



School of Organizational Leadership Practicum Handbook

2012 -2013

**University of the Rockies
School of Organizational Leadership
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Introduction

The purpose of this Handbook is to provide information about University of the Rockies' Organizational Leadership (OL) practicum training for students, Faculty Practicum Supervisors, and faculty. Supervised practicum is an integral part of graduate education in the School of Organizational Leadership, and the experience gained by completing a variety of organizational consults makes up the practicum experience for students in the School.

The goal of the OL practicum is for students to acquire the leadership skills, consulting expertise, business and professional ethics, and self-knowledge required to serve as a well-equipped and knowledgeable leader or organizational consultant. Practicum complements classroom education, providing students with the opportunity to work with organizations and experienced leaders and consultants, and it helps students develop their professional identity. The most important factor is that *the practicum must be in accordance with the student's specialization within the School of Organizational Leadership*.

Students are directly supervised by a Faculty Practicum Supervisor who is appointed by the Dean of the School of Organizational Leadership. Students may direct questions to their Faculty Practicum Supervisor and to the Dean. The Dean (or designee) is responsible for determining approval of applications for practicum experience and approval for requests to extend practicum beyond the graduation requirement.

Planning Your Practicum

ORG 8966 Organizational Practicum I (Practicum I) may begin as soon as the student has completed 30 credit hours (including transfer credits) of coursework in the School of Organizational Leadership PsyD or PhD curriculum or, in special cases, with permission of the Dean. If the student has not completed 30 credit hours of coursework, he or she must receive approval from the Dean before the time of registration.

Students must have practicum site approval from the Dean of the School of Organizational Leadership (or designee) through filing an approved Practicum Letter of Intent (LOI) and Memorandum of Understanding (MOU) before beginning Practicum. A completed and signed LOI/MOU must be on file with the Dissertation and Thesis Administrator before the student registers for Practicum I. Note: The final draft of the MOU and the Practicum Action Contract (PAC) (see the section on forms, "Documenting the Practicum Experience") are due two weeks and five weeks into Practicum I.

Students eligible for Practicum should complete the following steps prior to enrolling in Practicum I.

- Student contacts their Academic Advisor to confirm eligibility to begin Practicum.
- Student completes the LOI/ MOU Student submits LOI/MOU to their Academic Advisor or to the Dissertation and Thesis Administrator for review and approval. (Note: Student may be requested to make revisions to the document before it can be approved by the Dean.) As a reminder, the proposed practicum site and LOI/MOU must be in accordance with the student's specialization with the School of Organizational Leadership.
- Student requests for specific Faculty Practicum Supervisors will be accepted by the Dissertation and Thesis Administrator (but not guaranteed approval). Every reasonable effort will be made to accommodate student requests and to match students with the most appropriate supervisor, based on skills and interests.
- Once the Practicum Site and proposed project has been approved, a Faculty Practicum Supervisor confirmation email will be sent to the student and the Faculty Practicum Supervisor from the Dissertation and Thesis Administrator with instructions for the student to connect with their Faculty Practicum Supervisor and request his or her signature on the Practicum Letter of Intent.
- A completed Practicum Letter of Intent and Memorandum of Understanding signed by the Faculty Practicum Supervisor must be on file with the Dissertation and Thesis Administrator before the student registers for Practicum I.

The Four Roles in a Student's Organizational Leadership Practicum

There are four key roles in each Organizational Leadership Practicum experience: the student, the Faculty Practicum Supervisor, the Practicum Site Supervisor, and the Practicum Site Sponsor. The Dean of the School of Organizational Leadership approves plans and assigns faculty, but otherwise does not play a major role.

The **student** is responsible for finding a practicum site and persuading the organization to sponsor and supervise the practicum. There are many other deliverables and accountabilities on the part of the student, which are outlined in detail in this Handbook.

The **Faculty Practicum Supervisor** is the instructor assigned by the Dean of the School of Organizational Leadership (based on student/faculty professional and academic interest similarities) to evaluate and assign grades for the student's practicum experience. The Faculty Practicum Supervisor may be any Core, Associate Core, or adjunct faculty member who has completed the faculty development course on how to supervise practicum. The Faculty Practicum Supervisor oversees all aspects of the student's performance, including the timely filing of all forms and regular attendance through online course interaction, or on-campus through consistent phone, email, and Student Portal contact. Faculty Practicum Supervisors also coach and mentor students throughout the practicum experience, providing assistance and, in some cases, holding joint meetings with Practicum Site Supervisors and Practicum Site Sponsors.

In essence, the Faculty Practicum Supervisor serves as both an evaluator and a consultant to the student and, indirectly, to the practicum site. Supervisors are assigned based on expertise in the field and may recommend other resources for the student in the process of providing consultation services to an organization. The Faculty Practicum Supervisor is assigned after the Dean approves the Practicum Letter of Intent. The Faculty Practicum Supervisor works with the student to complete a final draft of the Memorandum of Understanding within the first two weeks of the practicum and to complete the Practicum Action Contract within the first five weeks of the practicum.

The **Practicum Site Supervisor** is a manager (at any level) in the practicum site organization who agrees in writing to engage in the student's practicum on behalf of the practicum site organization. This role includes regular and consistent contact with the student, beginning with the initial agreement on the student's scope of work, and continuing through final evaluation of the student's work at the end of the practicum experience. The Practicum Site Supervisor also has regular contact with the Faculty Practicum Supervisor to exchange information about the student's progress and performance in the practicum.

The **Practicum Site Sponsor** is a more senior manager in the practicum site organization, who assures that the student and Practicum Site Supervisor have the resources and cooperation they need to accomplish the practicum's purposes. The Practicum Site Sponsor may provide budget approvals, and ensure availability of resources like information, workspace, and access to people. The Practicum Site Sponsor is usually involved with the initial discussions and decisions about the scope and purpose of the student's practicum, ensuring that the project is important not only to the student and the Practicum Site Supervisor, but also to the practicum site organization.

Note: In some smaller practicum site organizations (fewer than 250 employees) the Practicum Site Supervisor and Practicum Site Sponsor may be the same person. For example, if the student works with the executive director of a non-profit organization then the Practicum Site Supervisor and Practicum Site Sponsor will both be the executive director. In larger organizations, the Practicum Site Sponsor is more likely to be someone at the senior director to senior vice president level, while the Practicum Site Supervisor is someone at the manager to director level in the organization.

Practicum Course Learning Outcomes

1. Diagnose a business problem or opportunity in the context of the practicum site organization's mission, core business processes, business results, current operating environment, and organizational culture;
2. Collect and evaluate information about the organization in order to make appropriate recommendations based on the organization's current situation, strengths, weaknesses, opportunities, and trends;
3. Assess the efficacy and efficiency of a variety of potential solutions in the context of the current business situation and the organization's culture;
4. Develop recommendations that include an understanding of the importance of social and cultural diversity;
5. Practice in an organization based on an accurate appraisal of ethical considerations;
6. Demonstrate application of consulting or professional skills relevant to the workplace; and
7. Demonstrate ability to evaluate the need for and use of appropriate assessment instruments, survey research methodologies, and analysis of business results data and business metrics.

Practicum Hours for ORG 8966 – 8970, Organizational Practicum I-V

Candidates for the Doctor of Psychology (PsyD) and the Doctor of Philosophy (PhD) in the School of Organizational Leadership must complete five courses of practicum: ORG 8966 Organizational Practicum I, ORG 8967 Organizational Practicum II, ORG 8968 Organizational Practicum III, ORG 8969 Organizational Practicum IV, and ORG 8970 Organizational Practicum V.

Students must have successfully completed 30 credits of the PsyD or PhD curriculum (coursework includes transfer credits, if any) or, in special cases, with permission of the instructor, if the student has not completed 30 credits of coursework, he or she must petition to the Dean with a letter explaining the reason why starting practicum early is necessary. This letter should be submitted along with the completed Practicum Letter of Intent/Memorandum of Understanding in order to register for Practicum. The Dean considers special circumstances, such as military deployments and overseas work assignments. They also consider situations in which an ideal practicum opportunity presents itself ahead of the usual timing to begin Practicum I, and the student presents evidence showing he or she is prepared for the proposed practicum assignment.

In order to successfully complete each Practicum, the student must clock a minimum of 36 supervised consultation hours per course. The total practicum requirement for the five practicum courses is 180 hours. (Sometimes students accrue practicum hours at a faster pace than 36 hours per course. A faster pace is acceptable as long as students make appropriate arrangements with their Faculty Practicum Supervisor to complete the required Practicum credits.)

Some students may register for all five Practicum courses one following the other, and may complete the required total of 180 hours in just a few months. Others may prefer to have time between the end date of one practicum course and the start date of the next. Still others enroll for two Practicum courses in one term when their pace of accruing Practicum hours justifies this approach. Any of the above is acceptable.

Students are encouraged to engage their practicum site in discussions about a practicum well before - several weeks or months before - the start date of Practicum I. This will help to accelerate the requirements for getting the practicum site and practicum project approved in the weeks approaching and with following student's start date for Practicum I. Indeed, some students will find it helpful to begin these discussions and familiarize themselves with the practicum process weeks or months in advance of that first start date.

Practicum hours are to be completed using the following guidelines (with the understanding that hours may vary depending on the nature of the consultation):

- 50% direct contact with the practicum site
- 15% supervision with Faculty Practicum Supervisor
- 35% completion of consult-related activities, for example: research, evaluation of assessment instruments, data analysis, analysis of recommendation alternatives, etc.

The percentage of hours spent in the above activities may be adjusted as deemed appropriate by the Faculty Practicum Supervisor.

All students have the option of completing additional Doctorate-level practicum hours during their program above and beyond the required hours with approval from the Dean of the School of Organizational Leadership.

Practicum and the Student's Employer or Contractee

Students may complete the Practicum working with their current employer or with an organization at which they are a current contractor subject to the following restrictions and limitations.

1. Students may not complete a practicum that entirely or largely involves completing work that is a part of or closely related to their current position's duties and responsibilities. This restriction applies whether the student's relationship with the practicum site organization is that of employee or of contractor.
2. Students may complete a practicum working with the organization that is their current employer or contractee, subject to the restriction in 1 above.

Examples: Student A works for Acme Corporation as a training and development specialist. Acme's VP for Sales and Marketing, a peer of Student A's senior manager, has two possible practicum projects in mind: 1) designing a new hire product sales training program and 2) conducting a compensation study for first year sales representatives. Student A may not undertake project 1 as a practicum, as it relates too closely to Student A's regular duties. However, as long as Student A does not usually perform compensation duties or studies for Acme, Student A could submit for approval project 2 as a practicum.

Student B works in marketing for Acme, conducting market research studies. Student B could submit for approval a practicum project involving either project example 1 or 2 as long as training and compensation are not a part of Student B's role at Acme.

3. For purposes of an Organizational Leadership practicum, current employer or current contractor refers to any organization, including a for-profit or not-for-profit corporation, LLC, government entity, quasi-governmental agency, non-governmental organization, partnership, or sole proprietorship with which the student has had:
 - An employer-employee relationship within the 24 months prior to the beginning of the academic term of the proposed practicum;
 - A contractor-contractee relationship within the 12 months prior to the beginning of the academic term of the proposed practicum; or
 - A non-compensatory volunteer relationship, such as a board member for a not-for-profit organization, within the 12 months prior to the beginning of the academic term of the proposed practicum.

Documenting the Practicum Experience

There are seven forms, found in the Appendices of this Handbook and in the Course Materials in the online classroom for Practicum courses, which support the student's documentation and the Faculty Practicum Supervisor's oversight of the Practicum experience:

- A. Practicum Letter of Intent*
- B. Memorandum of Understanding*
- C. Practicum Action Contract
- D. Student Practicum Hours Log
- E. Student Evaluation of Practicum Site
- F. Faculty Practicum Supervisor's Evaluation of Student Performance
- G. Site Point-of-Contact (Practicum Site Supervisor) Evaluation of Student Performance

*Form is available in the Student Online Resource Center, www.rockies.edu/online/resources.

Students, Faculty Practicum Supervisors, and Practicum Site Supervisors use A, B, and C to ensure a smooth and well planned start to the Practicum. The student uses Form D, the Student Practicum Hours Log, to record and report regularly (at least weekly) the hours spent and work performed. In addition, the Faculty Practicum Supervisor makes direct contact with the Practicum Site Supervisor at least twice in each Practicum course, about mid-way through the course and again around the end of the course, to confirm progress according to the Practicum Action Contract. Forms E, F, and G provide a summative evaluation of the experience from the perspectives of the student, the Practicum Site Supervisor, and the Faculty Practicum Supervisor.

It is the responsibility of the student to ensure that all forms are completed and submitted to the student's Faculty Practicum Supervisor. All forms must be submitted in a timely manner in order for the student to receive credit for each Practicum course. Failure to turn in forms may result in a failing grade for Practicum.

- A. The Practicum Letter of Intent (Appendix 1) is a record of the organization(s) with which the student is working and verifies approval of the practicum site by the Dean of the School of Organizational Leadership (or designee). The student is required to provide a Practicum Letter of Intent for each organization for which he or she is working, consulting, and/or providing services. It must be submitted to the student's Academic Advisor, the Dissertation and Thesis Administrator, and the Dean of the School of Organizational Leadership no later than six business days before the student's start date for the first practicum course, ORG 8699 Organizational Practicum I. This form is required to register for Practicum I, and requires the Dean's approval prior to starting Practicum I. The Dean evaluates the organization and proposed practicum project for suitability and compliance with site requirements and employer- employee or contractor-contractee relationship between the student and the site organization. At this time, the Dissertation Administrator will assign a faculty member to the practicum student as the Faculty Practicum Supervisor who will work with the student through all Practicum courses and will remain working with the student throughout the entire practicum process. A Faculty Practicum Supervisor is carefully selected based on similar professional and academic backgrounds.
- B. Memorandum of Understanding (MOU) (Appendix 2) – An initial agreement between the student and the practicum site, approved by the Faculty Practicum Supervisor and the Practicum Site Supervisor, outlining the key elements of the practicum project. This form must be completed by the end of Week 2 of Practicum I.
- C. Practicum Action Contract (PAC) (Appendix 3) – Based upon meetings with the Practicum Site Supervisor and Practicum Site Sponsor, others in the site organization, or a combination, and the support of the Faculty Practicum Supervisor, the student prepares and obtains signed approval for the PAC from the Practicum Site Supervisor, which will address the following:

1. Background – a description of the organization, its business purpose and operating environment that provides context for the problem or opportunity defined in 3, the Problem Statement.
2. Current Situation – a description of the current situation that provides details on the conditions, forces, or dynamics that create the problem or opportunity defined in 3, the Problem Statement.
3. Problem Statement – description of the organizational or business problem or opportunity that the practicum will address stated in language that clearly describes how an impartial observer will determine that the problem or opportunity has been satisfactorily addressed or resolved.
4. Proposed Solution - specific actions or deliverables that will comprise the solution the student will implement with the site organization. This section must describe in behavioral terms what the student will do, create, deliver, or otherwise provide to address the Problem Statement (defined in 3).
5. Outcome Measures - business or organizational metrics that the Practicum Site Sponsor, Practicum Site Supervisor, Faculty Practicum Supervisor, and student will use to measure progress or success. Ideally, these measures are first addressed in the Current Situation section (defined in 2), as indicators of the need for the Proposed Solution (defined in 4).
6. Action Plan – a description of roles in implementing the solution, and milestone dates for launch, progressive stages, actions, and deliverables. Any practicum site organizational accountabilities or support, specifically including access to site organization personnel, is included in this section.
7. Budget – if the practicum site organization will provide funds or other resources, including access to facilities, equipment, and other non-financial resources such as in- house printing, binding, shipping, or use of space.
8. Signatures –the student and Practicum Site Supervisor¹ sign to indicate agreement to the details of the Problem Statement, Proposed Solution, Outcome Measures, Action Plan, and Budget. This signed document shall be delivered to the Faculty Practicum Supervisor by *the end of Week 5 following the start date of Practicum I. (Assuming regular progress, compliance with all other requirements for the practicum, and good relations with the practicum site, students will complete this process once, for a single project that extends across all five Practicum courses.)*

The Practicum Action Contract (PAC) may be as brief as a few pages, provided it clearly and unambiguously provides the details prescribe for the Contract. The purpose of the PAC is to clarify and confirm agreement on who will do what, when, where, and how during the Practicum. A well-written PAC is notable for its clarity and brevity.

The PAC shall be completed, signed, and approved by midnight the end of the fifth week following the start date for Practicum I.

However, students are urged to begin drafting and gaining approval of the PAC in collaboration with the Practicum Site Supervisor and Faculty Practicum Supervisor well in advance of the deadline, ideally in the first days following the beginning of Practicum I.

- A. Student Practicum Hours Log (Appendix 4) is the student's record of how and where hours are being utilized. The log must be submitted to the Faculty Practicum Supervisor weekly.
- B. Student Evaluation of Practicum Site (Appendix 5) is the student's appraisal of the practicum site and includes any recommendations for students considering the organization as a practicum site in the future. The form must be submitted to the Faculty Practicum Supervisor at the end of ORG 8970 Organizational Practicum V.

¹ Note: In many cases students will negotiate with not only the Practicum Site Supervisor but others, including a Practicum Site Sponsor, the manager or executive who sponsors the work and assigns the Practicum Site Supervisor to work with the student. For example, a student may meet with the VP for Marketing, who defines the scope of the project and assures the necessary resources, and then assigns a Marketing Director to serve as the Practicum Site

- C. Faculty Practicum Supervisor's Evaluation of Student Performance (Appendix 6) is the Faculty Practicum Supervisor's evaluation of the student's performance during the practicum course. The Faculty Practicum Supervisor will contact the student's Practicum Site Supervisor at least twice per course to discuss the student's performance. The Faculty Practicum Supervisor will fill out the evaluation form at the end of the final Practicum course. Faculty Practicum Supervisors may also request that the Practicum Site Supervisor complete an Evaluation of Student Performance (Appendix 7) as they deem necessary at various points during the student's Practicum, in order to properly supervise the student and document the student's progress. The form is required only once at the end of the Practicum, but may be used at any point or several points during Practicum as deemed advisable by the Faculty Practicum Supervisor.
- D. Practicum Site Supervisor's Evaluation of Student Performance (Appendix 7) is the Practicum Site Supervisor's evaluation of the student's performance while providing services, consult, etc. for the organization. NOTE: It is the student's responsibility to provide the point of contact at the practicum site with the form and to submit it to the Faculty Practicum Supervisor at the end of each course.

Methods of Evaluation

Students will be evaluated by their Faculty Practicum Supervisor on a P (Progress) or NP (Not Progressing) basis at the conclusion of each Practicum course based on satisfactory progress toward completing the Practicum Action Contract using these guidelines:

1. Completion of a minimum of 36 contact hours as documented in the Practicum Hours Log.
2. Student Practicum Hours Log (Appendix 4) is regularly maintained, updated, and delivered to the Faculty Practicum Supervisor. Online students upload their Log once weekly as directed in their online course materials (by Day 7 of each week). On-campus students may deliver the Log via email or hard copy, as determined in consultation with their Faculty Practicum Supervisor.
3. Routine discussions with Faculty Practicum Supervisor. Note: All online students must log into their course and exchange substantial information with their Faculty Practicum Supervisor at least twice weekly throughout each Practicum course. Failure to meet this standard may result in the student being automatically withdrawn from the Practicum course.
4. Completion of all forms (Appendixes) and assignments.
5. The Faculty Practicum Supervisor's evaluation of the student's progress in fulfilling the PAC, including timeliness, quality, quantity, and the site organization's satisfaction with the student's work. Information is exchanged between the Faculty Practicum Supervisor and the Practicum Site Supervisor, during regular periodic contacts between the two supervisors.

Ethical Guidelines

Students are expected to comply with the professional and ethical standards established by the American Psychological Association (APA) and the statutes and regulations of the United States and of the state(s) in which they perform Practicum-related tasks.

Professional Conduct

Students are expected to conduct themselves in a manner consistent with the mission of University of the Rockies (see below). Failure to comply with professional and ethical standards of conduct may be grounds for disciplinary action and/or dismissal from University of the Rockies. Students are required to adhere to all rules

Supervisor. Sometimes these negotiations and meetings will involve several people. In others, the sponsoring manager is also the Practicum Site Supervisor.

and requirements of the practicum site, including confidentiality, non-disclosure of proprietary information, dress code, business demeanor, etc., when providing any services with the practicum site.

Mission Statement of the University

University of the Rockies provides high-quality, accessible learning opportunities globally for diverse groups of individuals seeking preparation for life goals, professional practice, service, and distinguished leadership.

Dress Code

Students are required to dress in appropriate business attire when representing University of the Rockies. Professional attire is interpreted as clean and neat slacks, dress shirts, (or a collared, shirt or turtleneck with a sport coat), dresses (no sleeveless, or must wear a shirt/jacket with sleeves covering shoulders), pantsuits, or ensembles. Allowances can be made to accommodate the dress code of a student's practicum site dress code or guidelines. When the practicum site has more formal dress requirements, students must comply with those standards. Proper physical cleanliness, free of offensive odors, and soiled/stained clothing is expected. Students who have,

or expect they may have, a communicable disease to which they would expose others in the practicum site should avoid the workplace until they are no longer contagious. Cleavage and visible underwear is not acceptable. The wearing of hats, facial piercing, and other visible body piercings or visible tattoos are prohibited. Most denim attire, excessively short skirts (exceeding 4 or more inches above the knee when seated), and T-shirts do not qualify as business dress.

Compensation for Practicum Consults

University of the Rockies recognizes that in some circumstances monetary arrangements may be acceptable and appropriate when providing consultation services as part of the practicum experience. Any monetary arrangements between a practicum student and a practicum site must be detailed in writing in the Practicum Action Contract (PAC) and must be signed by the student, a designated representative of the practicum site, and the Faculty Practicum Supervisor prior to the student accepting any remuneration for services. An original of the PAC must be provided to the Faculty Practicum Supervisor and will become a part of the official student file at University of the Rockies.

Coursework Materials

In some cases, students may make recommendations for the use of published materials (e.g. books, tests, inventories, training manuals, surveys) as a part of a consult. The cost of materials is the responsibility of the practicum site and not of University of the Rockies. Students are required to include an estimate of expenses that may be incurred by the practicum site when making recommendations and/or proposals to the client. All recommendations, understandings, and agreements between a student and a practicum site must be approved, in writing, by the Faculty Practicum Supervisor

This form is to be completed and returned to your Academic Advisor.

School of Organizational Leadership Program: _____

Date: _____

Proposed Start Date: _____

Student Information

First Name: _____ Last Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

Proposed Practicum Site

Name of Organization: _____

Type of Organization: _____

Point of Contact/On-site Supervisor: _____ Supervisor Title: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

Please provide a brief description of your proposed practicum project. Specifically, what are the objectives of the project for you, the client, and the organization?

Dean/ Faculty Approval

Approved: Yes No

Faculty Practicum Supervisor (Please print): _____

Supervisor's Signature: _____ Date: _____

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Peter Block (2011) recommends the following elements:

1. The Boundaries of Your Analysis
2. Objectives of the Project
3. The Kind of Information You Seek
4. Your Role in the Project
5. The Product You Will Deliver
6. What Support and Involvement You Need from the Client
7. Time Schedule
8. Confidentiality
9. Feedback to You Later
10. Signature lines for the student, Practicum Site Supervisor, and Faculty Practicum Supervisor

Note: This Memorandum of Understanding serves as a foundation for the Practicum Action Contract, Appendix 3. The primary purpose of the Memorandum of Understanding is to ensure that the student and practicum site organization are considering a project suitable for a practicum before a lot of effort is expended creating a Practicum Action Contract that falls short of approval.

Block, P. (2011). *Flawless consulting: A guide to getting your expertise used* (2nd ed.).

San Francisco, CA: Jossey-Bass



This form is to be completed and submitted with your *Practicum Letter of Intent* to the Dean for approval before you can schedule your Practicum course. This *Memorandum of Understanding* serves as a foundation for the *Practicum Action Contract*, Appendix 3 of the School of Organizational Leadership Practicum Handbook. The primary purpose of the *Memorandum of Understanding* is to ensure that the student and practicum site organization are considering a project suitable for a practicum.

Suggested Resource:

Block, P. (2000). *Flawless Consulting: A Guide to Getting Your Expertise Used*. 2nd Edition San Francisco: Jossey-Bass

Student Information

First Name: _____ Last Name: _____ Date: _____

Proposed Practicum Site: _____

- 1. Analysis of the Work: *Describe in one or two sentences the business problem or opportunity your practicum project will address.*

- 2. Objectives of the Project: *Give a description that allows the reader to clearly understand what success would look like (e.g. what are the organizational improvements/benefits you expect?)*

- 3. The Kind of Information You Seek: *Describe how you and the organization will measure success. What will change and/or what metrics or measures will improve? Some kinds of information you may want to specify are technical data, figures, workflow, attitudes, etc.*

- 4. Your Role in the Project: *Describe your role, specifying the scope/nature of your work.*

- 5. Project Deliverables and Timeframe: *What outputs or services will you deliver? What is the anticipated timeframe to complete the work?*

**Required Elements of the
Practicum Action Contract**

Revised 8/14/12

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The *Practicum Action Contract* forms the basis for not only the description of the practicum project, but also the evaluation of the deliverables the student produces and the quality of the student's work.

1. **Background** – a description of the organization, its business purpose and operating environment that provides context for the problem or opportunity defined in 3, the Problem Statement.
2. **Current Situation** – a description of the current situation that provides details on the conditions, forces or dynamics that create the problem or opportunity defined in 3, the Problem Statement.
3. **Problem Statement** – a description of the organizational or business problem or opportunity that the practicum will address, stated in language that clearly describes how an impartial observer will determine that the problem or opportunity has been satisfactorily addressed or resolved.
4. **Proposed Solution** - specific actions or deliverables that will comprise the solution the student will implement with the site organization. This section must describe in behavioral terms what the student will do, create, deliver, or otherwise provide to address the Problem Statement (defined in 3).
5. **Outcome Measures** - business or organizational metrics that the Practicum Site Sponsor and Site Supervisor, Faculty Practicum Supervisor, and student will use to measure progress or success. Ideally, these measures are first addressed in the Current Situation section (defined in 2), as indicators of the need for the Proposed Solution (defined in 4).
6. **Action Plan** – a description of roles in implementing the solution, and milestone dates for launch, progressive stages, actions, and deliverables. Any practicum site organizational accountabilities or support, specifically including access to site organization personnel or SME, is included in this section.
7. **Budget** – if the practicum site organization will provide funds or other resources, including access to facilities, equipment, and other non-financial resources such as in house printing, binding, shipping, or use of space.
8. **Signatures** – the student and Practicum Site Supervisor sign to indicate agreement to the details of the Problem Statement, Proposed Solution, Outcome Measures, Action Plan and Budget. This signed document shall be delivered to the Faculty Practicum Supervisor by ***the end of Week 5 following the start date of Practicum I. (Assuming regular progress, compliance with all other requirements for the practicum, and good relations with the practicum site, students will complete this process once, for a single project that extends across all five Practicum courses.)***

Engage one or more managers from the target practicum site organization in a discussion of current business needs, problems, and opportunities the organization faces. From among those possible targets, agree upon a project with appropriate scope and of mutual interest to the sponsoring organization and the student. A project with ideal scope is one which lends itself to completion in the practicum time frame and still provides measurable, appreciable business impact for the sponsoring organization.

Derive from the current situation a Problem Statement. Agree first upon what a solution to that Problem Statement would accomplish: what measures, metrics, or conditions would indicate a successful solution. Then, develop a solution designed to address the problem and achieve the targeted results.

Finally, agree upon an action plan, budget, and timeline for the project.

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Please complete this form and post it in your online classroom for review by your Practicum Faculty Supervisor.

Student Information

Last Name: _____ First Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

Course Start Date: _____ Course End Date: _____

Point(s) of Contact

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Name: _____ Title: _____ Phone: _____

Rate the quality of your Practicum experience and the person who was your Practicum Site Supervisor using the following scale:

- 6 = Outstanding
- 5 = Above Average
- 4 = Satisfactory
- 3 = Minimally Acceptable
- 2 = Weak
- 1 = Unsatisfactory

Please check your answer regarding your practicum experience:

- | | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The Practicum experience, overall, was: | <input type="checkbox"/> |
| 2. Promoted ethical and professional development: | <input type="checkbox"/> |
| 3. Provided appropriate contact person: | <input type="checkbox"/> |
| 4. Promoted professional collaboration: | <input type="checkbox"/> |
| 5. Promoted logical and critical thinking: | <input type="checkbox"/> |
| 6. Promoted analysis of client issues and dynamics: | <input type="checkbox"/> |
| 7. Promoted appropriate intervention planning: | <input type="checkbox"/> |
| 8. Provided opportunity to use assessment instruments: | <input type="checkbox"/> |
| 9. Promoted integration of knowledge and practice: | <input type="checkbox"/> |
| 10. Promoted and modeled good communication: | <input type="checkbox"/> |
| 11. Promoted intellectual and professional curiosity: | <input type="checkbox"/> |
| 12. Promoted staff rapport with practicum students: | <input type="checkbox"/> |
| 13. Provided opportunity for new consulting experiences: | <input type="checkbox"/> |
| 14. Provided opportunity to integrate consulting or professional skills: | <input type="checkbox"/> |

What are the strengths of this practicum site?

What are the weaknesses of this practicum site?

Additional Comments:

Student Signature: _____ Date: _____

University of the Rockies
School of Organizational Leadership
555 E. Pikes Peak Avenue, Suite 108
Colorado Springs, CO 80903

Student Name: _____ Date: _____

Course Start Date: _____ Course End Date: _____ Practicum (Enter I, II...VI): _____

Faculty Practicum Supervisor: _____

The point of reference for scoring this evaluation is competencies demonstrated in this course as appropriate to the student's academic level. If the course does not include an area, the instructor should use the NA rating.

4 Area of strength 3 Standards met 2 Area of concern 1 Standards not met N/A Not applicable

A. Acts in an ethical, legal, and professional manner according to the current Code of Ethics of the American Psychological Association and the laws of the State of Colorado:

4 3 2 1 N/A

Examples may include the following:

- Uses verbal or written comments expressing ethical or legal concerns related to psychological, research, or clinical issues
- Discusses experiences concerning ethical or legal situation: personal and/or professional
- Demonstrates behaviors in the classroom that are consistent with the ethical/legal codes as provided by APA and the State of Colorado
- Maintains appropriate boundaries with clients, professors, staff, and other professionals
- Displays integrity by adhering to zero tolerance for lying, cheating, and plagiarizing
- Other: _____

B. Thinks logically and critically regarding the academic work in this course:

4 3 2 1 N/A

Examples may include the following:

- Displays clarity, relevancy, breadth, depth, and logic in written and/or oral work
- Communicates an understanding of the significance of the topic
- Communicates an understanding of the application of the topic
- Other: _____

C. Communicates effectively in written form and oral presentation:

1. Adheres to the current APA Publication Manual for specified written assignments:

4 3 2 1 N/A

2. Writes clear, concise, complete, coherent, and consistent written assignments/presentations:

4 3 2 1 N/A

3. Demonstrates clear language, thorough knowledge of the subject, and professional demeanor in oral presentations:

4 3 2 1 N/A

D. Evaluates and modifies one's decisions and behavior, as appropriate, through self-assessment and reflective practice:

4 3 2 1 N/A

Examples may include the following:

- Makes statements in class or to the professor indicating self-assessment in the approach to coursework/consultations.
- Demonstrates needed changes in behavior as a result of verbalized self-reflection.
- Exhibits in oral or written work that theoretical approaches, critical thinking processes, clinical applications, etc. are maturing.

E. Displays intellectual and professional curiosity in pursuit of knowledge and learning:

4 3 2 1 N/A

Examples may include the following:

- Completes more than required in reading and use of references.
- Discusses outside reading, workshops, and in-services as they apply to coursework/consults.
- Exhibits creative and innovative perspective in learning and presenting information.
- Exhibits an openness to others' ideas and perspectives.
- Other: _____

F. Builds and maintains effective relationships through the use of appropriate feedback with peers, faculty, administrative staff, and clients for purposes of personal, interpersonal, and professional growth:

4 3 2 1 N/A

Examples may include the following:

- Respects the needs of others by communicating in a timely manner about difficulties, concerns, and issues that may impact relationships.
- Attempts to satisfy personal needs using constructive, respectful behaviors and avoiding manipulation, disrespect, and dishonesty.
- Is accountable for own feelings, behaviors, and thoughts, and doesn't blame others.
- Strives to affirm in others what is observed as healthy positive performance.
- Expresses accurate empathy as demonstrated by listening skills and verbal and non-verbal behavior.
- Other: _____

G. Integrates prior learning with newly acquired knowledge:

4 3 2 1 N/A

Examples may include the following:

- Displays the ability to integrate prior learning with knowledge gained in coursework.
- Uses new and previous information in discussions with clients and supervisors.
- Accomplishes quality class assignments and/or consults.
- Uses knowledge in role-plays.
- Displays the ability to separate personal biases from issues of clients in order to evaluate and make recommendations as objectively as possible.
- Other: _____

H. Values diversity and multi-cultural issues and recognizes their impact in personal, business, and academic settings:

4 3 2 1 N/A

Examples may include the following:

- Is comfortable with individual differences.
- Is aware of gender issues.
- Understands cultural diversity.
- Advocates utilization of diversity issues in business settings.
- Explores personal issues about racial, ethnic, religious, cultural, and gender issues.
- Other: _____

Faculty Signature: _____ Date: _____

Student Signature: _____ Date: _____

University of the Rockies
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Please have your Practicum Site Supervisor complete this form and return it to you. Students are responsible for ensuring that the completed form is posted in the online classroom for review by your Practicum Faculty Supervisor.

Student Name: _____ Date: _____

Supervisor's Name: _____

Practicum Start Date: _____ Practicum End Date: _____

Please rate the student using the following scale:

4 Area of strength 3 Standards met 2 Area of concern 1 Standards not met NA Not applicable

A. Acts in an ethical, legal, and professional manner:

4 3 2 1 N/A

Examples may include the following:

- Uses verbal or written comments expressing any ethical or legal concerns related to consultation, research, or organizational issues.
- Discusses recommendations concerning any ethical or legal concerns.
- Maintains appropriate boundaries with clients, professors, staff, and other professionals.
- Displays integrity by adhering to zero tolerance for lying, cheating, and plagiarizing.
- Other: _____

B. Thinks logically and critically regarding the services provided:

4 3 2 1 N/A

Examples may include the following:

- Displays clarity, relevancy, breadth, depth, and logic in written or oral work.
- Communicates an understanding of the significance relevant topics.
- Communicates an understanding of the application of relevant topics.
- Other: _____

C. Communicates effectively in written form and oral presentation:

1. Writes clear, concise, complete, coherent, and consistent written presentations:

4 3 2 1 N/A

2. Demonstrates clear language, thorough knowledge of the subject, and professional demeanor in oral presentations:

4 3 2 1 N/A

D. Evaluates and modifies decisions and behavior, as appropriate, through self-assessment and reflective practice:

4 3 2 1 N/A

Examples may include the following:

- Makes statements indicating self assessment in the approach to working with the consulting client showing the ability to adapt to the requirements of the client.
- Demonstrates needed changes in behavior as a result of verbalized self-reflection based on input from the consulting client.

E. Displays intellectual and professional curiosity in pursuit of knowledge and learning:

4 3 2 1 N/A

Examples may include the following:

- Discusses current research, workshops, and in-services as they apply to the consulting client.
- Exhibits creative and innovative perspective in learning and presenting information.
- Exhibits openness to other's ideas and perspectives.
- Other: _____

F. Builds and maintains effective relationships through the use of appropriate clients for purposes of personal, interpersonal, and professional growth:

4 3 2 1 N/A

Examples may include the following:

- Respects the needs of others by communicating in a timely manner about difficulties, concerns, and issues that may impact relationships.
- Attempts to satisfy personal needs using constructive, respectful behaviors and avoiding manipulation, disrespect, and dishonesty.
- Is accountable for own feelings, behaviors, and thoughts, and doesn't blame others.
- Strives to affirm in others what is observed as healthy positive performance.
- Expresses accurate empathy as demonstrated by listening skills and verbal and non-verbal behavior.
- Other: _____

G. Integrates prior learning with newly acquired knowledge:

4 3 2 1 N/A

Examples may include the following:

- Displays the ability to integrate prior learning with knowledge gained in coursework.
- Uses new and previous information in discussions with the consulting client.
- Accomplishes quality presentations/consults.
- Displays the ability to separate personal biases from issues of clients in order to evaluate and make recommendations as objectively as possible.
- Other: _____

H. Values diversity and multi-cultural issues and recognizes their impact in business settings:

4 3 2 1 N/A

Examples may include the following:

- Is comfortable with individual differences.
- Is aware of gender issues.
- Understands cultural diversity.
- Advocates utilization of diversity issues in business settings.
- Explores personal issues about racial, ethnic, religious, cultural, and gender issues.
- Other: _____

Practicum Site Supervisor Signature: _____ Date: _____