



INTERNSHIP TOOLKIT

INTRODUCTION

Career Services offers the Internship Toolkit, a resource designed to help internship providers and student interns strengthen internship opportunities by recording and formalizing components of the pre-professional experience. The Internship Toolkit can be used to:

- Plan internship details and establish mutual learning objectives for an internship experience
- Record and streamline employer expectations and student intern participation
- Identify the skills, interests, and professional goals of new student interns
- Facilitate regular communication, ongoing feedback, and encourage training opportunities

THE TOOLKIT INCLUDES:

- Resources and best practices to effectively manage pre-professional internship experiences
- Template forms to promote an educative experience and provide feedback throughout the internship experience and beyond
- Best practices and guidelines for student interns and employers to support the process of selecting and evaluating internship programs

HOW TO USE TOOLKIT:

This toolkit offers guidelines and supplemental resources that employers and students can review and adapt to meet the needs of a new or continuing internship experience. Career Services encourages students and internship providers to collaboratively complete the Intake and Learning Objectives Form and Feedback Form templates to better structure the internship and expectations, identifying the process that will be most efficient for the particular experience. The Learning Objectives template can be used during the initial onboarding stage at the internship site, such as orientation or the first supervision meeting. The Feedback Form provides common performance and learning elements for evaluation, and can be used at mid-point and final supervision meetings to correlate the internship experience along with initial Learning Objectives.

Students may also consider adapting these forms to propose internship positions or projects to employers, or as supplemental support when pursuing independent research or academic programs. These templates can also provide a framework for discussions between supervisors and interns about recommendations and letters of reference, proposals for increased intern responsibility, or consideration for future employment.

FOR FURTHER ASSISTANCE

Students: Drop-in hours or appointments at Career (<https://career.sa.ucsb.edu/students/career-counseling>) and visit Career's online internship resource hub (<http://career.sa.ucsb.edu/internships>)

Employers: On-campus events, job board, and recruitment tools (<http://career.sa.ucsb.edu/employers>) and contact the Employer Services team ([http://career.sa.ucsb.edu/about/contactinformation/ employer-services-contacts](http://career.sa.ucsb.edu/about/contactinformation/employer-services-contacts))

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WHAT IS AN INTERNSHIP?

An internship is any career-related work or service experience in a professional setting in which a student has specific learning outcomes and reflects actively on the learning process. The experience must be supervised by professional staff who provide ongoing training for the benefit of the intern. Common components include:

- On-the-job training offering work or research experience for a determined length of time
 - Part-time internships, between one week and one year, are most common
 - The summer term is typically fitting for both part-time and full-time internships
 - Project based, short term, and virtual internships require alternative training structure
- Unpaid internships typically must adhere to strict labor guidelines and U.S. federal laws
- Other pre-professional experiential learning opportunities and industry training programs:
 - Research/field/laboratory assistant programs
 - Leadership development programs
 - Fellowship with short-term work experience in nonprofit, government, or academia
 - Classroom-related experience such as externships, practicum, or cooperative education
 - Leadership training and rotational programs for recent college graduates

A well-designed internship will provide students with professionally-oriented activities and experience similar to that of an entry-level professional in the field however, the student will not assume work that a regular employee would routinely perform. The following sections will provide further information to assess the value of such experiences and the effectiveness of internship programs.

IMPORTANCE OF INTERNSHIPS

VALUE OF INTERNSHIPS FOR STUDENTS:

- **Focus your career direction.** Internships help to further explore interests and preferred work environments, and enhance awareness of skills and strengths critical in particular industries.
- **Acquire experience to strengthen resume.** Internships go beyond part-time job, volunteer and academic experience by providing industry knowledge, training and professional experience.
- **Develop professional relationships.** Working with professionals, you tap into a network that can offer references, career advice, and information about new job opportunities.
- **Improve job prospects.** Valuable internships expand your post-graduation opportunities and employers prefer to hire applicants with related internship experience. Companies may use internship programs as part of recruitment efforts, so be sure to make a positive impression.

VALUE OF INTERNSHIPS FOR EMPLOYERS:

- UCSB students are motivated, driven, and highly qualified to become trainees at your organization and collaborate with your professional staff.
- Interns will contribute a fresh perspective from academic, work and leadership experience to help with key projects at your organization while they learn essential industry knowledge.
- An internship program can be a cost-effective method for identifying potential candidates for future, full-time hires and interns become goodwill ambassadors to strengthen intern pipeline.
- Offering internship opportunities to UCSB students will increase your visibility on campus and the community while supporting your organization's goals.

BEST PRACTICES: STUDENTS

MAXIMIZE YOUR INTERNSHIP

Internships are essential when preparing for career positions and graduate school. Be sure to make the most of your internship experience, network, and establish evidence of your skills and experience for your resume. Consider these tips:

PROJECT A PROFESSIONAL IMAGE IN THE WORKPLACE

- **Dress the part.** Consult your supervisor and other staff members about dress code. It is always best to be more conservative in business attire and then be mindful of office culture.
- **Promptness and reliability matter.** Prioritize your weekly schedule. Communicate any schedule conflicts before issues arise. Anticipate changes due to midterms, finals and breaks.
- **Project a positive attitude.** Ask questions to show interest and enthusiasm. If you look and act eager to learn, your supervisor and co-workers will spend more time training and mentoring.
- **Respect organization rules and communication differences.** Notice procedures for answering phones, ordering supplies, handling concerns or complaints. Be sensitive to communication differences among your co-workers. Emails should be returned promptly within 24-48 hours.
- **Seek role clarification and feedback.** Know what is expected in terms of outcomes and deadlines for tasks assigned. Ask for feedback along the way. Meet with a career counselor if you would like assistance preparing to speak with your supervisor.
- **Keep records of everything you do.** Establish a folder for press releases, flyers, memos, or other documents you have done. Consider keeping a virtual or hard copy portfolio, or LinkedIn media options. Also, spend time reflecting about observations, feelings, and thoughts about the work experience to help clarify your fit within the organization and the industry.

USE YOUR INTERNSHIP TO EXPLORE CAREER OPTIONS

- **Conduct informational interviews.** Ask your supervisor and other colleagues to speak with you about how they got started, insider industry advice, and referrals to other contacts.
- **Join a professional organization.** Find out which professional associations are important to new and experienced professionals in the field—perhaps your internship site can suggest conferences or events to attend. Find professional associations online or follow industry trends on LinkedIn.com. Most professional associations offer student discounts.
- **Learn what other people in the organization are doing.** What were last year's big triumphs? What are the organization's major goals and challenges? Is there an annual report, or marketing plan that you can review for your department or organization?
- **Understand the bottom line for your organization.** How are they funded? What are the projections based on changing trends, new technologies and competition? Learn how your career interests support or contribute to this bottom line.

BUILD A PROFESSIONAL NETWORK BEYOND THE INTERNSHIP

- **Arrange for a time to meet with your supervisor to review progress.** Consider emailing a short summary of your work, important contributions, and any items that you need to share regarding status of current projects. Do this in preparation of final evaluation or supervision.
- **Show gratitude for the opportunity.** Behavior and attitude are critical and people remember how you made them feel more than tasks accomplished. End your internship on a good note and share the most valuable points about the experience. Ask your supervisor whether they would be open to serving as a reference, or inquire about a specific letter of recommendation.
- **Ask for advice.** Your supervisor is well connected and you should inquire about individuals they believe may be in a position to provide further advice and/or leads for your future job search.
- **Don't forget about other coworkers.** Before you go, email coworkers that have been a part of your experience to thank them for support. If you haven't already, be sure to connect with key individuals on LinkedIn to expand your network and keep in contact. Consider asking supervisors or colleagues to provide a recommendation for you on LinkedIn.
- **Send thank you note and follow-up.** Make a lasting impression with a hand written or email thank you note to supervisor. Keep in touch periodically and ask about their work as well.

BEST PRACTICES: EMPLOYERS

STRENGTHEN YOUR INTERNSHIP PROGRAM

- To build a top internship program, the National Association of Colleges and Employers provides **15 Best Practices for Internship Programs** along with several other resources which are included in the **Resource Library** section of this toolkit.
- Consider program initiatives to support interns and ensure a mutually beneficial relationship, such as: cohorts of interns to build comradery, formal intern orientation or training, rotational mentorship program with professional staff, or invite interns to existing company trainings and social events when appropriate.

YOUR RESPONSIBILITY AS AN INTERNSHIP PROVIDER

- Identify the key professional staff member(s) who will supervise the intern(s).
- Ensure that all hiring managers and internship supervisors are aware of Department of Labor Fair Labor Standards and NACE internship statement, see **Resource Library**.
- Create internship position descriptions that depict training and mentorship, desired qualifications of applicants, and the benefit of the internship for students.
- Design and implement a well-planned application, interview, and orientation process.
- Provide consistent supervision and feedback to interns that includes goal setting, ongoing training, and final evaluations.

INTERNSHIP RECRUITMENT POLICIES

Internships must abide by the criteria for an experience to be defined as an internship, set forth by **Department of Labor Fact Sheet #71: Internship Programs under the Fair Labor Standards Act** and the **National Association of Colleges and Employers Position Statement on U.S. Internships**. The most successful internships provide monetary compensation and neither a stipend nor academic credit negate responsibility to provide at least minimum wage compensation. For more information on hourly wages for interns.

Please be aware that there are some circumstances under which individuals who participate in “for profit” private sector internships or training programs may do so without compensation. If you are a for-profit company and believe your internship program qualifies, please review the **Fair Labor Standards Act (FLSA) Fact Sheet #71**. This sheet states that courts have used a “primary beneficiary test” to determine whether an intern is an employee using the following 7 factors:

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.

ACADEMIC CREDIT & LEGAL ISSUES

Career Services encourages students to pursue internship positions and students may also consider available UCSB courses related to internship/work experience to supplement the internship. However, UCSB does not require academic credit for students who intern. Employers who prefer interns to participate in a related academic course should advise applicants during the recruitment process. Due to potential financial costs and limited availability of internship/work experience courses, Career Services discourages employers from requiring academic credit as a hiring criteria.

Students and employers interested in academic credit associated with internships should consider these items:

1. Students do not receive credit for an internship alone, and departmental availability for courses associated with internships varies across majors. Departments will require specific coursework, research, and prerequisites for courses associated with an internship to earn credit.
2. Interns may provide general proof of UCSB enrollment to employers which often meets certain company hiring needs. Students should consult their internship supervisor. Proof of UCSB enrollment can be requested through UCSB Office of the Registrar or student GOLD account.
3. Career Services does not provide academic credit and is not authorized to sign internship agreements. We can provide general guidance and referral to appropriate resources. Contact the Experiential Initiatives Team at careerinternships@sa.ucsb.edu.

HOW TO EARN ACADEMIC CREDIT ASSOCIATED WITH AN INTERNSHIP

- Students should consult academic departments and the course catalogue about availability of courses and independent research within their department that's related to internship experience.
- Availability and requirements vary greatly across majors for courses related to earning academic credit associated with internships, and it may be difficult to find such options.
- Most departments do not offer credit for internships alone; they require specific coursework associated with an internship in order to earn academic credit.

- Securing an internship is not a guarantee of receiving academic credit; academic credit does not replace compensation for internships. Employers should consult their human resource and legal counsel to discuss hiring practices.

LIABILITY AND RISK MANAGEMENT

The UCSB Workman's Compensation and Liability Coverage does not extend to student interns. The company/organization will assume liability for interns/co-ops working on their premises. This holds true for both paid and unpaid (volunteer) interns. The University does not accept responsibility for student liability during an internship. No employee of the University or any UCSB student is authorized to sign a "hold harmless and indemnification" agreement. It is the responsibility of organizations that sponsor internships to consult with their legal counsel and insurance provider as to the coverage afforded by their workers' compensation and general liability insurance policies when they sponsor internships.

Please review the Liability and Risk Management statement in the Resource Library section and contact UCSB Risk Management & Insurance with any questions.

Note: This statement applies to all internships regardless of compensation or participation with academic course credit.

TEMPLATE: INTAKE FORM & LEARNING OBJECTIVES

Internship supervisors and students should consult to complete the following forms during initial onboarding, orientation, or supervision meeting in order to record the educative goals of the experience. Both the intern and supervisor should retain a copy and may refer to it during mid-point and end evaluations. Attach additional sheets, such as the internship description, if desired.

1. Student Name: _____
2. Academic Major: _____
3. Anticipated Graduation Date: _____
4. Student Email Address: _____
5. Student Phone Number: _____

INTERNSHIP INFORMATION

6. Internship Title: _____
7. Approximate Hours per Week: _____
8. Anticipated Start Date: _____
9. Anticipated End Date: _____
10. Compensation: _____

11. Company Name: _____
12. Supervisor Name: _____
13. Supervisor Title: _____
14. Supervisor Email Address: _____
15. Supervisor Phone Number: _____

INTERNSHIP PLAN AND LEARNING OBJECTIVES & STUDENT INTERN SECTION

1. Provide an overview of the internship role, duties, and responsibilities: _____

2. List three main learning objectives for this internship in relation to your professional preparation, career exploration, and/or academic studies:
 - i. _____

 - ii. _____

 - iii. _____

3. Describe how the internship will assist you to strengthen five of the top ten skills/qualities sought by employers of new college graduates (*listed on next page*)
 - i. _____

 - ii. _____

 - iii. _____

 - iv. _____

 - v. _____

ATTRIBUTES EMPLOYERS SEEK ON A CANDIDATE'S RESUME (NACE, 2019)

- | | |
|--|------------------------------|
| 1. Communication skills (verbal & written) | 6. Strong work ethic |
| 2. Problem-solving skills | 7. Leadership |
| 3. Ability to work in a team | 8. Detail-oriented |
| 4. Initiative | 9. Technical skills |
| 5. Analytical/quantitative skills | 10. Flexibility/adaptability |

INTERNSHIP PLAN AND LEARNING OBJECTIVES - SUPERVISOR SECTION

1. Describe the orientation, ongoing training, and supervision that will be provided to the intern: _____

2. How will learning objectives and success in this internship be evaluated (i.e. outcomes, deliverables, final product, projects, evaluation, etc.)? _____

3. If you will be participating as a remote (virtual) internship supervisor, please indicate the specific online platform, method, and frequency of supervision/training: _____

STUDENT INTERN

Print Student's Name, Signature, Date

INTERNSHIP SUPERVISOR

Print Student's Name, Signature, Date

TEMPLATE: INTERN FEEDBACK FORM

An internship is a training opportunity, and students should receive regular feedback on their performance to support professional growth. This form can be used to help the student reflect on strengths and areas of improvement. This form can be used at both mid-point and end of internship.

Student Name: _____

Company Name: _____

Supervisor Name: _____

Date: _____

	Excellent	Good	Fair	Poor	Unsatisfactory
Attendance (<i>punctuality</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Productivity (<i>volume, promptness</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Work (<i>accuracy, completeness, neatness</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative (<i>self-starter, resourceful</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dependability (<i>thorough, organized</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attitude (<i>enthusiasm, curiosity, desire to learn</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpersonal Relations (<i>cooperative, courteous, friendly</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Learn (<i>comprehension of new concepts</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication Skills (<i>written and oral expression</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Judgment (<i>decision making</i>)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PLEASE ADDRESS THE FOLLOWING ITEMS

A copy of a letter of recommendation may be utilized in addition to this section.

Please describe areas where the intern demonstrated new skills, knowledge, and strengths (consider learning objectives identified at beginning of internship). _____

Discuss the intern's communication skills, collegial and collaborative behavior, and professional conduct throughout the internship. _____

Explain any performance areas below average that did not meet expectations (*consider student progress in relation to mid quarter evaluation, if applicable*). _____

Additional comments or suggestions for the student: _____

STUDENT INTERN

Print Student's Name, Signature, Date

INTERNSHIP SUPERVISOR

Print Student's Name, Signature, Date

RESOURCE LIBRARY

INTERNSHIP STATEMENTS, POLICIES, & SAMPLE INTERNSHIP DESCRIPTIONS

- UCSB Career Services Employer Policies
<http://career.sa.ucsb.edu/about/policies>
- U.S. Department of Labor FLSA Fact Sheet #71: Internship Programs
<http://www.dol.gov/whd/regs/compliance/whdfs71.htm>
- Position Statement: U.S. Internships (National Association of Colleges and Employers)
<http://naceweb.org/advocacy/position-statements/united-states-internships.aspx>
- Exploring the Implications of Unpaid Internships (National Association of Colleges and Employers)
<https://www.naceweb.org/job-market/internships/exploring-the-implications-of-unpaid-internships/>
- Sample Internship Descriptions – Technical and Non-Technical Versions
http://career.sa.ucsb.edu/files/docs/handouts/SampleInternshipDescription_technical.pdf
http://career.sa.ucsb.edu/files/docs/handouts/SampleInternshipDescription_non-technical.pdf
- UCSB Risk Management Statement
http://career.sa.ucsb.edu/files/docs/handouts/UCSBRiskManagementStatement_2014.pdf