



**STARTING &
MAINTAINING**

A QUALITY

INTERNSHIP

PROGRAM



University of Findlay
Center for Career &
Professional Development

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How can organizations meet the needs of today and prepare the workforce of the future? One solution is to develop a quality internship program.

What is an internship?

An internship is any carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what she or he is learning throughout the experience. Characteristics include:

- Duration of anywhere from a month to two years, but a typical experience usually lasts three months; fall semester, spring semester, and summer.
- May be part-time (10-30 hours per week) or full-time.
- May be paid or non-paid.
- Internships may be for credit or not for credit; determined by the advisor.
- An important element that distinguishes an internship from a short-term job or volunteer work is that an intentional "learning agenda" is structured into the experience.
- Learning activities common to most internships include learning objectives, observation, reflection, evaluation and assessment.
- An effort is made to establish a reasonable balance between the intern's learning goals and the specific work an organization needs done.
- Internships promote academic, career and/or personal development.
- The training must benefit the student.
- The student cannot displace a regular employee.
- The student is not necessarily entitled to a position at the end of the internship.

How do internships benefit employers?

- Internships provide a year-round source of highly motivated pre-professionals.
- Students bring new perspectives to old problems.
- Visibility of your organization is increased on campus.
- Internships allow you to find quality candidates for temporary or seasonal positions and projects.
- Interns give your professional staff freedom to pursue more creative projects.
- Internships provide a flexible, cost-effective work force not requiring a long-term employer commitment.
- Internships are a proven, cost-effective way to recruit and evaluate potential employees.
- Your image in the community is enhanced as you contribute your expertise to the educational enterprise.



THE INTERNSHIP PROGRAM

Before the internship

- Determine what you hope to gain from an internship program.
- Have an appropriate work station with the necessary tools.
- Establish real work assignments or projects for the intern.
- Designate a person to be responsible for the intern and act as a mentor.
- Check with HR regarding pay, unless it's a volunteer internship (see page 5).
Wages vary widely from field to field, so be sure yours are competitive or offer competitive incentives (housing, parking, etc.).

Recruitment

- Start early; at least 3 to 4 months before wanting an intern.
- Draft a job description that clearly explains the job's duties. Once finalized, post the internship opportunity on our [job board](#).



During the internship

- Hold an orientation for all involved reviewing hours, dress code, absenteeism, and defining the intern's role.
- Provide the intern with personnel contacts - IT department, who to report to in the supervisor's absence, or other pertinent contacts.
- Discuss projects and work assignments with clear instructions including expected due dates.
- Keep an eye on the intern, watching for signs of struggling.
- Schedule meetings to discuss progress and/or areas for improvement.
- Involve the intern in any staff meetings/luncheons or in the daily life of your workplace.

Mid term and final evaluation

Each internship is evaluated on a mid-term and final basis - the internship supervisor and the intern will receive the evaluations via email.

SAMPLE TASKS FOR INTERNS

- performing laboratory tests
- writing handbooks or manuals
- designing posters, charts, graphs
- generating financial forecast and cost recovery reports
- performing software/hardware modifications
- conducting studies and surveys
- developing slide/sound presentations
- compiling technical reports
- creating academic lesson plans
- conducting research
- generating marketing plans
- conducting training packages
- preparing budgets and financial reports
- completing hands-on projects as needed

LEGAL ISSUES

Do you have to pay interns?

The U.S. Fair Labor Standards Act (FLSA), which applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least \$500,000.00, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns. You don't have to pay interns who qualify as leaders/trainees. The U.S. Department of Labor has outlined six criteria for determining trainee status:

- 1) Interns cannot displace regular employees.
- 2) Interns are not guaranteed a job at the end of the internship (though you may decide to hire them at the conclusion of the experience).
- 3) Interns are not entitled to wages during the internship.
- 4) Interns must receive training from your company, even if it somewhat impedes the work of your organization.
- 5) Interns must get hands-on experience with equipment and processes used in your industry.
- 6) Interns' training must primarily benefit them, not the company.

Workers' and Unemployment Compensation

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It's wise to cover interns under your workers' compensation policy even though you aren't required to do so. Student interns are not generally eligible for unemployment compensation at the end of the internship.

INTERNATIONAL STUDENTS

The most common visa type employers will see on college campuses, when recruiting international undergraduate or graduate students for either full-time or internship positions, is the F-1 visa. An F-1 visa is granted to a person coming to the United States to attend a college, university, seminary, conservatory, academic high school, elementary school, or other academic institution or language training program approved by the U.S. Attorney General for study by foreign students. The visa holder plans to return home after completing studies. This is the most common non-immigrant visa for an international student attending undergraduate and graduate school. Students are granted F-1 status until the completion of the academic program and 12 months of post-program practical training (or up to 36 months with a STEM OPT extension).

The purpose of the F-1 visa is to provide an opportunity for study in the United States. Anything outside of study, including employment, is an exception to the visa. Authorization for employment is strictly limited to certain situations. The student holding F-1 status for a full academic year and in good academic standing may be authorized to work off campus but only under specific circumstances.

- Such work authorization is granted when the student has sustained unforeseen economic hardship. Also, the student may not work for more than 20 hours per week when school is in session, but may work full-time during holidays and vacations, including breaks between terms, provided the student intends to register for the next school term.
- Curricular Practical Training (CPT): An F-1 student may perform curricular practical training prior to the completion of the educational program as part of his or her educational experience. U.S. Immigration and Customs Enforcement (ICE) defines this type of training as alternate work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through agreements with the school. The student must receive credit from the institution for this type of work authorization.
- Post-Completion Optional Practical Training (OPT): This is temporary employment directly related to the student's major area of study that takes place after the student completes a full course of study. Authorization for this training may be granted for a maximum of 12 months of full-time or part-time work. Those on a student visa can only gain authorization once for this type of training. Some students may qualify for a 24-month STEM OPT extension, allowing them to work for a total of 36 months.

The above information is adapted from a web article by the General Counsel for the National Association of Colleges and Employers (NACE). For more information on these and other legal issues related to hiring, see NACEWeb at www.naceweb.org.

For more information on CPT and OPT, visit <https://www.ice.gov/sevis/practical-training>.



UF'S INTERNSHIP AGREEMENT

UNIVERSITY OF FINDLAY INTERNSHIP AGREEMENT

A. INTERNSHIP INFORMATION

COLLEGE/DEPARTMENT: _____ DATE: _____
DOMESTIC INTERNSHIP (W/IN US): _____ City/State of Internship: _____
INTERNATIONAL INTERNSHIP** : _____ Country of Internship: _____

INTERNSHIP PROVIDER NAME: _____
Address: _____
Internship supervisor contact name: _____
Supervisor title: _____ Phone: _____
Email: _____

B. STUDENT INTERN INFORMATION

Name: _____ Cumulative GPA: _____
Address: _____
UF Email: _____ Phone: _____
Emergency Contact: _____ Relation to Student: _____ Phone: _____

If this is a ZERO-CREDIT internship, skip Section C

C. FOR-CREDIT INTERNSHIP INFORMATION

COURSE TERM/YEAR: _____ Course Prefix & Number: _____
Course Title: _____ Minimum Total Hours Required: _____ Credit Hours: _____

UNIVERSITY INTERNSHIP FACULTY SUPERVISOR NAME: _____
Phone: _____ Email: _____

This Agreement is entered into this _____ day of _____, 20____, between _____ (name of entity providing internship), hereinafter referred to "Internship Partner," _____ the "Student Intern," and the University of Findlay, hereinafter referred to as the "University."

**International internships only: International internships must be certified by The Office of International Education. To do so, complete the following Google Form: <https://goo.gl/forms/e4z2dV0kzQE7Kli2>

D. STUDENT INTERN: Throughout the duration of this Agreement, the Student Intern will be responsible for:

1. Understanding that s/he must follow all internship policies and procedures specified by her/his individual college and/or department;
2. Understanding that s/he must perform duties and tasks punctually. Prior to requesting to take time off from work for any University requirements, the Student Intern must first obtain the consent of the Faculty Internship Supervisor. Student Interns will not be allowed to take academic work for credit that conflicts with the regularly scheduled work hours of the internship;
3. Understanding that the Internship Partner retains overall supervisory responsibility for and authority over Student Intern's work effects and overall operational matters, and that the Internship Partner will maintain administrative and professional supervision of Student Intern at all times while Student Intern is present at the Internship Partner. If Student Intern has any questions or concerns regarding the Internship Partner's policies and procedures, the conduct of the program, Student Intern's duties in the program, or any other issue related to Student Intern's presence at the Internship Partner, Student Intern will consult with her/his Internship Supervisor or other supervisor at Internship Partner. Student Intern agrees to work cooperatively with Internship Partner staff to maintain an environment of quality learning;
4. Understanding that s/he will not publish or permit others to publish any materials relative to any internship, which materials have not been previously reviewed and approved by both the Internship Supervisor and Faculty Internship Supervisor;
5. Understanding that her or his opportunity to participate in an internship at the Internship Partner is at the discretion of the University and at the ultimate discretion of the Internship Partner, and that either – University or Internship Partner may, upon written notice to Student Intern and to the other party, immediately withdraw Student Intern at any time from an internship based upon any criminal or fraudulent activity on the part of the Student Intern, perceived lack of competency

UF'S INTERNSHIP AGREEMENT, cont.

UNIVERSITY OF FINDLAY INTERNSHIP AGREEMENT

on the part of the Student Intern, Student Intern's failure to comply with the rules and policies of the University or Internship Partner, Student Intern's failure to comply with the terms and conditions of this Agreement, or for any reason for which the University or Internship Partner reasonably believes it is not in the best interest of the program for the Student Intern to continue. The Student Intern may also be subject to disciplinary action, which could result in suspension from the University in addition to failure of the course (if applicable). Any Student Intern who is terminated must notify the Center for Career & Professional Development and their Faculty Internship Supervisor (if applicable) immediately.

6. Understanding that tasks performed by Student Interns are a part of a planned and scheduled program of work and that absence from work necessitates re-planning and rescheduling of work expected of that Student Intern. Therefore, in case of sickness or other emergency that necessitates the Student Intern's absence from work, the Internship Supervisor should be notified as early as possible. A Student Intern may not leave the internship without prior approval of the Faculty Internship Supervisor (if applicable) and the Internship Partner. Student Interns are subject to the University policies regarding class;
7. Understanding that if the internship is being taken for academic credit and it becomes necessary to withdraw from the internship the Student Intern will be subject to the University policies regarding course and University withdrawals;
8. Understanding that in the event that s/he is receiving financial compensation for the internship, it is understood that during the period of the internship, the Student Intern is to give primary concern to the accomplishment of internship objectives and secondary concern to her/his status as a paid Student Intern;
9. Understanding that there may be professional fees associated with the internship and that the Student Intern will be informed of those fees by the Internship Partner prior to the confirmation of the internship; and
10. Understanding that this Agreement is not to be construed as an employment contract or promise of future employment.

E. UNIVERSITY: Throughout the duration of the Agreement, University of Findlay will be responsible for:

1. Reviewing and evaluating the proposed objectives of each individual Student Intern as they relate to the internship position description supplied by the Internship Partner;
2. Providing the following documentation for each Student Intern: *College/Departmental Requirements, Student Learning Objectives, and Student Evaluation Criteria*;
3. Evaluating the Student Intern's progress;
4. Assigning the Student Intern's grade (if applicable) for the internship after receiving input from the Internship Partner; and
5. Addressing Internship Partner concerns or problems related to the administration of the internship program as a whole, or of an individual Student Intern.

F. INTERNSHIP PARTNER: Throughout the duration of this Agreement, the Internship Partner will be responsible for:

1. Providing a job description to be used by the Faculty Internship Supervisor and Student Intern to determine the appropriateness of the internship;
2. Understanding that in the event the Student Intern is receiving financial compensation for the internship, the Student Intern is to give primary concern to the accomplishment of internship objectives and secondary concern to his/her status as a paid Student Intern;
3. Providing the Student Intern with periodic assessment of progress and a written evaluation of the Student Intern no later than the last week of the internship;
4. Completing midterm and final evaluations of Student Intern's performance, conduct, etc. sent via email;
5. Providing the Student Intern with adequate information and instruction of safe, effective functioning in the workplace;
6. Making the final selection of the Student Intern in accordance with the Americans with Disabilities Act and Equal Employment Opportunity statutes;
7. Furnishing the University with the name of a specific person within the Internship Partner to serve as a point of contact for liaison, communications, etc. (this may be specific for each Student Intern or a single individual for all Student Interns);
8. Abiding by state and federal laws applicable to employment;
9. Agreeing to receive no remuneration for this program; and
10. Agreeing to maintain confidentiality of student records in compliance with applicable law, including the Family Education Rights and Privacy Act (FERPA).

G. INSURANCE VERIFICATION / PERSONAL INJURY STATEMENT

1. Does Student Intern have personal health insurance (individually purchased through University, parents, an employer, or other entity)?

Note: Some internship sites require a Student Intern to have health insurance coverage. Check appropriate response.

UF'S INTERNSHIP AGREEMENT, cont.

UNIVERSITY OF FINDLAY INTERNSHIP AGREEMENT

_____ Yes

_____ No, I do not have personal health insurance. I understand that any medical care, including emergency care, I might receive will be my sole expense and responsibility.

_____ This is an international internship and I've completed the necessary Google Form that includes insurance information.

_____ (Student Intern initials)

2. Students engaged in internship activities ARE NOT covered by University of Findlay insurance for personal injury or property damage. Students engaged in internship activities other than those in educational programs to become health professionals, veterinary or pre-veterinary programs, ARE NOT covered by the University malpractice liability insurance. Student understands and acknowledges that s/he is not covered by a policy held by the University in connection with internship activities. If the student has questions regarding this, Student agrees to contact appropriate University personnel.

3. Personal Injury Statement: I acknowledge the benefits received from my experience as a Student Intern and in consideration thereof, I agree to indemnify and hold University of Findlay harmless from any and all claims of injury to myself or any other person and/or damage to any property arising from or connected with my internship at the Internship Partner named above.

H. TERM OF AGREEMENT

1. This agreement becomes effective on the date of acceptance and signature by the University of Findlay, the Student Intern, and the Internship Partner. Cancellation or modifications must be put in writing and, except in extraordinary circumstances, should not affect a Student Intern currently serving in an internship position.

This Agreement shall be in effect for the following period: Begin Date: _____ End Date: _____

2. This Agreement is not to be construed as an employment contract or promise of future employment.

3. This Agreement shall remain in effect beyond the end date specified above if the Student Intern is unable to complete the required hours by the end date and the University and Internship Partner agree that the Student Intern may complete the required hours after the end date.

I. STATEMENT OF EQUAL OPPORTUNITY

The University of Findlay is an Equal Opportunity Employer/Affirmative Action Employer Male/Female/Disabled/Vet.

Internship Partner certifies that it is an equal opportunity employer by signing below.

SIGNATURES

WITNESSETH that each of the Internship Partner, the University, and the Student Intern has read this contract and, in consideration of mutual covenants, promises and agreement herein contained, agrees to the provisions as stated.

Internship Partner Representative _____ Date: _____

University of Findlay Representative _____ Date: _____

Student Intern _____ Date: _____

J. FORM DISTRIBUTION

1. Changes to this form are not allowed without prior authorization from the University of Findlay legal counsel.
2. Original of this completed form will be given to the Center for Career & Professional Development.
3. Copies of this completed form will be given to University of Findlay Academic Department or College, University Faculty Internship Supervisor, Student Intern, and the Internship Partner.

UF'S EMPLOYER INTERNSHIP EVALUATION

* 1. General Information:

Organization Name:

Your Name:

Student Name:

* 2. How effective is the UF internship program in the following areas?

	Poor	Below Average	Average	Good	Excellent
Academic Preparation of Student	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Satisfaction of Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate how well the student was able to learn and utilize the following skills during the internship.

* 3. Critical Thinking/Problem Solving

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 4. Oral Communication

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 5. Written Communication

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 6. Teamwork/Collaboration

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. Leadership

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. Professionalism

	Poor	Below Average	Average	Good	Excellent
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 9. Would you like the Center for Career & Professional Development to contact you about having another UF intern in this position?

Yes

No

Other please specify:

* 10. Would you be interested in enhancing your organization's brand within the UF community by participating in any of the following opportunities?

Job Fair (Internships, part-time and full-time employment)

Meeting a job shadowing experience

Conducting an information session on campus

None

Other please specify:

11. Do you have any additional comments to share?

UF'S STUDENT INTERNSHIP EVALUATION

*** 1. General information:**

Your Name:

Organization at which you interned:

*** 2. Would you recommend this internship to other students?**

Yes

No

*** 3. Was this your first internship?**

Yes

No

4. Compensation Information:

Hourly Wage:

Stipend:

Salary:

Compensation Amount:

*** 5. Please rate the following questions about your internship:**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This internship was related to my major	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was given adequate training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was regularly with my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was provided levels of responsibility consistent with my abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor was accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work was challenging and stimulating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel better prepared for the world of work as a result of this internship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 6. Through this internship I developed:**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Critical Thinking/Problem Solving abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written/Oral communication (presentations) skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork/ Collaborative skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 7. Overall how would you rate this internship?**

★ ★ ★ ★ ★

*** 8. Describe how you were mentored over the course of this internship (your supervisor's capacity to do so, examples to showcase this, etc.).**

*** 9. Were you offered a part-time or full-time permanent position with this employer?**

Yes

No

10. What type of job offer did you receive?

Part-time

Full-time

11. Compensation Information:

Hourly Wage:

Stipend:

Salary:

Compensation Amount:



University of Findlay

Center for Career &
Professional Development