

Employer Guide to

INTERNSHIPS



TEXAS A&M UNIVERSITY - SAN ANTONIO
Mays Center for Experiential Learning
and Community Engagement



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INTRODUCTION



83%

OF STUDENTS WANT AN INTERNSHIP THAT WILL GIVE THEM THE OPPORTUNITY TO DEVELOP SKILLS

An **internship** is a form of **experiential learning** that integrates **knowledge** and **theory** learned in the classroom with **practical application** and **skills development** in a professional setting.

INTERNSHIPS

Internships give **students** the opportunity to **gain** valuable **applied experience** and make **connections** in professional fields they are considering for **career paths**.

STUDENTS



45%

PERCENTAGE OF INTERNSHIPS THAT ARE PAID NATIONWIDE



53%

OF INTERNS ARE CONVERTED TO FULL TIME EMPLOYEES

Internships give **employers** the opportunity to **guide** and **evaluate** top **talent**.

EMPLOYERS



Internship Types

ACADEMIC INTERNSHIP: A one-time, curriculum-related work assignment, which the student receives between 1-3 course credits over a spring, summer, or fall semester. Employers are considered co-educators and position must have clear learning objectives that are aligned with the course major requirements. Position may be paid or unpaid, depending on the employer and what is required of the students for the position.

TRADITIONAL INTERNSHIP: A form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths and give employers the opportunity to guide and evaluate talent (NACE 2011).

VIRTUAL INTERNSHIP: An internship that is done online or remotely. The intern works with a company, and has a supervisor that they are in regular contact with via virtual methods such as video call, phone call, email, or instant messenger.

Micro/Project-Based Internships

These are short-term (can be a few hours to a few weeks) project- focused experiences. They are typically done remotely by students and can be paid or unpaid. Micro-Internships by Parker Dewey are trusted, widely used platforms (see resources for link).

These experiences may also be embedded into other experiential learning courses at A&M-SA.

Externship

An externship is a short term educational experience in a professional working environment that provide students with practical understandings in their field of study. This can be a day or half-day experience; or longer-term, 1-3 days/weeks of various work-based learning opportunities. The experience should include the implementation of the Eight Principles of Good Practice for Experiential Learning Activities set forth by the National Society for Experiential Education, as well as company focused learning outcomes.

BENEFITS OF INTERNSHIPS

Internships are beneficial to both students and employers for a number of reasons. Knowing the value of an internship can help you - the employer - be intentional in creating an internship position and experience to maximize the opportunity!



EMPLOYER BENEFITS

This list of benefits include both traditional and virtual/remote internship experiences. Virtual/remote internship experiences have a few unique benefits that are listed below.

- Are an inexpensive recruiting tool and an opportunity to train future employees.
- Provide the opportunity to evaluate prospective employees while they are working for your organization, reducing the costs of finding new talent.
- Bring new technology and ideas from the classroom to the workplace.
- Supply an easily accessible source of highly motivated pre-professionals.
- Provide an opportunity for mid-level staff to gain management experience.
- Bypass geographical constraints of candidate selection (*virtual internships only*)
- Minimize space and equipment expenses (*virtual internships only*)
- Eliminate intern housing and relocation expenses (*virtual internships only*)

STUDENT BENEFITS

Students benefit from both traditional and virtual/remote internships.

- Gain real-world experience to add to their resume.
- Learn more about the responsibilities associated with a specific job title.
- Have the opportunity to build a network with current working professionals.
- Are able to apply knowledge to a real-world setting.
- Gain skills to add to their toolkit as they move forward in their career path.

Meet Our Jaguars



98%
**RECEIVE
FINANCIAL AID**



73%
PAY \$0 TUITION



70%
FIRST-GENERATION



7,000
ENROLLED



1 IN 6
**MILITARY
CONNECTED**



30+
**ACADEMIC
PROGRAMS**

INTERNS AT

WORK



**SANDRA
CORDELL**

"I set up the protocol for a new phase of marketing for the organization, and made some connections to learn a bit about grant writing, as this is an important vehicle for nonprofits to survive. This internship gave me the confidence to move forward in the communication field and in the future I am hoping to work with a nonprofit company."



BRIGID COOLEY

"While navigating an entirely new team remotely, I was able to pick up better communication skills while learning to cultivate sources outside of the student newsroom. Learning to report and write engaging stories under the odd circumstances of a pandemic is something that has benefited me greatly."

MORIAH WALTON



"Before my internship, I had mostly worked with lower elementary. This experience has given me the chance to work with upper elementary and see the difference in curriculum and instruction which will be important for I will be able to work with all grades with some level of experience."

RUBY WILLIAMS



"This experience improved my understanding of my future career interests by making me aware of professional development requirements and opportunities. I was able to witness that there is support in this field."

Paid Internships

- Internship opportunities can be paid or unpaid. Determine ahead of time if you will be able to compensate your intern. This could be in the form of an hourly wage or a stipend.
- Even if a student is earning college credit for an internship, the student is still permitted under the Fair Labor Standards Act to be compensated.
- Paid interns make ideal workers - hungry to learn, eager to make a good impression, and willing to perform a multitude of tasks.
- The relatively small amount of money employers spend on intern wages and benefits is a good investment.

Note: If you don't plan to pay your intern, be sure to review Fair Labor Standards Act on the next page #14

Source: Michael True- Messiah College- www.messiah.edu/internship

Mays Center Programs

LEARNING FROM EXPERIENCE



In 2020 A&M-SA launched the Career READY Program, which allows students to utilize their Federal Work Study award to receive a market-wage for off-campus employment. Employer partners contribute 0-50% of student wages depending on government, non-profit, or for-profit status. Though this is a limited funded program based on Department of Education funding, A&M-SA handles all payroll and taxes. Students are required to do an additional 10 hours of professional trainings as part of the program, in addition to the hours required at the internship site.

In the first year of the program:



27 students were hired



\$167K total paid out to students



9 employer partners



14 clinical teachers
7 school districts



INTERNSHIP GRANT

For students completing unpaid internships for academic credit can apply for the chance to receive a \$1,200 stipend paid through the Mays Center

\$16,800

awarded 2021-2022

Fact Sheet #71: Internship Programs Under The Fair Labor Standards Act

This fact sheet provides general information to help determine whether interns and students working for “for-profit” employers are entitled to minimum wages and overtime pay under the Fair Labor Standards Act (FLSA).¹

Background

The FLSA requires “for-profit” employers to pay employees for their work. Interns and students, however, may not be “employees” under the FLSA—in which case the FLSA does not require compensation for their work.

The Test for Unpaid Interns and Students

Courts have used the “primary beneficiary test” to determine whether an intern or student is, in fact, an employee under the FLSA.² In short, this test allows courts to examine the “economic reality” of the intern-employer relationship to determine which party is the “primary beneficiary” of the relationship. Courts have identified the following seven factors as part of the test:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. The extent to which the internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

¹ The FLSA exempts certain people who volunteer to perform services for a state or local government agency or who volunteer for humanitarian purposes for non-profit food banks. WHD also recognizes an exception for individuals who volunteer their time, freely and without anticipation of compensation, for religious, charitable, civic, or humanitarian purposes to non-profit organizations. Unpaid internships for public sector and non-profit charitable organizations, where the intern volunteers without expectation of compensation, are generally permissible.

² E.g., *Benjamin v. B & H Educ., Inc.*, ___ F.3d ___, 2017 WL 6460087, at *4-5 (9th Cir. Dec. 19, 2017); *Glatt v. Fox Searchlight Pictures, Inc.*, 811 F.3d 528, 536-37 (2d Cir. 2016); *Schumann v. Collier Anesthesia, P.A.*, 803 F.3d 1199, 1211-12 (11th Cir. 2015); see also *Walling v. Portland Terminal Co.*, 330 U.S. 148, 152-53 (1947); *Solis v. Laurelbrook Sanitarium & Sch., Inc.*, 642 F.3d 518, 529 (6th Cir. 2011).

Courts have described the “primary beneficiary test” as a flexible test, and no single factor is determinative. Accordingly, whether an intern or student is an employee under the FLSA necessarily depends on the unique circumstances of each case.

If analysis of these circumstances reveals that an intern or student is actually an employee, then he or she is entitled to both minimum wage and overtime pay under the FLSA. On the other hand, if the analysis confirms that the intern or student is not an employee, then he or she is not entitled to either minimum wage or overtime pay under the FLSA.

Where to Obtain Additional Information

This publication is for general information and is not a regulation. For additional information, visit our Wage and Hour Division Website: <http://www.wagehour.dol.gov> and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone, 1-866-4USWAGE (1-866-487-9243).

U.S. Department of Labor
Frances Perkins Building
200 Constitution Avenue, NW
Washington, DC 20210

1-866-4-USWAGE
TTY: 1-866-487-9243
[Contact Us](#)

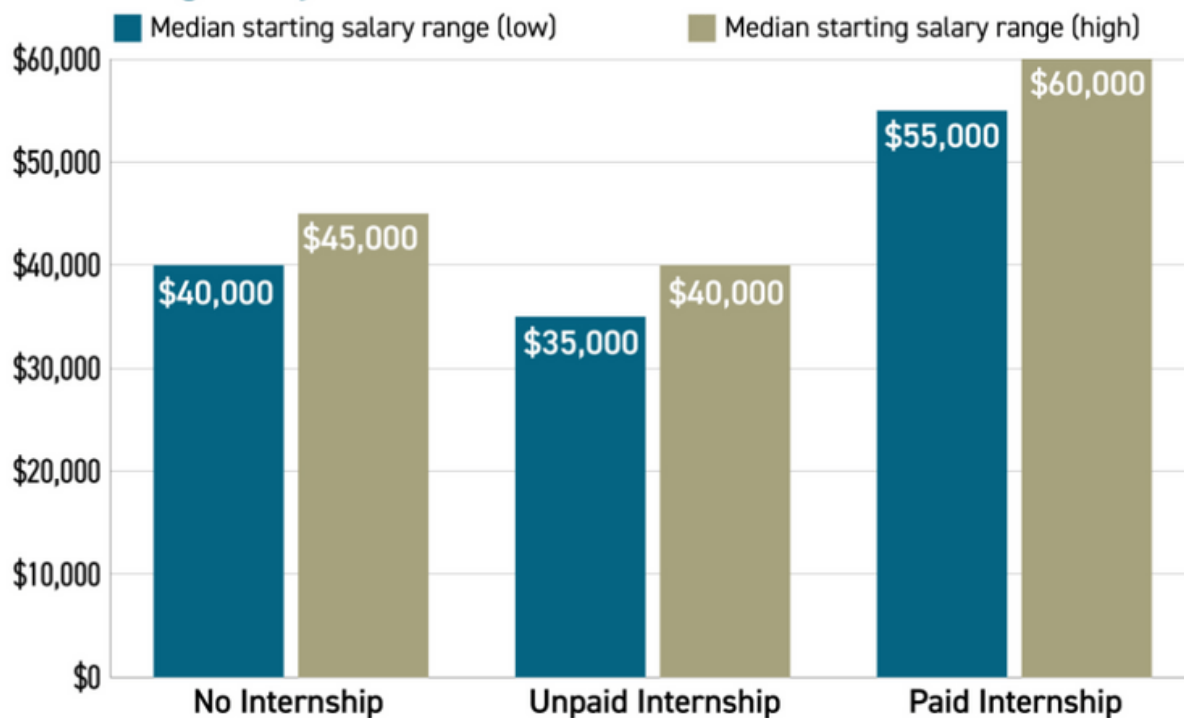


National Association of Colleges and Employers

Paid Interns Gain Higher Starting Salaries

NACE Journal, November 2020

FIGURE 1B: OUTCOMES, BY INTERN STATUS
Starting salary



This data supports our efforts to provide A&M-SA students more opportunities for success after college through paid internship experiences.

5 SIMPLE STEPS TO DEVELOPING AN INTERNSHIP PROGRAM

A checklist to make sure you have everything covered



75%

Employers prefer that new graduate hires have some type of career-related work experience.

8

Average number of months in advance of start date that employers begin recruiting interns

STEP 1

Set Goals and Policies for the Internship Program

Things to consider...

What is the main goal for your company's internship program?

- Look at current business activities and consider what ongoing work you would like to expand or projects you would like to initiate or complete.
- Consider projects that are beneficial to your organization and provide challenging learning experiences for students under the supervision of one of your staff.
- Examine your company's recruiting needs. Are you expecting areas to grow? Are you struggling to find a diverse population of candidates? Are you seeking new talent with fresh ideas to stay ahead of the trends in your industry?

Where will the intern be located?

- If you plan to offer a traditional internship experience, consider where this intern will be located. This is especially important if you have multiple locations.
- If you choose to move forward with a virtual internship, consider what tools and platforms you will need the intern to have access to.

Who will supervise and mentor your interns?

- An internship supervisor should be someone who has the time and resources to train, teach, and guide interns in their role to ensure the project is completed on time and within budget.
- An internship supervisor should be someone who the intern can easily access to gain feedback and direction, and someone who is knowledgeable about the project and can provide some wisdom.

What resources are needed?

- Consider what all will it take for this intern to successfully complete tasks and projects (technology, desk space, supplies, etc.)
- Will there be special training programs, performance reviews, lunches with executives, social events? Keep in mind that your interns are walking advertisements for your company. If they have a good experience working for you, they're likely to tell their friends – word gets around (True, M., Messiah College).

STEP 2

Write a Plan for the Internship Opportunity

- Identify project goals for the intern
- Determine a timeline for the internship
 - Note: Academic internships typically start and end in one semester.
 - Most academic internships require at least 100 hours.
- Create/identify a work-space for the intern. Virtual internships require communication tools and platforms to ensure proper communication between the intern and the site supervisor
 - It is helpful if this work-space is close to the internship supervisor so the intern has access to feedback and information needed to complete the project.
 - It is also helpful to determine what materials/equipment will be needed for the intern to complete the project (e.g. computer, paper files, equipment). We encourage the use of company devices to better ensure confidentiality of student's work with your organization.
- Create a project description that you can use to map out a work plan. This will help everyone on your current staff understand the expectations and purpose of this position.
- Consider including student Learning Objectives to the plans. Create a list of 2-4 clear outcomes the student will gain from the tasks/ projects. See next page.

NACE Career Competencies

The National Association of College and Employers (NACE) suggests employers are looking for these top 8 skills for recent graduates to bring to positions, how might you connect these skills with the tasks/ projects your program has for your interns?



STEP 2- CONTINUED

GUIDELINES FOR CREATING INTERNSHIP LEARNING OBJECTIVES

As part of the criteria on internships set forth by the National Association for Colleges and Employers (NACE) and the Department of Labor's Fact Sheet # 71, which defines criteria for legal internships, an internship must be an extension of learning outside the classroom and there must be learning objectives set up ahead of time.

Purpose of Learning Objectives

Learning objectives are statements that clearly define what a student will learn during the internship. The objectives should help the student, the site supervisor, and the internship instructor (when applicable) evaluate the learning progress of the intern. Learning objectives should not try to cover all aspects of the internship, but instead focus on select areas that the student will be exposed to throughout the internship. Each learning objective should involve new learning, expanded growth, or improvement on the job.

THE FOLLOWING ARE EXAMPLES OF TASKS OR GOALS; NOT LEARNING OBJECTIVES:

- Intern will work on PowerPoint presentations.
- Intern will participate as a team member in day to day office tasks.

Guidelines for Writing Learning Objectives

A minimum of two objectives are required. Try to limit the learning objectives to no more than six. Each learning objective should be specific, measurable, and limited to a single definitive result. A measurable learning objective is a statement that clearly and precisely describes what it is the intern will accomplish by performing a task.

EXAMPLES OF STRONG LEARNING OBJECTIVES:

- Intern will network and establish professional contacts in the fashion industry by attending PR events and attending client meetings.
- Intern will learn how to address buyers' questions relating to commercial real estate by accompanying a licensing associate during a property viewing.

STEP 3

Recruit a Qualified Intern- Postings & Timeframes Matter

- Students spend a lot of time reading job postings and looking for engaging and well-developed programs, see next page for example.
- Students are looking for internship that align to their career interests and provide compelling and high-touch experiences.
- Students are interested in experiences that will give them real work, real projects, and that clearly display how they will make an impact for the company and even for the community.
- Keep in mind you will want to begin your search 3-4 months in advance to ensure you have enough time to hire the best candidate for the job.
- Choose interns the same way you would in hiring a permanent employee. This opens up the opportunity to hire the intern on full-time after they graduate.
- Once you have chosen your top candidates, arrange for interviews. Best practice is to contact your top candidates within 3-5 days of their application.
- Identify your top candidate and extend an offer. Once the offer has been accepted, notify candidates who were interviewed but not chosen for the position. Do offer feedback to the unselected students, they appreciate this tremendously!

An Introduction to Handshake & Recruiting

- Texas A&M University-San Antonio utilizes Handshake - an online job platform - to post internship positions. Pages 16-17 include a step-by-step guide on how to complete a profile and connect with our campus to post your internship opportunity!
- We also host career fairs and industry specific events on campus in both the fall and spring semesters and we would love to have you join us. To get involved, please check out our events on Handshake or call the Mays Center for Experiential Learning and Community Engagement at (210) 784-1356.
- Campus recruitment can look very different depending on how you want to connect with our students. We welcome your ideas to fully allow you to have an engaging experience on campus. Some traditional opportunities that we currently offer are: on-campus interviewing, tabling, externship days, networking opportunities, hosting events such as information sessions, and guest lecturing to classes.

SAMPLE INTERNSHIP DESCRIPTION

Position: Marketing Intern

Organization: Monsters Inc.

Location: One Monster Ave, Screamville MO, 55555

Department: Scare Floor

Start Date: 09/15/2022

Time Requirements: Part-Time 15-20 hours/week

Paid: \$13.00/ hr

Major(s) Requested: Business, Marketing, Communications, or similar

GPA Desired: 2.5

Number of Openings: 3

Job Description: We are looking for an enthusiastic marketing intern to join our marketing department and provide creative ideas to help achieve our goals of marketing scares. You will assist with developing and implementing marketing strategies for a current project. As a marketing intern, you will collaborate with our marketing and advertising team in all stages of marketing campaigns. Your insightful contribution will help develop, expand, and maintain our marketing channels across the monster community. This internship will help you acquire marketing skills and provide you with knowledge of various marketing strategies. You will gain broad experience in marketing and will be prepared to enter any fast-paced work environment.

Responsibilities:

- Collect quantitative and qualitative data from marketing campaigns
- Perform market analysis and research on competitions on scare floor
- Support the marketing team in daily administrative tasks with Roz
- Assist in marketing and advertising promotional activities (e.g. social media, direct mail, and web)
- Prepare promotional presentations with Mike Wazowski, including skits
- Help organize marketing events for all scare staff
- Manage and update company database and customer relationship management systems (CRM)

Learning Objectives:

- Learn to collect 2 types of quantitative and qualitative data from 3 specific marketing campaigns
- Apply knowledge of 2 marketing strategies to a special population to improve company impact by 10-15% across that target demographic

About Monsters, Inc.

Monsters, Inc.'s main duty is to provide all citizens in Monstropolis with energy in the form of captured screams collected from children. We scare because we care!

How to complete a profile and connect with Texas A&M University-San Antonio

1. Go to <https://app.joinhandshake.com/register>. Fill out the information requested and then click Sign Up. Please note, you should enter your company email address to expedite your approval process. User account requests using gmail, hotmail, yahoo, outlook, or other public email services will slow your approval and make it harder to connect to your company's profile. Additionally, your phone number will not be shown unless you choose that option on your profile.

Sign up as an Employer

First Name Last Name

Email Address (use your work email)

Password Confirm Password

Phone Number

Job Title

[Sign Up](#)

One Trusted, integrated Network

Recruit top students from over 400 University partners

2. Enter your recruiting interests to help us better understand how you'll use Handshake. Then click Next: Employer Guidelines.

a. Preference majors (select all or a few)

Welcome to Handshake, Mays
Before continuing, we need a bit more info

Tell us the types of students you wish to recruit

- Agriculture, Food & Horticulture
- Arts & Design
- Business, Entrepreneurship & Human Resources
- Civil & Government
- Communications
- Computer Science, Information Systems & Technology
- Education
- Engineering

Add your Alma Mater

School Name Graduation Year

[Next: Employer Guidelines](#)

Rich, Validated Data

Find the right fit across 8.5 million verified student profiles

- 550k business students
- 360k finance students
- 245k computer science students
- 435k consulting students

b. Agree to the employer guidelines

Handshake Employer Guidelines

Millions of students place their trust in Handshake and the companies on our platform. To maintain that trust, all employers on Handshake must agree to the following general guidelines, in addition to our Terms of Service:

- Be Accurate and Trustworthy:** Tell the truth about your company, your team and the jobs available.
- Be Fair:** Do not discriminate based on ethnicity, national origin, religion, age, gender, sexual orientation, disability or military / veteran status or lack thereof.
- Keep Your Commitments:** When you make a commitment to a school or student, keep it. If you can't, work to provide a fair and equitable path for affected students.
- Keep Student Info Confidential:** Guard student information as if it were your own. Do not disclose any personal information without the prior consent of a student.

In addition, most career service centers require employers to abide by the full NACE Principles for Employment Professionals.

Are you a 3rd party recruiter working on behalf of another company? [Yes](#) [No](#)

[Next: Confirm Email](#)

By continuing, you agree to the [Terms of Service](#), acknowledge you have read the [Privacy Policy](#), and agree to Handshake's [Employer Guidelines](#). You will also receive communication from Handshake related to your jobs and on-campus activities.

You will receive 100% of the fee. This does not apply to institutions whose purpose and character are primarily religious (i.e. a university).

3. An email will be sent to you to confirm your email address. Please click Confirm to finish registration process.

c. Confirm your email address



Great! You've successfully signed up for Handshake.

We've sent you a link to confirm your email address. Please check your inbox. It could take up to 10 minutes to show up in your inbox.

handshake | [Need Help?](#)

Confirm your email address on Handshake

Hi Mays,

Welcome to Handshake! Please confirm your email address to get started.

[Confirm Email](#)

If this is a mistake, you can [cancel the registration](#) at any time.

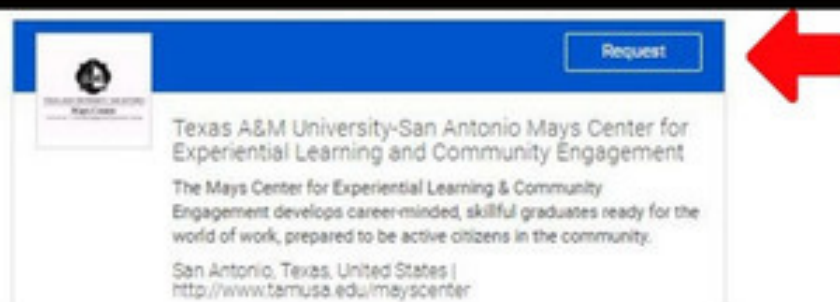
HAVE QUESTIONS? [Click on our help page or sign up for one of our upcoming webinars](#)

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4. When you click the Confirm Email button in your confirmation email, you will be brought back to Handshake where you will connect with your organization or company. For A&M-SA departments, you will need to request to connect with the employer account that has been created for you. Departments are listed as Texas A&M University-San Antonio Department Name to allow for standardization across campus. If you are unable to locate your department, please feel free to create the account or connect us at the information below for assistance.

Click the Join button if Handshake was able to find your organization. If a company appears, but is incorrect, please follow the on-screen instructions shown under "Not your company"?

If your company does not exist, you can click "Create New Company."



Request

Texas A&M University-San Antonio Mays Center for Experiential Learning and Community Engagement

The Mays Center for Experiential Learning & Community Engagement develops career-minded, skillful graduates ready for the world of work, prepared to be active citizens in the community.

San Antonio, Texas, United States | <http://www.tamusa.edu/mayscenter>

5. After your request, scroll to the top for the next step: Click on the Connect to Schools button.



handshake Help Mays ▾

Step 3 of 4 - You've selected Texas A&M University-San Antonio Mays Center for Join Company Experiential Learning and Community Engagement

Next: Connect to Schools

6. Search for our campus by typing "Texas A&M University-San Antonio" and select the add icon when it appears. Proceed forward by selecting Next: Finish.



Texas A&M University-San Antonio

San Antonio, Texas • 6,500 students • A member of The Tex...

7. You're all done! Click the Finish button at the top of the page. A Mays Center representative will approve you within 2 business days. In the meantime, you can learn more about Handshake as you await activation. We recommend you review the following helpful resources:

While You Wait

Get started by learning more about Handshake



- Visit Handshake University
- Check out our FAQs
- Explore our features

How to post a job - <http://bit.ly/POSTINGJOBS>

How to duplicate a job posting - <http://bit.ly/DUPLICATINGJOBS>

How to set up job requirements - <http://bit.ly/JOBREQUIREMENTS>

How to register for a recruitment fair - <http://bit.ly/FAIRS>



STEP 4

Manage the Intern



Start Strong- Orientation!

- Start your intern off on the right foot by offering a robust orientation on their first day and identify a point person. This is especially important if you are considering a virtual internship experience. Having the intern meet the team and get familiar with everyone is a great way to start opening up the lines of communication early and foster a team environment.
- Make sure the intern has the resources they need to do the job.
 - Examples: A proper workstation, telephone, computer and email account, access to the supply room and copy machine, and office keys, or access to internet and other virtual platforms and tools.

Create an Internship Syllabus

- Students are accustomed to this structure of outlining assignments and deadlines, so creating a syllabi to outline the project/tasks you want to intern to work on can help provide structure for the experience.
- You can include a time line which is also very helpful. A sample syllabus is included in the resource section of this guide for your reference.

Monitor Your Intern's Progress

- Be aware of your intern's daily tasks. The internship syllabus will help with this.
- Give detailed explanations of work tasks to help orient the intern to their responsibilities and the expectations of the position. This may be their first work experience, and detailed expectations will help form their professionalism in a way that matches your company policy. A few extra minutes of explanation will pay off later when the intern produces good work independently!
- Help your intern set goals for completion of various tasks, including daily, weekly, and monthly goals. This will help establish a solid work ethic for the intern.
- Give regular, constructive feedback to your intern.
 - Internship Supervisor: Day-to-day performance and tasks
 - Internship Coordinator: Program oversight and logistics
 - Internship Mentor: Guidance and motivation

STEP 4- ORIENTATION OUTLINE

SAMPLE OUTLINE & TIPS

- Review organization vision and department missions
 - How did the organization start? Why?
 - What is unique about your product or service?
 - Who benefits from your product or service?
 - What are the organization's current objectives?
 - How may the intern contribute to those objectives?
- Give the intern a feel for the organizational structure
 - Provide an organizational chart or staff list with phone numbers
 - Discuss who reports to whom?
 - What is the intern's department responsible for and how does that fit into the larger picture?
 - How are decisions made?
 - Which personnel can answer different kinds of questions?
- Explain the need-to-know items or give training on any virtual platforms that will be used
 - Parking
 - Work station or virtual platform training
 - Specific work dates and times
 - Office hours, breaks, and lunches, bathroom locations, etc.
 - Internet access
 - Using office equipment or give students access to office equipment virtually. Make sure student knows how to access IT/technical support
 - Dress code
 - Attendance and punctuality
 - Virtual meeting etiquette/expectations
- Review organizational and employee policies
 - Security and confidentiality issues
 - Are there any state, local, or federal laws that they need to know to complete their work
- Identify and discuss main projects
 - Job description
 - Results expected
 - Action plan
- Set regular evaluation meetings
- Inform the intern of departmental or staff meetings they are expected to attend, and provide time during those meetings for the interns to report progress on their project
- Identify a back-up supervisor or support person who can answer the intern's questions if their regular supervisor is unavailable
- Answer any questions the intern may have
- Provide a tour of facility, and introduce intern to your staff

STEP 4- CREATE SYLLABUS

SAMPLE SYLLABUS

Department
Property – Northeast
Supervisor
Mary Smith Managing Director, Property – Northeast GIS Insurance Brokerage Email: MarySmith@GISinsbrokerage.com Phone: 555-555-5555
Dates
Monday, June 1, 2020 – Friday, July 31, 2020
Internship Objectives
At the conclusion of your internship, you should be able to: <ul style="list-style-type: none"> • Understand the fundamentals of property insurance • Understand the various departments and functions of GIS Insurance Brokerage • Service property brokerage accounts • Understand carrier partners’ risk appetites for habitational, manufacturing, and builders risk property accounts • Market small property accounts • Leverage your new network to knowledgeably pursue a career path in property insurance

Schedule (Note: All activities are virtual unless otherwise noted)		
Week	Focus	Projects/Activities
Week 1: June 1-5, 2020	<ul style="list-style-type: none"> • GIS Insurance Company overview • Systems overview 	<ul style="list-style-type: none"> • Onboarding with HR • Team welcome lunch • Intern event: Intern Meet-and-Greet • Corporate training checklist • Property department leader introductions
Week 2: June 8-12, 2020	<ul style="list-style-type: none"> • Property department overview • Broker account support 	<ul style="list-style-type: none"> • Property insurance 101 • Shadow broker technical assistants • Begin servicing accounts • Intern webinar: Marketing Department • Intern project: Final presentation group assignments and topic selections
Week 3: June 15-19, 2020	<ul style="list-style-type: none"> • Broker account marketing 	<ul style="list-style-type: none"> • Shadow marketing specialists • Intern webinar: Ocean Marine Insurance • Continue servicing accounts

STEP 4 CONTINUED



Manage the Intern

Foster Collaboration

- Have the intern work on a team project. That could be with other interns or with other professional staff. Pairing them up with others on your team will help with building a team environment and help the intern feel part of the team. Also, give the intern(s) a chance to present on this collaboration or project.
- Build weekly challenges or games into the internship experience. This could be a friendly competition within the interns or just small challenges they should report on in their supervision meetings that help them learn more about the company and their fellow employees.
- Build in meetings throughout the experience for the interns to connect with others. Make it a networking lunch or a coffee and conversations meeting.

Virtual Internship Programming

- Consider if your program will be remote/virtual or a hybrid of remote/in-person.
- List what technology and systems the intern will be access to if they work remotely.
- Plan for how you will track work progress. Systems like Microsoft Teams, Google Docs, Asana, Monday have project tracking systems.
- Build in opportunities for the intern and even professional staff to take advantage of weekly educational webinars. If your employees have access to different learning resources, give this access to your interns as well.
- Create a virtual book club or virtual wellness activities, this allows the interns to feel included and that a healthy balance is valued.



STEP 5

Conduct Reflection & Evaluation

- Having hard evidence will help validate your internship program. Create an evaluation for the intern as well as for supervising employees to evaluate the effectiveness of the program experience (see example on next page). *Do not expect an evaluation from the student's professor if the student is completing for academic course credit.*
- Work with the student on reflecting about their experience to determine if it was as valuable as you both thought it would be. You should also include reflection on how they feel about the Learning Objectives and NACE Career Competencies. This could even help them determine how to express the experience on their resume/cover letter and in interviews!
- More quantitative measures are also important and can be helpful for upper management. You can use the program outcomes as a starting point to measure the internship program value. Other measures may include how many interns became full-time employees, other departments requesting interns, and a growing number of internship applications.
- Provide an opportunity for the intern to stay connected. Offer to connect with them on LinkedIn and offer to write them a positive performance review and future references. If possible and deserved, offer them a full-time position!

STEP 5- CREATE AN EVALUATION

SAMPLE EVALUATION

Please respond to the following questions regarding your internship experience.
This form provides opportunity for frank appraisal of your internship site and supervisor.

Your Name: _____ Date: _____

Organization: _____ Semester/Year: _____

Location: _____ Supervisor: _____

Please rate the following aspects of your internship experience on the basis of this scale:

(1) Poor (2) Fair (3) Good (4) Excellent

Site

Physical environment was safe	1	2	3	4
An orientation was provided to the organization	1	2	3	4
Adequate resources were available to accomplish projects	1	2	3	4
Co-workers were accepting and helpful	1	2	3	4

Supervisor

Supervisor provided a clear job description	1	2	3	4
Regular feedback was provided on my progress and abilities	1	2	3	4
An effort was made to make it a learning experience for me	1	2	3	4
Supervisor provided levels of responsibility consistent with my abilities	1	2	3	4
Supervisor was supportive of the agreed-upon work days and hours	1	2	3	4

Learning Experience

Work experience related to my academic discipline and/or career goal	1	2	3	4
Opportunities were provided to develop my communication skills	1	2	3	4
Opportunities were provided to develop my interpersonal skills	1	2	3	4
Opportunities were provided to develop my creativity	1	2	3	4
Opportunities were provided to develop my problem-solving abilities	1	2	3	4
This experience has helped prepare me for the workplace	1	2	3	4

Overall Value Rating for this Internship 1 2 3 4

Feel free to explain any of your responses to the above criteria here (use other side if necessary)

Would you work for this supervisor again? ___ Yes ___ No ___ Uncertain

Would you work for this organization again? ___ Yes ___ No ___ Uncertain

Would you recommend this organization to other students? ___ Yes ___ No ___ Uncertain



VIRTUAL RESOURCES

- Micro Internships:
 - Riipen- app.riipen.com/marketplace
 - Parker Dewey Micro-Internships- <https://info.parkerdewey.com/tamusa>
- Virtual/Remote internship experiences will need to determine a collaboration tool
 - Suggestions include: WebEx, Zoom, Google Hangouts, Microsoft Teams, Monday, and/or Slack.

ACADEMIC INTERNSHIPS

Standard requirements:

- Enrolled in class the semester of internship.
- Most require at least 100 hours over the course of the semester.
- Most academic programs do not require internships be done for course credit.

A&M-SA ACADEMIC INTERNSHIP PROGRAMS

COMMUNICATIONS
HUMAN RESOURCES
MARKETING
ACCOUNTING
FINANCE
BUSINESS ADMINISTRATION
PSYCHOLOGY
KINESIOLOGY
CLINICAL TEACHING
APPLIED BEHAVIORAL ANALYSIS

COUNSELING
WATER PROGRAM
COMPUTER SCIENCE
CYBER SECURITY
ENGLISH
HEALTH
POLITICAL SCIENCE
SOCIOLOGY
CRIMINOLOGY
MATHEMATICS
HUMAN SERVICES



FREQUENTLY ASKED QUESTIONS

QUESTION

ANSWER

WHAT LEVEL OF COMPENSATION IS TYPICAL FOR AN INTERNSHIP?
RESEARCH AND ASSESSMENT

AN HOURLY WAGE CAN VARY DEPENDING ON THE INTERN'S EXPERIENCE AND QUALIFICATIONS. HOURLY WAGES FOR INTERNS TYPICALLY RANGE FROM \$12.00 TO \$20.00 PER HOUR. IF YOU CANNOT BUDGET AN HOURLY WAGE, YOU MAY WANT TO CONSIDER OFFERING A MONTHLY OR SEMESTER BASED STIPEND TO THE INTERN.

DO INTERNS WORK 40 HOUR WORK WEEKS? DO THEY TYPICALLY WORK FIVE DAYS A WEEK?

INTERNSHIPS ARE FLEXIBLE AND HOUR REQUIREMENTS MAY VARY DEPENDING ON THE STUDENT'S MAJOR GRADUATION REQUIREMENTS. TYPICALLY STUDENTS PLAN THEIR INTERNSHIP SCHEDULES AROUND THEIR CLASS SCHEDULE. PART-TIME INTERNSHIPS CAN RANGE FROM 8 TO 30 HOURS PER WEEK. DISCUSSING AVAILABILITY WITH THE CHOSEN INTERN RIGHT AWAY WILL HELP MAKE SURE THE SCHEDULE WILL WORK FOR BOTH PARTIES. IT IS ALSO RECOMMENDED THAT YOU CHECK WITH YOUR COMPANY'S HUMAN RESOURCES DEPARTMENT REGARDING YOUR COMPANY'S POLICIES.

QUESTION

ANSWER

WHEN DO INTERNSHIPS TYPICALLY BEGIN? HOW LONG DO THEY LAST?

INTERNSHIPS USUALLY FOLLOW THE STARTING AND ENDING DATES OF THE ACADEMIC SEMESTER. SOME DEPARTMENTS ALLOW/APPROVE SUMMER INTERNSHIPS DURING SUMMER BREAKS.

- **SUMMER** INTERNSHIPS TYPICALLY START IN MAY/JUNE AND END IN AUGUST.
- **FALL** INTERNSHIPS TYPICALLY START IN SEPTEMBER AND END IN DECEMBER.
- **SPRING** INTERNSHIPS TYPICALLY START IN JANUARY AND END IN APRIL.

YOU CAN ALSO EXTEND THE INTERNSHIP IF IT IS MUTALLY BENEFICIAL!

WHEN SHOULD I START LOOKING FOR AN INTERN?

POSTING YOUR INTERNSHIP POSITION AT LEAST 3-4 MONTHS PRIOR TO THE DESIRED START DATE WILL GIVE YOU ENOUGH TIME TO POST YOUR POSITION, REVIEW CANDIDATE APPLICATIONS, AND CHOOSE THE TOP CANDIDATE.

CAN FULL-TIME EMPLOYMENT BE OFFERED AFTER THE INTERNSHIP PROGRAM HAS BEEN COMPLETED?

ABSOLUTELY! IF YOUR ORGANIZATION AND THE INTERN COME TO AN AGREEMENT ABOUT FULL-TIME EMPLOYMENT, THEN THE STUDENT CAN BE HIRED ONCE THE INTERNSHIP IS COMPLETE.

DOES YOUR UNIVERSITY OFFER ANY FEDERAL WORK STUDY POSITIONS FOR OFF CAMPUS INTERNSHIPS?

IT DEPENDS. STARTING IN SPRING 2021, A&M-SA BECAME PART OF THE FEDERAL WORK STUDY EXPERIMENT PROGRAM, A SHORT-TERM EXPERIMENT THAT OFFERS A CHANCE FOR STUDENTS TO PURSUE OFF CAMPUS EXPERIENCES RELATED TO THEIR CAREER INTEREST. FUNDING AND STUDENT ACCESS IS LIMITED, BUT YOU CAN INQUIRE WITH THE MAYS CENTER ON THE DETAILS IF YOU ARE INTERESTED.

CAN I CONNECT WITH FACULTY ABOUT PLACING STUDENTS IN MY INTERNSHIP PROGRAM?

WE DO NOT PARTICIPATE IN "PLACING" STUDENTS IN OPPORTUNITIES. WE REQUIRE ALL INTERNSHIPS BE POSTED ON HANDSHAKE FOR EQUAL ACCESS BY ALL STUDENTS. WE ENCOURAGE COMPANIES TO INTERVIEW AND PARTICIPATE IN A STANDARD HIRING PROCESS. MOST ACADEMIC PROGRAMS DO NOT REQUIRE STUDENTS TO COMPLETE AN INTERNSHIP, BUT WE ARE HAPPY TO CONNECT YOU WITH FACULTY AS IT MAY SUIT YOUR RECRUITING AND PROGRAM NEEDS.



TEN CONCERNS OF INTERNS

GIVE US REAL WORK!

IT CAN'T BE OVERSTATED THAT INTERNS WANT TO WORK AND LEARN. AN INTERNSHIP CAN HELP YOU GET A JOB DONE THAT YOU COULDN'T OTHERWISE, RIGHT? IF YOU'VE BROUGHT ON AN INTERN AS A RECRUITMENT TOOL, THEN HOW WILL YOU BE ABLE TO ASSESS THEIR ABILITIES? IT JUST MAKES SENSE TO UTILIZE YOUR INTERNS WELL.

DO WHAT YOU SAY, AND SAY WHAT YOU DO!

BE HONEST WITH YOUR INTERNS ABOUT WHAT THEY CAN EXPECT DURING THEIR INTERNSHIP. IF THE JOB WILL REQUIRE STUFFING SOME ENVELOPES, THEN MAKE THAT CLEAR. BUT IF YOU TELL THE INTERN THEY WILL BE RESEARCHING A PROJECT, AND THEY SPEND 90% OF THEIR TIME DOING "GRUNT WORK," THEN BAD FEELINGS WILL DEVELOP. HONESTY DOESN'T COST YOU ANYTHING, AND IT WILL MAKE THE INTERNS FEEL MORE RESPECTED.

WE LIKE FEEDBACK!

REMEMBER THAT INTERNS ARE STUDENTS, AND THEY MAY NOT HAVE THE BUSINESS SKILLS AND EXPERIENCES THAT YOU TAKE FOR GRANTED. IF YOUR INTERN MAKES AN OVERSIGHT, JUST PULL HIM OR HER ASIDE AND EXPLAIN HOW THE SITUATION SHOULD BE HANDLED IN THE FUTURE.

WE WANT TO BE INCLUDED, TOO!

IS THERE A STAFF MEETING THEY CAN ATTEND? CAN THEY QUIETLY TAG ALONG TO THAT NEXT PROJECT MEETING OR OFFICE LUNCHEON? INCLUDE THEM IN THE DAILY LIFE OF YOUR WORKPLACE. AFTER ALL, IF YOU HELP THEM GAIN A BROADER PERSPECTIVE, IT WILL HELP EVERYONE INVOLVED.

PLEASE EXPLAIN.

WHEN YOU ASSIGN WORK, MAKE SURE YOU GIVE A DETAILED EXPLANATION. WHILE THE WORK MAY SEEM TRIVIAL AND OBVIOUS TO YOU, IT MAY NOT BE OBVIOUS TO SOMEONE WHO'S NEVER DONE IT BEFORE. PATIENCE AND A FEW EXTRA MINUTES AT THE BEGINNING WILL PAY OFF LATER WHEN YOUR INTERN CAN PRODUCE GOOD WORK INDEPENDENTLY.

Michael True - Messiah College





I WANT A MENTOR!

MAKE SURE THAT INTERNS HAVE A MENTOR OR SUPERVISOR TO PROVIDE GUIDANCE. MAKE IT SOMEONE WHO TRULY LIKES TO TEACH, AND THE EXPERIENCE WILL BE EVEN BETTER.

A MINUTE OF YOUR TIME, PLEASE.

THE BEST MENTOR IN THE WORLD IS USELESS IF HE OR SHE CAN'T, OR WON'T, SPEND THE NECESSARY TIME MENTORING. AS NEWCOMERS, INTERNS MAY NOT SPEAK UP IF THEY'RE FEELING IGNORED, SO THE BURDEN OF MAKING SURE THEY'RE OKAY IS ON THE MENTOR. THEY SHOULD SCHEDULE REGULAR TIMES TO MEET WITH THE INTERN.

BE PREPARED!

THAT WONDERFUL DAY HAS ARRIVED AND THE INTERN GOES TO START THEIR INTERNSHIP ONLY TO LEARN THAT NO ONE KNEW THEY WERE COMING, AND THERE IS NO PLACE FOR THEM TO WORK. BRIEF YOUR STAFF OF THE STUDENT'S IMPENDING ARRIVAL, AND HELP THE INTERN GET STARTED ON A POSITIVE NOTE.

UM...I NEED A CHAIR.

IT IS AMAZING HOW MANY EMPLOYERS HIRE AN INTERN AND DON'T THINK ABOUT THE FACT THAT THEY WILL NEED A DESK, CHAIR, PHONE, AND A COMPUTER IN ORDER TO DO THE TASK ASSIGNED. IT ISN'T FUN OR EFFICIENT TO MOVE AN INTERN FROM DESK TO DESK. IF YOU WANT TO GET A JOB DONE, YOU NEED TO SUPPLY THE INTERN WITH THE TOOLS THEY NEED.

SHOW ME THE MONEY (AS BEST YOU CAN).

WHILE INTERNSHIPS DIFFER, AND EACH INDUSTRY HAS ITS OWN PERSONALITY, REMEMBER THAT INTERNS HAVE EXPENSES. YOUR ORGANIZATION MAY NOT BE IN A POSITION TO PAY MUCH, BUT ANYTHING CAN HELP. MAYBE YOU CAN HELP PAY FOR THEIR PARKING AND/OR TRANSPORTATION, OR DEVELOP SOME OTHER CREATIVE WAY TO ASSIST THEM.

Michael True - Messiah College



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"Developing career-ready & community-minded students."