

**KENT STATE UNIVERSITY
CENTER FOR APPLIED CONFLICT MANAGEMENT**

CACM 35092--Internship in Conflict Management

INTERNSHIP GUIDELINES

I. ELEMENTS OF THE INTERNSHIP COURSE

The student shall find an assignment that is acceptable to the student and approved by the Center for Applied Conflict Management (CACM). An Internship Advisor in CACM can advise a student who is considering possible placements.

The internship shall consist of a “participant-observer” experience where the student observes and participates in an organization or agency and learns about the conflict management processes, strategies, techniques, skills, and principles used. The internship organization or agency should be centered on human relations, conflict management, or the promotion of positive change, broadly conceived. A minimalist approach to the ethics governing a CACM internship is the mantra: “Do no harm.” The student and CACM Internship Advisor shall negotiate with the site supervisor at the organization or agency concerning activities the student will perform for the organization or agency as a part of their learning experience.

A CACM major must register for and complete a minimum of 3 credits of internship. Each credit requires 50 hours of field work. Thus, a three 3 credit internship would require about 150 hours of field work. For example, if the student was completing a 3-credit internship over the course of a semester and wanted to divide the field work up equally week-by-week, the student would work at the organization or agency for 10 hours per week throughout the semester (15 weeks) to earn 3 credits of internship.

3 course credit internship: 150 field work hour minimum

4 course credits: 200 field work hours

5 course credits: 250 field work hours

6 course credits: 300 field work hours

7 course credits: 350 field work hours

(field work hours go up in increments of 50 for each internship course credit, up to a maximum of 12 course credits)

12 course credits: 600 hours (equivalent to working 40 hrs/week for 15 weeks)

Generally speaking, when your internship site requires attendance at training sessions in advance of your commencing work or as part of your field work, you may count that as part of the total hours needed for the course credits for which you have registered.

In addition to working at the organization or agency, the student shall keep a journal, write a paper, and consult with the CACM Internship Advisor regularly. The guidelines for the journal and the paper are included later in this document. The journal usually provides the database for the paper. Time spent writing the journal and the paper can count in the required 50 field work hours per course credit. However, only a maximum

of five writing hours per course credit can count in this way. In other words, a student may count up to 15 hours of writing time for a three credit internship.

II. RESPONSIBILITIES OF THE STUDENT

In consultation with the site supervisor and the CACM Internship Advisor, the student shall submit to the CACM Internship Advisor a 2-3 page written discussion of the expectations and objectives for the internship. Activities engaged in and specific skills to be acquired shall be identified. The student must also explain how they will know whether or not their goals and objectives have been met. The proposal must include answers to all the “who, what, when, where” questions, including contact information for the site supervisor, number of course credits registered for, beginning and ending dates of field work, etc. Ideally, the proposal should be submitted before the semester begins; minimally, it shall be due prior to the end of the first week of classes.

Once the proposal is approved, the student must register for CACM 35092, Internship in Conflict Management, as s/he would for any other course. Before registering, however, the student needs to contact the CACM secretary (321 Bowman Hall; cacm@kent.edu; or 330-672-3143) to indicate how many course credits the internship will be. After checking to verify that the student meets the prerequisites, the CACM secretary will issue an electronic permit which will allow the student to register for the course.

The student shall have in person interviews with the CACM Internship Advisor 1-3 times during the field work, unless the student is out of the country or working in another state. In that case, the interviews shall be conducted by Skype, phone, or e-mail.

It is the student’s responsibility to make appointments to meet with her/his CACM Internship Advisor.

The student shall submit her/his journal to the CACM Internship Advisor at least two to three times during the semester. Once the internship has been approved, the student and the CACM Internship Advisor will set due dates for journal submissions, meetings, and final paper. Students should take the initiative in setting up this schedule.

At the discretion of the CACM Internship Advisor, a closing interview may be held with the CACM Internship Advisor before the end of the semester after (1) the assignment is completed (2) the final journal is submitted and (3) the paper is submitted. The student is responsible for arranging the interview.

The student must ensure that the site supervisor has mailed, faxed or scanned an evaluation form to the CACM Internship Advisor.

The student shall complete the internship satisfactorily as negotiated with the organization or agency and as approved by the Center for Applied Conflict Management.

Failure to comply with the requirements listed above (Section II) will negatively affect the student’s grade.

III. RESPONSIBILITIES OF THE CACM INTERNSHIP ADVISOR

(Patrick Coy, Jacquelyn Bleak, Karen Cunningham, Landon Hancock, Martha Mutisi, or Theresa Repicky)

While it is the student's responsibility to find and set-up a potential internship placement before the semester starts, the CACM Internship Advisor may assist the student in negotiating the assignment.

The CACM Internship Advisor reviews the periodic journal reports and gives feedback and direction. The use of e-mail is encouraged where appropriate.

The CACM Internship Advisor meets with the student at least one to three times a semester. Discussion points may include what the student is learning as well as potential challenges they are facing in the internship.

The CACM Internship Advisor evaluates the journal and the final paper submitted by the student. The CACM Internship Advisor also reviews the site supervisor's evaluation of the student, and the student's self-evaluation, taking these into consideration in assigning a final grade.

IV. THE SITE SUPERVISOR AT THE ORGANIZATION OR AGENCY

The site supervisor reaches an agreement with the student about the nature of the assignment, including any compensation involved, hours, and any other conditions regarding the work assignment. A copy of any written agreement should be submitted by the student to the CACM Internship Advisor.

The site supervisor oversees the daily activities of the student as if the student were a regular employee, even if the student is a volunteer.

The site supervisor provides the student with a variety of experiences in which the student may become conversant with the policies and practices of the organization or agency. The focus of these experiences should be to facilitate understanding and knowledge of conflict management as it relates to the organization or agency or as it relates to how the organization or agency uses conflict management to accomplish its mission. The development of specific skills by the student should also be included.

The site supervisor ensures that the assignment that does not consist primarily of "make-work" or menial routine tasks, though some of the latter may be involved.

At the end of the assignment, the site supervisor mails, faxes or scans an evaluation of the student's performance to the CACM Internship Advisor (See evaluation form included below as Appendix B). The CACM Internship Advisor takes this evaluation into account when assigning a course grade.

GUIDELINES FOR WRITING JOURNAL

*“We do not learn from our experiences;
we learn from processing our experiences.”*

--John Dewey

Journals do not need to cover every phase of your experience. They should show the major learning experiences. If the internship is full-time (12 course credits for 40 hours of field work per week for the 15 weeks of a semester), entries should be made daily. If the assignment is part-time, entries should be made as often as the student is on-site, that is, daily. Whether the internship is full-time or part-time, you should focus on what you have learned.

Date each journal entry, and number it consecutively.

When submitting your journals, always include all of your entries, i.e. previous and current, in one consecutive document. In other words, when readying your second set of journal entries for submission to your CACM Internship Advisor, cut and paste that set of entries to the bottom of the previous or first journal submission. Do the same for any subsequent submissions so that the CACM Internship Advisor has your complete set of entries in one document every time you submit your journal to them.

Journal entries should be both descriptive, and analytical. They should not only describe what you have done in the internship; they should also include your reflections on those experiences, and your critical analysis of your internship experiences vis-à-vis your classroom training in conflict management. Connect your internship experiences with the theories, concepts, and skills you have learned in the classroom.

Interns will find that if they pay attention to sections V, VI and VII of the guidelines for their paper while they are writing their journal entries, they will learn more from their internship, and their final paper will be more insightful and also easier to write.

Journals should be typed. Submission as a WORD document attached to an email is encouraged. Leave 1.25 inches on the right margin for comments. A glossary should be appended if any uncommon abbreviations, foreign terms, or unfamiliar technical vocabulary is used. If you produce materials, hand-outs, brochures, etc. during your internship, such material may be included in an appendix to your paper and/or your journal.

The journal should be submitted to the CACM Internship Advisor at least two to three times during the semester. The journal should also be submitted with the final paper at the end of the semester.

When re-submitting the journal, do not “correct” the journal from previous submissions; allow the CACM Internship Advisor’s comments on earlier submissions to remain in the margins.

GUIDELINES FOR WRITING INTERNSHIP PAPER

- I. Explain the goals and objectives of your internship. These may be in terms of (a) work and living experiences; (b) personal satisfaction and growth; c) learning possibilities; and (d) skills development, etc.

- II. Describe your position:
 - Your title at the organization or agency
 - Name of your immediate supervisor
 - Relationship of your position to others in the organization or agency
 - Describe the assignment and your responsibilities

- III. Describe the work environment:
 - Indicate whether the work environment is pleasant, neutral, tense, threatening, etc. and explain why.
 - In what ways are employees satisfied or dissatisfied in their work? Explain.
 - Do employees make suggestions to their supervisors or superiors? If not, why not? If yes, how are those suggestions received?
 - What is the decision-making structure/process of the organization or agency? How are decisions made? Who makes them? Who is consulted on what?
 - Do employees feel that there is constructive communication within the organization or agency?
 - Give examples of the communication process at the organization or agency.
 - What is the management style?
 - Who exercises what kinds of power?
 - How is the environment conducive or non-conducive to constructive conflict management?
 - How is planning done? How might it be improved?
 - What are the strengths of the work environment?
 - What are the weaknesses?

- IV. The personnel:
 - How many employees are working in the organization or agency?
 - Describe the demographics of the employees: age, gender, background, etc.
 - Describe the organizational structure (perhaps you can get an organizational chart).
 - How many levels are there between the lowest position and the top position?
 - If you are in a job situation, are the employees organized into a union or professional organization? If so, describe it.
 - What kinds of conflict do the people who work here experience?
 - What type of training is there in conflict management or what type of program has the organization or agency adopted to manage conflict?

V. Knowledge and Skills Development:

- What new skills and knowledge are you acquiring that relate to the field of conflict management?
- What skills already acquired are you reinforcing, especially in the field of conflict management? Consider the full range of human skills: manual, technical, communications (speaking, listening, reading, writing), artistic, interpersonal relations, social or political relations, etc.
- In what way do you think that the skills and knowledge you have acquired will assist you in your future professional endeavors?

VI. Self-understanding:

- How does the internship affect your understanding of yourself?
- How does the internship affect your relationship with others?
- What insights have you gained about working in the field of conflict management?
- What are your ideas or plans for a career or further education?
 - Have they changed or have they been reinforced as a result of this internship?
 - How and why?

VII. Academic Experience:

- How does your internship experience compare with your course work in providing realistic meaning or understanding of the field of conflict management?
- Relate information that you have learned in applicable CACM courses and/or course materials to this internship. Give specific examples of relatable knowledge, skills and concepts.
- How has the internship experience helped demonstrate conflict management theories, or not?
- Will the internship experience affect your choice of courses in the future?
- Do you feel the need for further training or graduate study?

VIII. Evaluation:

- What is your evaluation of the internship?
- How could the internship have been more beneficial?
- What suggestions do you have for improving the internship program?
- What suggestions do you have for improving the courses you took prior to your internship?
- To what degree have you fulfilled your expectations and met your goals and objectives?
 - How do you know what you have accomplished?
- What “letter grade” would you give yourself for your overall internship, including plus or minus?
 - Factors to consider here include your on-site performance, the overall quality of your journal, and the overall quality of your paper. Please be self-critically honest and realistic.

The due date of the paper is to be negotiated by the student and the CACM Internship Advisor; generally, the paper will be due by the last week of classes.

The paper length should be as follows (1.25 inch margin on the right, double-spaced; Times New Roman font size 12 or 11):

- 3 course credits: 10 pages minimum
- 6 course credits: 15 pages minimum
- 9 course credits: 20 pages minimum
- 12 course credits: 25 pages minimum

CHEATING AND PLAGIARISM

Journal entries and internship papers should be written in your own words based on your actual experiences. If you include any information from outside sources (such as employee handbooks, websites, brochures or documents), you need to properly identify the source of that material.

Documentation of hours worked should be maintained and provided.

Providing false or misleading information about hours worked or activities performed, or copying materials without giving appropriate credit to the source is a violation of the university's policy on cheating and plagiarism, and will result in disciplinary sanctions.

According to the Kent State University Policy Register, Section 3-01.8 (Administrative policy and procedures regarding student cheating and plagiarism), subsection (A):

Students enrolled in the university, at all its campuses, are to perform their academic work according to standards set by faculty members, departments, schools and colleges of the university; and cheating and plagiarism constitute fraudulent misrepresentation for which no credit can be given and for which appropriate sanctions are warranted and will be applied.

"Cheat" means intentionally to misrepresent the source, nature, or other conditions of academic work so as to accrue undeserved credit, or to cooperate with someone else in such misrepresentation.

"Plagiarize" means to take and present as one's own a material portion of the ideas or words of another or to present as one's own an idea or work derived from an existing source without full and proper credit to the source of the ideas, words, or works.

The above information is excerpted from the policy published online at:

http://www.kent.edu/policyreg/policydetails.cfm?customel_datapageid_1976529=2037779

Cheating and plagiarism are serious offenses, punishable by a variety of sanctions, up to and including dismissal from the university.

Appendix A:

Protocol for Completing Applied Conflict Management Internship at TownHall II

If you are doing an internship at TownHall II that includes taking the 80-hour, 10-week training for their Help Line/Emergency Services, you must also complete 200 hours of volunteer work with TownHall II's Help Line/Emergency Services. This is their requirement in exchange for providing the free training. This means that your internship must span two semesters, or one semester and one summer. Since the total hours required by TownHall II is 280, you would register for 6 credit hours of internship. In other words, you may count the training as part of your total internship hours in the field.

Keep in mind that you will not receive a grade other than an "In Progress" for any part of the internship unless and until you have completed both the training and the volunteer components.

Center for Applied Conflict Management
Kent State University

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Appendix B:
SITE SUPERVISOR EVALUATION FORM
CACM 35092
Internship in Conflict Management

Please answer the following questions to evaluate the performance of _____, who is working at your organization/agency this semester. Your responses will be used in helping CACM faculty to determine a letter grade for the student. Thank you for your participation.

1. What was the assigned function of the student in your organization/agency? What were the student's specific responsibilities?

2. (a) To what degree was the student successful in completing job assignments and contributing to the organization/agency? (b) Did the student demonstrate any special skills or abilities that enhanced her/his contributions to the organization/agency?

3. (a) In what areas do you think this intern most needs to improve?

(b) What are this intern's greatest strengths/skills?

4. The student was always nearly always usually rarely never (check one) dependable regarding time and work commitments.

5. From the point of view of the organization/evaluator, the student's participation was (check one): very worthwhile; worthwhile; neither helpful nor worthwhile; not worthwhile.

6. If you were grading this student, how would you rate her/him (check one):

A A- B+ B B- C+ C C-

D+ D F

exceptional = A, A- very good = B+, B, B- satisfactory = C+, C, C- poor = D+, D
totally unsatisfactory = F

7. Other comments?

Signed: _____

Please Print Name: _____

Title: _____

Agency/Organization: _____

Agency/Org. Address: _____

Phone Number: _____

Date: _____

Please mail or fax completed form to:

Internship supervisor
Center for Applied Conflict Management
Political Science Department
Kent State University
P.O. Box 5190
Kent, OH 44242-0001

(330) 672-3362 (FAX)

(330) 672-3143 (phone)