TABLE OF CONTENTS

Understanding the Basics
- Introduction
- Definition of an Internship
- Internship vs. Part-time Job
- Credit vs. Non-credit
- Paid vs. Unpaid
- Benefits of an Internship
- Liability Insurance Policy

Getting an Internship Position
- UNCW Resources for Securing an Internship
- Internships and International Students
- Receiving Academic Credit
- Guidelines for UNCW Internships

Maximizing the Experience: Students
- Applying For Internships
- Internship Timeline
- Keys to a Professional Reputation
- Maximizing the Internship Experience
- Frequently Asked Questions

Maximizing the Experience: Employers
- Developing an Internship Program
- Finding UNCW Interns
- Successful Practices
- Sample Student Evaluation
- Principles of a High Quality Internship
- Frequently Asked Questions

Maximizing the Experience: Faculty
- Supervisor Role
- Faculty Guide to Ethical and Legal Standards in Student Hiring
- State Authorization of For-Credit Internships Outside NC
- Writing SMART Learning Objectives
- Sample Student Self-Evaluation
- Sample Site Evaluation
- Frequently Asked Questions

Additional Resources
- Writing an Enticing and Quality Internship Description
- Internship Learning Objectives Based on Skills
- Action Verbs for Writing Learning Objectives
- 15 Best Practices for Internship Programs
Understanding The Basics
Internships have become an essential part of the educational experience for college students. As students prepare for the professional world by immersing themselves in academic coursework, a viable internship is often a required component to complete a college degree. More and more employers recognize that student interns have a valuable perspective that enhances the workplace.

This guide has been developed by the UNCW Career Center to respond to common questions about student internships. Specific issues not answered in this guide may be directed to the UNCW Career Center. (click image below)

DEFINITION

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skill development in a professional setting. Students may earn academic credit from a degree-granting, educational institution. This work/learning arrangement for academic credit is overseen by a faculty member designated from the academic department within the student’s declared major.

The work/learning experience is usually the length of a semester, may be part-time or full-time, paid or unpaid. A learning agenda in the form of specific learning objectives is established prior to the start of the internship. The internship also may include one or more forms of reflection integral to the experience to distinguish it from a volunteer position or job.

Should a student choose not to earn academic credit for the internship experience, then the student should work with his or her Site Supervisor to assure appropriate learning goals are established and met upon completion of the internship experience.

[Approved by UNCW Provost & Vice Chancellor for Academic Affairs, Fall 2016]
Differentiating between an internship and a part-time job is important for you to consider before beginning an internship. Internships are established for the students to develop a better understanding of their field of interest. A crucial part of an intern’s experience is contributing to the organization through meaningful work, such as career-related tasks that encourage and allow the students to learn professionalism and obtain skills they do not yet possess. Part-time jobs, although important because of the transferable skills they allow the student to acquire, are done primarily for the student’s monetary gain and to fill a basic position within the place of employment.

The following comparisons are helpful in making the determination:

**INTERNSHIP**
- Completed for possible options: credit/no credit; credit and pay; pay/no pay
- Learning objectives reflect the goals of the student, the outcomes expected by the employer, and the requirements of the Faculty Internship Supervisor (if for credit)
- Projects or ongoing work that is purposeful and of a professional nature
- Work to be completed, not necessarily professional in nature
- Hours: typically part-time (10-20 hours/week) in a semester or a summer (2-3 months); occasionally extended into next semester or year
- Supervisor serves as a mentor figure to aid the student in the learning process
- Allows for learning of transferable skills that student does not yet possess
- The opportunity to obtain “real world” experience in field of interest and learn first-hand about companies and careers

**PART-TIME JOB**
- Completed for monetary purposes
- Learn tasks of job in order to complete the work adequately but not necessarily for personal gain
- Work to be completed, not necessarily professional in nature
- Hours: no specific start/end date or designated time frame
- Supervisor serves as an authority figure to whom the employee reports
- Serves to fill a basic position within the place of employment
- Some academic departments at UNCW require internships, and many others offer internships as elective credit within the major. It is important that you consult with the departmental Faculty Internship Supervisor to ensure that you are complying with the internship guidelines set by your department. Check out the listing of each department's faculty Internship Coordinator in the Internships section of the Career Center website.
PAID VERSUS UNPAID INTERNSHIPS

Some internships are unpaid as some corporations see gaining experience as payment enough. This is especially true if you have little or no practical experience in the industry. Some, however, do offer an hourly wage or a stipend. In evaluating your internship options, the quality of the opportunity should be the primary criterion.

The U.S. Government statement on distinguishing paid or unpaid internships states that an unpaid internship in a for-profit company is considered legitimate by the U.S. Department of Labor (DOL) if it meets ALL of the following six criteria:

**SIX CRITERIA**

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment
2. The internship is for the benefit of the intern
3. The intern does not displace regular employees, but works under the close supervision of existing staff
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded
5. The intern is not necessarily entitled to a job at the conclusion of the internship
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship

To avoid potential liability under federal law, the Career Center strongly suggests that for-profit organizations pay their interns at least the current minimum wage as part-time or temporary employees. To support the federal regulations and our UNCW students, the UNCW Career Center does not post or promote unpaid internships with for-profit organizations. With appropriate learning content and outcomes, unpaid internships with not-for-profit and governmental organizations can be posted, as per federal law.

BENEFITS OF AN INTERNSHIP

--- Why Participate in an Internship? ---

1. **Test Your Career Choices**
   An internship allows you to “try on” a career before making a long term commitment. It can help you discover if the career you’re considering is right (or wrong) for you.

2. **Increase Your Marketability**
   Employers consistently rate internship experience as one of the top criteria used when selecting candidates. Employers look for students with education and relevant experience.

3. **Develop Skills and Apply Knowledge**
   Apply theories and knowledge learned in the classroom to actual on-the-job experiences.

4. **Acquire Job Search Skills**
   Create a professional resume, sharpen your interviewing skills, and practice interacting professionally. These skills are essential for finding a job or for applying to graduate school.

5. **Build Networking Contacts**
   An internship is a great opportunity to build a network of contacts in your chosen career field. In addition, over half of all interns are hired by the organization where they interned!
LIABILITY INSURANCE POLICY

Legal Implications Related to For-Credit Internships

All UNCW students participating in an internship for academic credit must have liability insurance. Students in the College of Arts and Sciences as well as the Cameron School of Business are automatically charged for liability insurance when they register for a course number of 498. Students in the School of Nursing or the Watson School of Education are required to enroll in liability programs in their respective schools, but are allowed to also enroll in this program.

For a comprehensive guide to UNCW Insurance policies, please click the icon below.
Getting an Internship Position
### UNCW RESOURCES FOR SECURING AN INTERNSHIP

**Popular Sites for Finding Internships:**

- **SeaWork** – Career Center's online job posting system. [www.myseawork.com](http://www.myseawork.com)
- **CareerShift** – [http://uncw.edu/career/careershift.html](http://uncw.edu/career/careershift.html)
- **Internships.com** – Search for internships in this exclusive online database. You can search the information by your academic major, location of internships, and/or compensation. International internship opportunities also are listed. To access the site, select UNCW and enter our password: seahawk
- **Intern Abroad** – [http://www.goabroad.com/intern-abroad](http://www.goabroad.com/intern-abroad)
- **Internship Series Online (Internships USA)** – This comprehensive source of internships and summer jobs for students. Over 2,800 opportunities are listed. Click on Internship Series Online. See the login information in the Internship section of the Career Center website: [www.uncw.edu/career](http://www.uncw.edu/career)

### INTERNSHIPS AND INTERNATIONAL STUDENTS

Looking for an internship as an international student has its own challenges. Many employers have concerns about working with international students because they’re afraid there will be communication barriers and difficulties adapting to the company’s environment.

**Make Sure to Emphasize:**

- Intercultural skills
- Your ability to speak another language
- Experiences you have had working in the U.S.
- Your ability to work in the United States by having the proper documents available

**Working Under F-1 Status**

You can never accept unauthorized employment. See below for the types of employment that are possible while in F–1 Student status:

- **J-1 Work Authorization** (may include off-campus work) – [http://www.uncw.edu/international/isss/academictraining.html](http://www.uncw.edu/international/isss/academictraining.html)

For additional information, please visit the UNCW Office of International Programs:

- Office Location: 118 Friday Annex
- Office Number: 910-962-3685
- [http://www.uncw.edu/international/isss/students.html](http://www.uncw.edu/international/isss/students.html)
Step 1
- Meet with your faculty advisor to determine your minimum qualifications for interning.

Step 2
- Explore internship opportunities through resources offered by the UNCW Career Center and through faculty and other networking contacts.

Step 3
- Before you start working, complete the required paperwork for your major and schedule an appointment with the academic departmental faculty internship supervisor.
- Include the description of what you will learn over the duration of the internship, the supervisor’s name, address, email and phone number at the potential internship site when you meet with the academic departmental faculty internship supervisor.

Step 4
- Once approval is granted, register for the appropriate course, typically a 498 listing.

Step 5
- Begin working at your internship! Be sure to respond to all emails and calls from your employer and faculty supervisor.

If you are unable to receive academic credit or have already completed your academic internship requirement, an alternative to having your internship count toward graduation is the Certified Internship Program (CIP). CIP is a non-credit internship program that will satisfy your Explorations Beyond the Classroom requirement and will be noted on your transcript. More details can be found in subsequent sections.
GUIDELINES FOR

UNCW INTERNSHIPS

More students are pursuing internships, more colleges and universities are promoting student engagement in applied learning such as internships, and a greater number of employers are offering internship opportunities. Significant national discussion has developed, particularly around the concept, purpose, structure, and function of internships, and the conditions under which internships can be accomplished on an unpaid basis.

UNCW has a rich history of students participating in internships—both for credit and not-for-credit, paid and unpaid. Our current efforts at establishing “Applied Learning” as the theme for our QEP (Quality Enhancement Plan) for our SACS accreditation further emphasizes internships as one of the approaches for students to participate in applied learning activities. In addition, our new University Studies includes “Explorations Beyond the Classroom” as part of UNCW’s core curriculum.

Definition of an “Internship”:

To establish uniformity in the use and application of the term “internship,” UNCW has approved the following definition: An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skill development in a professional setting. Students may earn academic credit from a degree-granting, educational institution. This work/learning arrangement for academic credit is overseen by a faculty member designated from the academic department within the student’s declared major. The work/learning experience is usually the length of a semester, may be part-time or full-time, paid or unpaid. A learning agenda in the form of specific learning objectives is established prior to the start of the internship. The internship also may include one or more forms of reflection integral to the experience to distinguish it from a volunteer position or job.

Should a student choose not to earn academic credit for the internship experience, then the student should work with his or her Site Supervisor to assure appropriate learning goals are established and met upon completion of the internship experience.

[Approved by UNCW Provost & Vice Chancellor for Academic Affairs, Fall 2016]

To effectively implement this definition, it is necessary to develop criteria that UNCW students, faculty, staff, employer recruiters, and the Career Center can use to identify workplace experiences that can legitimately be identified as “internships.” The discussion of these criteria is framed by several conditions. These conditions are the legal definitions set by the U.S. Department of Labor through six criteria for unpaid internships articulated by the Fair Labor Standards Act (FLSA) from the U.S. Department of Labor (DOL) and subsequent court decisions; the varying guidelines set by individual academic departments; employer perspectives on and objectives for internships; and the unique applied learning objectives of students.

The six criteria established by the DOL are:

1. Internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment
2. Internship experience is for the benefit of the intern
3. Intern does not displace regular employees, but works under close supervision of existing staff
4. Employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded
5. Intern is not necessarily entitled to a job at the conclusion of the internship
6. Employer and intern understand that the intern is not entitled to wages for the time spent in the internship

A recent federal court decision further refined the test for legal unpaid internships with these statements:

- Understanding that there is no expectation of compensation.
- Training similar to that given in an educational environment, including clinical and hands-on training provided by educational institutions.
- The extent to which the internship is tied to the intern’s formal education program by integrated coursework or receipt of academic credit.
- Accommodates intern’s academic commitments by corresponding to academic calendar.
- Duration limited to period in which internship provides beneficial learning.
- Intern’s work complements, rather than displaces, work of paid employees while providing significant educational benefit to intern.
- Understanding that there is no entitlement to a paid job at conclusion of internship.

The main point of this “Primary Benefit” position is that while an employer always will gain some benefit from the work of an intern, the intern must gain the primary benefit of skill development, education/training and relevant experience.

To avoid potential liability under federal law, the Career Center strongly suggests that for-profit organizations pay their interns at least the current minimum wage as part-time or temporary employees. To support the federal regulations and our standards, the UNCW Career Center does not post or promote unpaid internships with for-profit organizations. With appropriate learning content and outcomes, unpaid internships with non-for-profit and governmental organizations can be posted, as per federal law.

Standards for an Experience to Be Defined as an Internship:

To ensure that an experience—whether it is a traditional on-site internship or one conducted remotely or virtually—is educational, and thus eligible to be considered a legitimate internship by the UNCW definition, all of the following criteria must be met:

1. The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform.
2. The skills or knowledge learned must be transferable to other employment settings.
3. The experience has a defined beginning and end, and a job description with desired qualifications.
4. Prior to the beginning of the internship there are clearly defined learning objectives/goals related to the professional goals of the student’s academic coursework and/or career plans. At the end of the internship, there is an established process for reflection on the learning objectives established earlier.
5. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
6. There is routine feedback by the experienced supervisor.
7. There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals.

Academic Credit:

For experiences that employers make available only if academic credit is awarded, the college or university’s requirements in combination with the criteria laid out in this document should be used to determine if the experience is a legitimate internship. Be aware that the decision to award academic credit for an internship is made between students and their academic departments. Academic credit does not replace compensation for work performed during an internship.

Academic credit for an internship requires registration for the appropriate 498 course in the student’s major and the payment of associated tuition and fees for the course. See the “Internship Coordinators by Department” document on the Career Center website for information about requirements for internships for credit by individual academic departments. http://uncw.edu/career/internships.html

A non-credit Certified Internship Program (CIP) is available to students through the UNCW Career Center. This provides a structured format for students to reflect on their experiences throughout their internship by completing five online modules. Completion of the CIP also fulfills UNCW’s requirement for at least one “Explorations Beyond the Classroom” on the transcript. See more information about the CIP at this link: http://uncw.edu/career/cip.html

Conclusion:

This document examines how to assess experiences promoted to students as “internships” with the goal of determining the implications for compensation by exploring three components:

- The experiences’ legitimacy as an internship must be determined. To do so, the educational value of the experience must be considered of most importance.
- Once the experience can be ethically identified as an internship, the implications for compensation can be determined.
- An experience that meets all of the criteria may be offered unpaid within non-profit and governmental organizations.

Only an experience that meets the criteria presented in this paper should be labeled as an internship.

Sources for this document include the National Association of Colleges & Employers (NACE), the National Society for Experiential Education (NSEE), the Cooperative Education Association (CEA), and the U.S. Department of Labor (DOL).
Maximizing the Experience: Students
Applying for Internships

Applying for Positions

- Record application deadlines and requirements, and establish a timeline for each organization
- Apply for positions and companies of interest by sending application materials
- Follow up with organizations via email or telephone no later than two weeks after applying
- Create a job search notebook, both hard copy and electronic, and keep detailed notes on where you applied, whom you have spoken to, when you submitted your application, and when you followed up
- Update your résumé to reflect new experiences, activities, and current coursework
- Prepare for interviews by researching interviewing strategies and meeting with a counselor in the Career Center

Making a Decision

- Continue sending out application materials to positions and companies of interest
- Continue contacting and following up with employers and organizations in your areas of interest
- Stay in contact with your professional network and keep them informed of your job search
- Work with the Career Center as needed to fine-tune the process and receive support
- Evaluate positions and negotiate start dates when you receive an offer
- The amount of time you have to accept or refuse an offer varies by company, industry, and start date
- Send acceptance and refusal letters to the respective companies
- Begin searching for housing options if the accepted internship position is not local

Internship Timeline

The entire process of finding an internship – from identifying potential employers, to applying, interviewing, and accepting a position - will likely take several months.

Typically, college students complete their internships during their junior or senior year, but few realize that they have to plan ahead. It is recommended that you begin the internship search process at least six months before you plan to intern. Some industries have application deadlines many months prior to the intended start date. The earlier you start your search, the more opportunities you will find available. Use this checklist as a general guide to locating an internship.

Freshman Year

- Visit the Career Center located in the Fisher University Union
- Meet with a Career Counselor and possibly take a career assessment to select your major or career path
- Explore UNCW’s academic programs
- Join a club or participate in campus activities
- Create a résumé and cover letter

Sophomore Year

- Meet with a Career Counselor to clarify your major and career options
- Declare a major by the end of the academic year
- Schedule an informational interview or job shadow a professional working in a field that interests you
- Update your information in SeaWork: UNCW’s online job board and internship database

Junior Year

- Determine the field, industry, and geographic region where you would consider interning
- Inform everyone in your personal network, including family, friends, neighbors, advisors, mentors, and faculty members, that you are seeking career-related experience
- Refine your cover letter and résumé
- Practice your job interviewing skills with InterviewStream in the Career Center
- Attend Career Center networking events where you will meet potential organizations offering internships
- Arrange for an informational interview within a career field of interest to learn more about the field, get an inside look at an organization you may want to work for, and identify potential contacts and opportunities
- Build your professional wardrobe
- Complete an internship

Senior Year

- Begin your internship/job search early
develop a prospective employer list and distribute your cover letter and résumé
- Refine your job interviewing skills
- Check out SeaWork and other online internship/job resources
- Intern possibly for a second time
KEYS TO A PROFESSIONAL REPUTATION

As an intern, you are expected to behave in a specific manner and take advantage of the numerous resources and opportunities provided. In order to accomplish your learning objectives and develop a professional reputation, keep the following points in mind:

**Understand and Respect Company Policies on Personal Devices**
Be aware of and respect company policies about when and where you can use personal devices. Until you are clear about the rules, turn off your cell phone and music, and use the internet only as allowed.

**Define Your Goals**
You may be invited to attend staff meetings, decision-making discussions, client negotiations, or other gatherings. Clarify your role prior to going to these meetings so you behave in the expected manner.

**Ask Questions and Request Feedback**
Don’t hesitate to ask questions if you need clarification. Meet regularly with your supervisor for feedback about your efforts, to learn more about the company, and learn more about their perspective.

**Attend Events**
When invited to company-sponsored events, it is in your best interest to attend and behave in a professional manner. If you choose to go out after work with other interns or full-time staff, use discretion and common sense.

**Display a Positive Attitude**
You could be asked to complete a task you do not like. Avoid expressing your frustration, speaking negatively about other employees, or bragging about your weekend activities. You may be rewarded for your positive attitude with more responsibility.

**Wear Professional Attire**
Dressing for the culture where you work sends a strong and appropriate message of respect to the position and organization. Check with your supervisor before your first day about dress codes and dress accordingly.

---

**MAXIMIZING INTERNSHIP EXPERIENCE**

- **Suggestions for Success** -

1. **Set Realistic Goals and Expectations**
Meet with your supervisor to discuss your work plan. What specific skills and competencies do you need to acquire and demonstrate? What is the time frame? What training is available? Monitor your progress and arrange to meet with your supervisor regularly. Share your career interests and ideas. Communicate concerns early.

2. **Maintain a “Can Do” Attitude**
Show your eagerness to learn new things by welcoming new assignments. Understand all positions engage in a wide range of activities, some that catch your eye while others do not. Tackle all assignments and projects with enthusiasm. Seek additional projects when appropriate.

3. **Perform to the Best of Your Ability**
Be sure you understand the assignment and its deadline before you begin. If you need assistance, ask. Check your work before submitting it to your supervisor. Ask for feedback.

4. **Be Respectful of Colleagues**
You are the new person in the office and you can learn from every colleague, regardless of rank. Show all of your colleagues that you value their opinion and experience.

5. **Support the Team**
Your ability to work well with others is key to your success. The team’s goals are your goals. Understand how your work fits into theirs.

6. **Understand the Unwritten Rules**
As a new employee, you will absorb a tremendous amount of information. Observe. What is appropriate attire? What are expected hours? How do things get done? How do colleagues interact with one another? Are there office politics to steer away from?

7. **Be Flexible**
You may be near the end of a project when you are asked to start a new one. Be aware that priorities in an organization change. Your willingness and ability to switch gears easily is required for your success. Your supervisor will help you to prioritize your assignments.

8. **Identify a Mentor**
A mentor may be assigned to you or you may need to identify your own. This is often a more senior, respected professional in your field who would like to take a personal interest in your career development. With your mentor, you should feel free to ask advice about your career decisions.

9. **Document Your Success**
Record assignments, projects, and achievements. Keep copies of evaluations and samples of your work. Ask for letters of recommendation. Keep these handy for future career conversations.
<table>
<thead>
<tr>
<th>QUESTION?</th>
<th>CREDIT INTERNSHIP</th>
<th>NON-CREDIT INTERNSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>How long is the experience?</td>
<td>During the academic year. About 12 to 14 weeks or the length of the semester. In the summer: 3 to 4 months.</td>
<td>The length of an experience may vary. Generally, the experience will last several months, though length is up to the discretion of the supervisor.</td>
</tr>
<tr>
<td>May I take a full academic class load?</td>
<td>Yes. Credit internships can be done concurrently during the semester or over the summer.</td>
<td>Yes. Non-credit internships are done concurrently during the semester or the summer.</td>
</tr>
<tr>
<td>Will I get academic credit?</td>
<td>Credit varies for each academic program. See the department Faculty Internship Supervisor for specific information.</td>
<td>No.</td>
</tr>
<tr>
<td>Can I get academic credit if I do not have a major?</td>
<td>No.</td>
<td>No.</td>
</tr>
<tr>
<td>Will this experience be documented on my transcript?</td>
<td>Yes. A satisfactory/unsatisfactory will be listed on your transcript in accordance with the rules governing credit internships for your major.</td>
<td>No. The experience can be listed on your résumé.</td>
</tr>
<tr>
<td>When do I begin the application process?</td>
<td>It is recommended that you give yourself at least six months of preparation time. Summer internships are more competitive, and application deadlines may be as early as October.</td>
<td>It is recommended that you give yourself as much time as possible. Summer internships are more competitive, and application deadlines may be as early as October.</td>
</tr>
<tr>
<td>Do I have to speak to someone at UNCW in order to participate?</td>
<td>Yes. You should check the eligibility requirements for your major located in the Student Internship Guidebook and if you qualify, visit the departments’ internship program contact BEFORE beginning the search.</td>
<td>No. It is recommended that you schedule a meeting with a staff member of the UNCW Career Center about making the most of the opportunity.</td>
</tr>
<tr>
<td>Do I need to complete paperwork for UNCW?</td>
<td>Yes. You will need to complete the online permission to enroll paperwork and possibly provide additional information to qualify the organization where you intern. See your department’s internship program contact for details.</td>
<td>No. Some employers may have forms for you or the university to sign.</td>
</tr>
<tr>
<td>Is there a UNCW fee for me to participate?</td>
<td>Yes. The number of credits you receive for the internship determines the costs. If completed during the semester, the cost will likely be absorbed into your full-time tuition. A small fee for liability insurance coverage may also be assessed.</td>
<td>No. Non-credit internships incur no fees as there is no academic credit.</td>
</tr>
<tr>
<td>May I participate in more than one?</td>
<td>It depends on your specific department’s academic requirements. Visit with department’s internship contact to determine the best option.</td>
<td>Yes.</td>
</tr>
<tr>
<td>May I participate in an opportunity outside the US?</td>
<td>Yes. Depending upon your major requirements, this may be an option. Plan a year in advance if you plan an internship abroad.</td>
<td>Yes.</td>
</tr>
</tbody>
</table>
Maximizing the Experience: Employers
DEVELOPING AN INTERNSHIP PROGRAM

Does Your Organization Have What it Takes to Host an Intern?

Your organization can gauge its potential for being an effective internship site by conducting the following organizational audit:

How serious is my organization about hosting an internship program?
- Is my organization committed to working with a university?
- Will my organizational culture be supportive of an internship program?

What can interns do for us? What are our goals?
- Does my organization have meaningful work for interns to complete? Are there special technical skills we need in interns?
- Do we want to use the internship program to identify, test, and recruit interns as potential new employees?
- Would an intern's inexperience be an asset for our organization, providing a fresh perspective on our products or services?

What human resources do we have to support an intern?
- Can my organization provide an individual with efficient supervisory skills to work with interns?
- Can my organization provide an individual with sufficient time to organize the program?
- In which departments might interns work?

Does my organization have the time to support an intern?
- What is the best time of year for my organization to host interns?
- What should the duration of individual internships be?

What physical resources do we have to support an intern? For example:
- A safe, adequate workspace
- Access to computers
- Internet access
- Telephone and fax
- Other communication resources
- Adequate reference resources
- Parking
- Access to people who would be colleagues, resources, or internal clients

What financial resources do we have?
- Will my organization be able to afford to pay a salary to interns? If so, how much?
- What remuneration, instead of salary, can we provide? (Parking, paid conferences or workshops, gift certificates, stipend, etc.)

Writing an Internship Description

Draft an internship/job description that clearly explains the intern's duties. A good description will structure the experience for the intern and for your organization to measure goals and accomplishments during the internship experience.

Producing effective position descriptions involves the development of challenging work assignments that complement students' academic programs. A basic way to do this is to design a preliminary list of work activities that will fit the needs of your department/organization. Later, when the interns are selected and join your team, you will have a chance to review the work activities and modify them according to the interns' knowledge and personal work/learning goals.

Consider Including the Following When Writing the Internship Description:
- The purpose of the internship and how it contributes to the organization's overall mission
- The application and selection processes and who will be the contact for questions related to the description
- The name of the department where the intern will work
- The supervisor responsible for mentoring and evaluating the interns' progress
- The length and required number of hours per week for the internship
- The physical and mental requirements of the internship—this may include: a list of academic majors suitable for the internship, GPA, class standing and any technical or job specific skills the intern would need to successfully perform the internship
- The expectations regarding outcomes of tasks/projects
- Any training that will be provided
- The essential activities/job functions that will be required of the intern

[The Organizational Audit was originally printed in The Internship as Partnership by Bob Inkster and Roseanna Ross (published by the National Society for Experiential Education in 1998.) In consultation with the authors, Intern Bridge offers the above revised list.]
New Users Registration: If you are not a current user, click on “Click here to Register!” and follow the directions on that page.

Register online in SeaWork: www.hireaseahawk.com

Once you have registered and posted a job, both your account and job will be in pending status. An administrator will review both your account and job. If your registration is approved, you will receive an email notification. If you do not receive your email notification within 48 hours, please contact our office at (910) 962-3174.

**STEP 1:** Search for your Organization and select; if you can’t find it click on “Can’t Find Your Organization”

**STEP 2:** Complete all sections. Required * fields are marked with an asterisk

**STEP 3:** Click on the Register button

**STEP 4:** To post a job, click “To Create a New Job”

**Top 10 Benefits of an Internship Program**

1. **Find Future Employees**
   - Year-round recruiting tool
   - Reduce recruiting costs by appealing to tomorrow’s staff members
   - Brand your organization on campus

2. **Test Drive the Talent**
   - “Try before you buy” candidates for a semester
   - Begin training with less cost
   - Interns should have the opportunity to confirm their own interest in the organization and career

3. **Increase Productivity**
   - Take advantage of short-term support for projects
   - May free up current employees for tasks requiring greater expertise
   - Interns may bring new or updated knowledge or skills

4. **Increase Employee Retention**
   - Almost 40% of employers report a higher five-year retention rate among employees hired through their internship programs — NACE 2016 Survey*

5. **Enhance Perspective**
   - Especially for smaller staff teams, new interns can bring novel perspectives, fresh ideas, and specialized strengths and skill sets.

6. **Cost Effective, Yet Driven**
   - Lower salaries than staff employees and doesn’t include benefits, unemployment or severance costs
   - Typically also very motivated employees

7. **Find Candidates Free-Of-Charge**
   - Contact UNCW Career Center
   - Rebecca Christiansen
   - 910-962-2510
   - Christiansenr@uncw.edu
   - www.hireaseahawk.com

8. **Give Back To Your Community**
   - Helps students get started in their careers
   - Enhances the local workforce

9. **Support Students**
   - Help students gain experience, develop skills, make connections, learn about the career field, and assess their own interests and abilities
   - Financial support for continued education

10. **Benefit Your Business**
    - Interns are seeking a great learning environment, so your business can compete with larger organizations to recruit top internship talent.
    - Providing real, hands-on experience with powerful mentoring can attract the best and brightest interns.

**“Begin training with less cost”**

Converting a UNCW intern to a full-time hire is a savvy business decision. A vacancy at your company can be a daunting expense. Not only do you have to worry about finding a new employee with the appropriate skill set who fits into the company culture, but the associated cost for recruiting and hiring a new employee can be prohibitive.

A recent survey of 636 professionals, conducted jointly by the Employment Management Association and the Society for Human Resources, looked at the cost of hiring a new employee. The solution for avoiding the high numbers you might face finding and hiring a brand new employee—convert an intern.

Where Our Seahawks Have Landed
SUCCESSFUL PRACTICES

Once you have hired an intern, consider from their perspective the basic information and arrangements they need to know:

1. **Give the Intern Real Work**
   It cannot be said too many times that interns want to work and learn. An internship can help you get a job done that you couldn’t otherwise. 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.

2. **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 may develop. Honesty doesn’t cost you anything, and it will make the interns feel that much more respected.

3. **Interns Want and Need 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 them aside and explain how the situation should be handled in the future.

4. **Interns Want to be Included Too**
   Is there a staff meeting that they can attend? Can they quietly tag along to that next project meeting? Headed to lunch with a couple of people in the office? Please include them in the daily life of your workplace. After all, if you provide a little more perspective on the intern’s work, the product will be much better.

5. **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 has 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.

6. **They Want/Need 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.

7. **Just a Minute of Your Time Please**
   The best mentor in the world is useless if they 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. If the busiest person in the office wants to be the designated mentor, they should schedule regular times to meet with the intern.

8. **So, Can I Start Yet?**
   Most, if not all interns are highly enthused and ready to start their new job almost immediately. They look forward to that first day with equal parts excitement and apprehension. Help meet that enthusiasm and make a great first impression by providing a “welcome” for your new intern(s).

9. **Umm…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 is not fun, and not efficient to move an intern from desk to desk as people are out one day to the next. If you want to get a job done, you need to supply the intern with the tools to do the job.

10. **Show Me the Money (as best you can)**
    While each internship experience is different, and each industry has its own personality, remember that interns have expenses. Your organization may not be in a position to pay much, but paying at least minimum wage can help. You also can help pay for parking, take them to lunch every so often, or develop other creative ways to assist.
SAMPLE STUDENT EVALUATION

On-Site Supervisor Evaluation of Intern

As a supervisor to an intern please take the time to 1) complete this evaluation form, 2) review and discuss your feedback with the intern, and 3) following that discussion sign the form and give it to the intern to turn into their Faculty or CIP Coordinator.

Supervisor Name and Title: ____________________
Intern Name: ____________________
Term of Hire: ☐ Fall ☐ Spring ☐ Summer
Date of Evaluation: ____________________
Company/Organization Name: ____________________
Position(s): ____________________

OVERALL STRENGTHS & WEAKNESSES

Indicate the intern's top three (3) strengths during the course of his/her internship (with examples):

1. ____________________
2. ____________________
3. ____________________

Indicate three (3) possible areas in the intern that need development and/or opportunities for improvement:

1. ____________________
2. ____________________
3. ____________________

EVALUATION OF SPECIFIC AREAS & SKILLS – Rate the intern in the following categories (1=low … 5=high)

How well the intern met the specified learning objectives (in learning contract)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Willingness and motivation to learn, take on new projects, and develop skills

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Professionalism in the workplace

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Career Readiness

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overall performance in the internship

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PLEASE ASSESS HOW WELL THE INTERN DEMONSTRATED EACH OF THESE SEVEN SKILLS:

**Skill Areas**

<table>
<thead>
<tr>
<th>Skill</th>
<th>1 = NOT AT ALL … 5 = VERY STRONGLY</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Initiative</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Interpersonal</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Leadership</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Teamwork</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
<tr>
<td>Technical</td>
<td>1 2 3 4 5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

SIGNATURES

On-Site Supervisor ____________________ Date ____________________
Student Intern ____________________ Date ____________________
PRINCIPLES OF A HIGH QUALITY INTERNSHIP

The beginning of an internship can often be the defining days for success or disappointment of interning in your organization. When you instruct interns about their first tasks, you are signaling what can be expected in the future. To give the student nothing to do sends the student a signal that this job will be easy and boring. This is the last thing that an intern wants/needs, and of course neither do you as the employer. Many student interns are unfamiliar with the activities, nature of work, environment, and objectives of the business. Consider an orientation session for the intern to emphasize the partnership and commitment to your student intern and the reinforcement to their potential success. The sooner the intern understands what your organization does and how it operates, the sooner they can assume responsibility and become productive. Suggestions for the orientation might include:

- Tour the facilities with the intern and introduce them to other employees and include company swag
- Provide company/organizational materials to read such as newsletters, annual reports, an organizational chart, or memos from the CEO
- Encourage the intern to utilize their break and lunch times by spending time in places where employees gather
- Schedule regular weekly or biweekly one-on-one meetings with the intern
- Offer opportunities to observe (or participate in) professional meetings
- Allow the intern to interview organizational personnel
- Encourage the intern to move around your facilities to observe and discuss work issues with employees

As an intern supervisor you must invest time to establish an important bond with the intern and set a crucial tone for the internship experience.

KEY POINTS

1. Maintain an open channel of communication with formal and informal meetings
2. Keep the intern busy and directed towards their learning objectives. Students rarely complain of overwork, but they do complain if they are not challenged
3. Provide opportunities for increasing responsibility
4. Encourage professionalism by assisting the intern to develop human relations skills, decision-making abilities and manage office politics
5. Remember that you are a role model
6. Develop connections to support the success of the intern

FREQUENTLY ASKED QUESTIONS

<table>
<thead>
<tr>
<th>QUESTION?</th>
<th>ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much, if anything, does an intern get paid?</td>
<td>If any of the following six criteria are not upheld, the intern must be paid the minimum wage or a higher hourly rate if qualified; the intern will then technically be considered an employee, according to the US DOL. The employer and intern will agree that the intern will receive college credit, a small stipend in place of wages, or both if applicable. Six Criteria: 1) Internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment; 2) Internship experience is for the benefit of the intern; 3) Intern does not displace regular employees, but works under close supervision of existing staff; 4) Employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded; 5) Intern is not necessarily entitled to a job at the conclusion of the internship; 6) Employer and intern understand that the intern is not entitled to wages for the time spent in the internship.</td>
</tr>
<tr>
<td>Does the company have to provide workers’ compensation?</td>
<td>Workers’ compensation is provided to replace wages and medical care programs for an employee whose injuries or illnesses are work related. For more information, visit the US Department of labor’s Office of Workers’ Compensation at: <a href="http://www.dol.gov/dol/owcp/">http://www.dol.gov/dol/owcp/</a></td>
</tr>
<tr>
<td>Can an employer ask colleges and universities to sign a “hold harmless” or indemnity agreement?</td>
<td>Some internship employers request UNCW faculty and staff to sign indemnity and hold harmless agreements, transferring from the employer to UNCW the liability for personal claims, wrongful death or property damage arising out of the performance of their student internship program. The University of North Carolina system counsel has informed the UNCW Career Center that there is a list of “prohibited contract clauses” that the NC Attorney General has published for state agencies (including UNC schools). Number three on that list of prohibited clauses is “Hold-Harmless or Indemnification Clauses, Both in Tort and Contract, in Favor of the Contractor.” Therefore, UNCW and all state agencies actually lack the authority to indemnify and hold harmless another entity, and no UNCW faculty, staff or student should sign such an agreement.</td>
</tr>
<tr>
<td>Does the student assume any responsibility for liability?</td>
<td>Students participating in the North Carolina University System whom are engaging in paid or unpaid internships for academic credit only are required to purchase liability insurance to cover damages because of property damage, bodily injury or personal injury due to their participation in a UNCW credit bearing internship program.</td>
</tr>
<tr>
<td>What are the steps that need to be taken when paying an intern?</td>
<td>If payments will be made at regular intervals or on a pay period, the employer should check with their own Human Resources department.</td>
</tr>
<tr>
<td>Does the company have to provide unemployment compensation?</td>
<td>Typically, interns are not eligible to receive unemployment compensation because they are hired for an end-date position. The Department of Labor’s Unemployment Insurance (UI) programs provide unemployment benefits to eligible workers who become unemployed through no fault of their own and meet certain other eligibility requirements. Human Resources professionals or payroll professionals can advise to verify payment methods. If the intern is to receive a stipend, the amount will be paid upon completion of the internship. The stipend amount and date of pay should be stated in a written contract or agreement.</td>
</tr>
</tbody>
</table>
Maximizing the Experience: Faculty
SUPervisor role

The faculty supervisor is responsible for helping the interns integrate the internship into their total academic experience. The faculty supervisor provides academic direction and evaluates learning derived from the internship. Early in the process of finding an internship, the student should approach the designated faculty internship supervisor in the academic department.

The student and the faculty internship supervisor should meet to determine if the student is academically eligible to complete an internship with the department and to discuss the student’s goals in completing an internship. Once the student has found an internship, the faculty supervisor will advise the student about the internship site and the site supervisor approval process, registration for the course, number of course credits, required liability insurance and fees associated with the course registration. The faculty supervisor also will help the student define the academic requirements for the internship. Academic requirements may include a final oral presentation to students and faculty on the experience, a journal, paper, relevant research and/or projects.

The faculty supervisor maintains appropriate contact with the student throughout the internship to give direction and support. The faculty supervisor is asked to initiate a phone call to the site supervisor prior to the signing of the internship approval form to establish contact and communication. Other forms of recommended contact throughout the internship are site visits, email, phone calls with the intern and the site supervisor, progress reports and feedback sent between the intern and the faculty supervisor. The amount and form of contact are determined by the faculty supervisor.
**Sample Student Self-Evaluation**

**On-Site Supervisor Evaluation of Intern**

As an intern please take the time to 1) complete this evaluation form, 2) review and discuss your self-evaluation with your supervisor, and 3) following that discussion sign the form and give it to your Faculty or CIP Coordinator.

<table>
<thead>
<tr>
<th>Supervisor Name and Title:</th>
<th>Intern Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term of Hire:</td>
<td>○ Fall ○ Spring ○ Summer</td>
</tr>
<tr>
<td>Company/Organization Name:</td>
<td>Position(s):</td>
</tr>
</tbody>
</table>

**OVERALL STRENGTHS & WEAKNESSES**

Indicate your top three (3) strengths during the course of your internship (with examples):

1. 

2. 

3. 

Indicate three (3) possible areas that you feel need development and/or opportunities for improvement:

1. 

2. 

3. 

**EVALUATION OF SPECIFIC AREAS & SKILLS** – Rate yourself in the following categories (1=low … 5=high)

<table>
<thead>
<tr>
<th>Skill Areas</th>
<th>1 = NOT AT ALL</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Initiative</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Interpersonal</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Leadership</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Teamwork</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>Technical</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**PLEASE ASSESS HOW WELL YOU DEMONSTRATED EACH OF THESE SEVEN SKILLS:**

**SIGNATURES**

On-Site Supervisor     Date  Student Intern     Date
In what ways did the internship meet your expectations? Explain.

__________________________________________________________________________________________________________________________________________

How might this internship be improved? Explain.

__________________________________________________________________________________________________________________________________________

Was this internship a valuable learning experience? If yes, please explain. If no, why not?

__________________________________________________________________________________________________________________________________________

Was the internship well-structured/organized? Yes____ No____

Would you recommend this internship to another student? Yes____ No____

What resources did you use to find your internship? (Check all that apply)

- Career Center Office/Internship Coordinator
- Faculty
- General Internet Sites
- Family/Friend
- Previous Employer
- Other:______________________________________________________________

Skill Areas

1 = NOT AT ALL  ...  5 = VERY STRONGLY

This experience gave me a realistic preview of my field of interest

How long is the experience?

During the academic year. About 12 to 14 weeks


during the semester or over the summer.

May I take a full academic class load?

Yes. Credit internships can be done concurrently during the semester or over the summer.

Will I get academic credit?

Credit varies for each academic program. See the department Faculty Internship Supervisor for specific information.

Can I get academic credit if I do not have a major?

No.

Will this experience be documented on my transcript?

Yes. A satisfactory/unsatisfactory will be listed on your transcript in accordance with the rules governing credit internships for your major

When do I begin the application process?

It is recommended that you give yourself at least six months of preparation time. Summer internships are more competitive, and application deadlines may be as early as October.

Do I have to speak to someone at UNCW in order to participate?

Yes. You should check the eligibility requirements for your major located in the Student Internship Guidebook and if you qualify, visit the departments’ internship program contact BEFORE beginning the search.

Do I need to complete paperwork for UNCW?

Yes. You will need to complete the online permission to enroll paperwork and possibly provide additional information to qualify the organization where you intern. See your department’s internship program contact for details.

Is there a UNCW fee for me to participate?

Yes. The number of credits you receive for the internship determines the costs. If completed during the semester, the cost will likely be absorbed into your full-time tuition. A small fee for liability insurance coverage may also be assessed.

May I participate in more than one?

May I participate in an opportunity outside the US?

Yes. Depending upon your major requirements, this may be an option. Plan a year in advance if you plan an internship abroad.
Additional Resources:
ADDITIONAL RESOURCES

Please take advantage of additional resources by clicking on the icons below:

- Writing an Enticing and Quality Internship Description
- Internship Learning Objectives Based on Skills
- Action Verbs for Writing Learning Objectives
- 15 Best Practices for Internship Programs