. Include paying jobs, research studies, special projects, other internships, cooperative education programs, teaching and/or research assistantships, etc. Include a short, highly descriptive statement of functions, responsibilities, and accomplishments.
- Under the *Awards and Activities Section* include academic honors, scholarships, Dean’s List, and student activities. If your *Awards and Activities Section* is short, you might want to substitute one of the following categories, or they can be used in addition to *Awards and Activities*.

Community Activities. If you have been out of school for several years and/or have not been employed recently, you might want to include a section on your involvement in community activities, particularly if you assumed leadership responsibilities.

Military. Include branch, inclusive dates or active duty, discharge rank, brief description of duties, secret or military clearance and dates.

Publications. Include all bibliographic citations.

Professional Memberships. If you are a member of a professional organization that is not readily identified, you might want to include a brief, concise description of the organization. Include any responsibilities or leadership roles you've assumed.

- The *Skills and Abilities Section* should contain short, concise statements about skills/abilities that you have developed through various non-paying work experiences, e.g., volunteer work, teaching, coaching, political work, etc. While it is not advisable to name the organization, you can include a brief description of the skills learned. Areas to highlight are artistic and creative abilities, bilingual ability, and/or managerial, analytical, problem-solving, public relations, leadership and supervisory skills.
- *References Available Upon Request* is the last item on the resume. If you decide to use it, be sure that you have several (usually three) people who have agreed to speak positively to your character, work traits and abilities. Make certain that you have their full cooperation before listing them as references.
- Prospective interns who lack substantial work experience might want to include a short declaration of their career goals. This might include a statement about what type of work you are interested in, as well as an agency description (i.e., local, state, federal, etc.), and the skills which you hope to develop through the placement.

X. INTERVIEWING

At some point in the process of securing an internship, you will participate in an interview. Since much of the groundwork will have been accomplished in advance, the interview most likely will be a fairly benign process without much of the tension that sometimes characterizes a formal job interview. However, the interview is still a device used for evaluation by both parties. The field supervisor will evaluate the prospective intern's poise, oral communication skills, appearance, and enthusiasm. You will evaluate the internship by the characteristics of the agency and the interviewer, the specificity with

which the interviewer can define the internship, and the general atmosphere of the interview.

The interview between the prospective intern and the agency is arranged by the intern. Either the agency will call you (as a result of reviewing the resume or speaking to the Martin School staff), or the Internship Coordinator will inform the intern that a specific agency needs an intern. If you are interested, **you must then call and arrange the interview.**

There are certain interviewing protocols which should be followed:

- When arranging for an interview, be certain you note the correct day, time, and location of the interview, and the identity of the interviewer. If in doubt about any of these, ask for specific instructions. Do not be late!
- Bring an extra resume with you, in case the interviewer does not already have a copy. It is also helpful to bring a sample of a written assignment that shows your writing skills to the best advantage. This might be an assignment for one of your MPA courses.
- Maintain formality in the interview situation. It is more professional to use titles (Dr., Mr., Ms.) and may be counterproductive to use first names, unless of course the interviewer requests. You must make sure that you dress appropriately. It is also important to avoid any distracting verbal or physical mannerisms.

The Career Counseling and Placement Center on Rose Street has a special arrangement with the Martin School for professional staff there to instruct you on how best to interview. The Center will conduct a mock interview with you that will be videotaped. Following the interview and screening of the film, a critique of your performance will ensue. This is a very valuable instructive exercise and all Martin School students are encouraged to take advantage of this opportunity before they start looking for an internship and certainly before they graduate and attempt to enter the job market.

Appendix A: Petition for Waiver of Internship

James W. Martin School of Public Policy and Administration
University of Kentucky
Lexington, KY 40506-0027
(606) 257-5594

Name _____ E-mail _____
Address _____ Phone _____

Description of relevant administration experience (attach sheet or resume if extra space is needed).

Name and number of class that you propose to take in lieu of the internship. To substitute a policy paper register for PA 796, Independent Study in Public Administration and file an Independent Study Contract.

Signature, Director of Graduate Studies Date

Signature, Student Date

This form must be on file in the Martin School before the internship waiver is considered to be approved.

Appendix B: Recent MPA Internships

- In Environmental Systems Management
 - U.S. Environmental Protection Agency
 - Georgia Division of Water
 - KY Natural Resources & Environmental Protection Cabinet, Division of Water
 - KY Water Research Institute
 - Bear Trap Ranch (land use, permits and diligence with U.S. Forest Service)
- In Education
 - Interdisciplinary Human Development Institute, Lexington KY
 - Trust for Early Education, Washington D.C.
 - Children's Defense Fund, Washington D.C.
 - Kentucky Youth Advocates
- In Higher Education Administration
 - UK College of Medicine Development Office
 - U.K. Student Activities Office
 - U.K. Volunteer Center
- In State Government
 - Council of State Governments
 - National Association of State Treasurers
 - Kentucky Workforce Development Cabinet
- In Non-profit Management
 - Community Action Council, Lexington
 - Robert H. Williams Cultural Center
 - Hope Center
 - Kentucky Arts Council
 - U.K. Center for Non-Profit Leadership
- In Health Policy
 - VA Medical Center
 - Humana
 - Kentucky Medicaid Managed Care
 - UK Center for Rural Health
 - KY Cabinet for Health Services – Office of Certificate of Need
 - Bluegrass Regional Mental Health Board
 - Kentucky Home Health Care Association
 - Health Assistance Partnership of Families, USA, Washington DC
 - Center for Health Services Management and Research, U.K.
- In Municipal Government
 - Kentucky League of Cities, Lexington, KY
 - Lexington-Versailles Corridor Coalition
 - New Century Lexington
 - Lexington Mayor's Office
 - Hazard Mitigation Project, U.K.
 - Lexington/Fayette Urban County Government Division of Planning
 - Georgetown-Scott County Joint Planning Commission
 - City Manager, Paducah, Kentucky
 - City of Roswell, GA
- In Policy Analysis
 - Kentucky Long-Term Policy Research Center
 - Kentucky Legislative Research Commission

- In Other Areas of Concentration
 - Center for Recreational Safety
 - Kentucky International Trade Office
 - Kentucky Institute on Women
 - Gateway Area Development District
 - UK Sponsored Projects Office
 - Bluegrass Area Development District
 - Moscow Magazine
- In Public Financial Management
 - Kentucky Cabinet for Economic Development
 - U.S. General Accounting Office
 - Kentucky Office of Financial Management
 - State Treasurer's Office
- In Pharmacy
 - Federal Office of Pharmacy Affairs
 - Various Pharmaceutical Firms.
 - University of Kentucky College of Pharmacy
- In Judicial Policy and Administration
 - Office of the Circuit Judge for the 56th Judicial Circuit of Kentucky
 - City of Maysville, KY City Attorney's Office

Appendix C: Internship Learning Contract

James W. Martin School of Public Policy and Administration
University of Kentucky
Lexington, KY 40506-0027
(606) 257-5594

Intern _____
Home Address _____
Home Phone _____
Placement Organization _____
Address _____ Phone _____
Beginning Date _____ Ending Date _____

Discuss the nature and specific responsibilities of your placement or project.

Describe your particular learning objectives for this placement, and in what ways will this experience allow you to accomplish these objectives?

Describe the criteria that will be used for grading your internship (papers, logs, reading lists, evaluations by field supervisor, etc.). Attach additional documents if necessary)?

What arrangements have you made for meeting with your faculty supervisor.

Student's Signature Faculty Supervisor

Organization Supervisor Signature (Print Name)

Appendix D: Sample Resume

John Henry Doe
123 North Hanover Street
Lexington, Kentucky 40507

Work: (859) 987-6543

Home: (859) 123-4567

EDUCATION

Master of Public Administration Degree (Candidate)
May 2005 (Public Financial Management)
University of Kentucky

Bachelor of Arts
May 1999 (Political Science)
Berea College

WORK EXPERIENCE

May 1999 **Traffic Control Manager, Berea City Government**
to Aug. 2003 **Responsible for.....**

May 1998 **Student Intern, Legislative Research Commission**
to August 1998 **Frankfort, Kentucky**
Responsible for....

May 1994 **Student Assistant, Department of Political Science**
May 1999 **Berea College**
Responsible for.....

AWARDS AND ACTIVITIES

Selected as Outstanding First Year MPA student, May 2004

Elected President of UK Chapter of Res Publica, May 2004

Member of Pi Alpha Alpha, June 2005

CAREER GOALS

REFERENCES AVAILABLE UPON REQUEST

Appendix E. Post-Graduate Residencies and Fellowships for MPA Students

Association of State Floodplain Managers
Floodplain Management Graduate Fellowship
2809 Fish Hatchery Road, Suite 204
Madison WI 53713
(608-774-0123)
asfpm@floods.org

Capitol City Fellows Program
http://dcop.dc.gov/services/employmt_opp/capcity_program/capcity_program.shtm

City of Glendale, Arizona
City Manager's Office Internship
Human Resources Dept.
5850 West Glendale Ave.
Glendale AZ 85301
(623) 930-2270

City of Long Beach
Management Assistant Program
Dept. of Human Resources
333 West Ocean Blvd.
Long Beach CA 90802
562-570-6915
<http://www.ci.long-beach.ca.us/hr/employees/manage.htm>

City of Pasadena
Graduate Management Intern in Finance &
Management Services
Human Resources Dept.
100 North Garfield Ave. RM. 146
Pasadena CA 91109
(626) 744-4363

Coors Wellness Center
Erin Cummins, Intern Coordinator
12th & Ford
Golden, CO 80401
303-277-2951

Department of Health and Human Services
Emerging Leaders Program
<http://www.hhs.gov/jobs/elp/careers/>

www.ci.pasadenaca.us

Kansas City Missouri
Office of the City Manager
29th Floor, City Hall
414 East 12th St.
Kansas City MO 64106

(816) 513-1408
www.kcmo.org/manager/internship.htm

James H. Dunn, Jr. Memorial Fellowship
Illinois
<http://www2.state.il.us/cms/dunn.pdf>

Judicial Fellows Program
Vanessa M. Yarnall
Supreme Court of the United States
Room 5 Washington DC 20543
(202) 479-3415

Kentucky Legislative Research Commission
Committee Staff Associate Program
Coordinator
State Capitol
Frankfort, KY 40601
502-564-8100 e 427
www.lrc.state.ky.us/home.htm

Center for California Studies
Capital Fellows Programs
[Jesse M. Unruh Assembly Fellowship Program](http://www.jesse.unruh.org)

[Executive Fellowship Program](#)

[Judicial Administration Fellowship Program](#)

[California Senate Fellows](#)

<http://www.csus.edu/calst/Programs/programs.html>

Miami-Dade County, Florida Management
Trainee Program
Program Coordinator
Stephen P. Clark Ctr.
111 NW 1 St., Suite 2910
Miami FL 33128
jgm@co.miami-dade.fl.us
www.co.miami-dade.fl.us/cmoo

Philadelphia PA
Center for Urban Redevelopment Excellence
<http://www.upenn.edu/curexpenn/home.htm>

Prince George's County Maryland
Public Management Internship Program
Off. Of Personnel & Labor Relations
1400 McCormick Dr.
Largo MD 20774

(301) 883-6325
www.co.pg.md.us

State of Maryland
Governor's Policy Fellows Program
Maryland Higher Education Commission
16 Francis St.
Annapolis MD 21401
www.mhec.state.md.us

Tom Joe Public Policy Fellows Program
Ctr. For the Study of Social Policy
Kim Holmes, Dir. Of Administration
1575 Eye St., NW Suite 500
Washington DC 20006
202-371-1565
www.cssp.org

Business & Professional People for the Public
Interest
The Polikoff-Gautreaux Fellowship for a Public
Interest Lawyer or Policy Analyst
c/o Jamie Hendrickson
17 East Monroe St., Suite 212

Chicago, IL 60603

President's Committee on the Arts and the
Humanities Internships
1100 Pennsylvania Ave. N.W. Suite 526
Washington DC 20506 (202) 682-5409
<http://www.rsinternships.com/applications/posting>

Presidential Management Intern Program (PMI)
OCTOBER 31st DEADLINE
Wm. J. Green, Jr. Federal Building
600 Arch St. Room 3400
Philadelphia PA 19106-1596
(478) 757-3000
pmi@opm.gov
<http://www.pmi.opm.gov/>

Washington Center for Internships and
Academic Seminars
2000 M Street NW Suite 750
Washington DC 20036
www.twc.edu