



EMPLOYER INTERNSHIP WELCOME MATERIALS

Thank you for your interest in hiring a Northwood University student for an internship with your organization. The Career Advancement Team at Northwood University, in conjunction with the academic departments, are committed to ensuring internships provide career-related work experiences that are meaningful and compliment a student's degree major, develop professional skills, and provide experiential learning opportunities.

Why Northwood University?

Northwood University is a private, nonprofit and accredited institution that specializes in managerial and entrepreneurial education. We develop the future leaders of a global free-enterprise society by promoting critical thinking skills, personal effectiveness, and the importance of ethics, individual freedom and responsibility.

Few degrees say "versatility" like a bachelor's in business administration from Northwood University. Northwood students are:

- well-rounded with a solid understanding of the business industry and able to add value immediately;
- exposed to courses in management, finance, accounting, economics, marketing, and organizational behavior;
- ready, willing, and able to learn quickly;
- a key component to your leadership succession plan.

How Internships Benefit Employers

- Provides a source of highly motivated pre-professionals.
- Students bring new perspectives into the mix.
- Organizations visibility is increased on campus and by word-of-mouth.
- Interns are technologically savvy.
- Proven, cost-effective way to recruit, evaluate, and hire potential employees. Historically, data shows that 57% of our students end up being hired upon graduation.
- Contribute to the society by teaching and mentoring the future work force.



The Term “Internship” Defined

Northwood University adopts the definition, “*An extension of the classroom with an emphasis in on-the-job-training that leads to experiential learning and skill development.*”

We expect the intern to be mentored and supervised by a staff member who has expertise in the field of the internship. We expect an employer to agree to the criteria of an internship being on-the-job training that leads to experiential learning and skill development.

An internship can be full time or part time and vary in length and number of hours required per week. It can be required as part of an academic curriculum or an elective course, be completed for academic credit or no credit, and add experience to a resume.

Typically,

- interns work 10-30 hours a week during the fall or spring academic semesters, and as much as 40 hours a week during summer months;
- internships are flexible in terms of a work schedule to accommodate student coursework;
- students in a co-op program may be able to work as much as 40 hours a week, all year round.

An Internship ***is not***,

- free labor;
- meant to replace a full-time employee;
- meant to displace a current employee; and not
- more than 20% busy work (filing, phone errands).

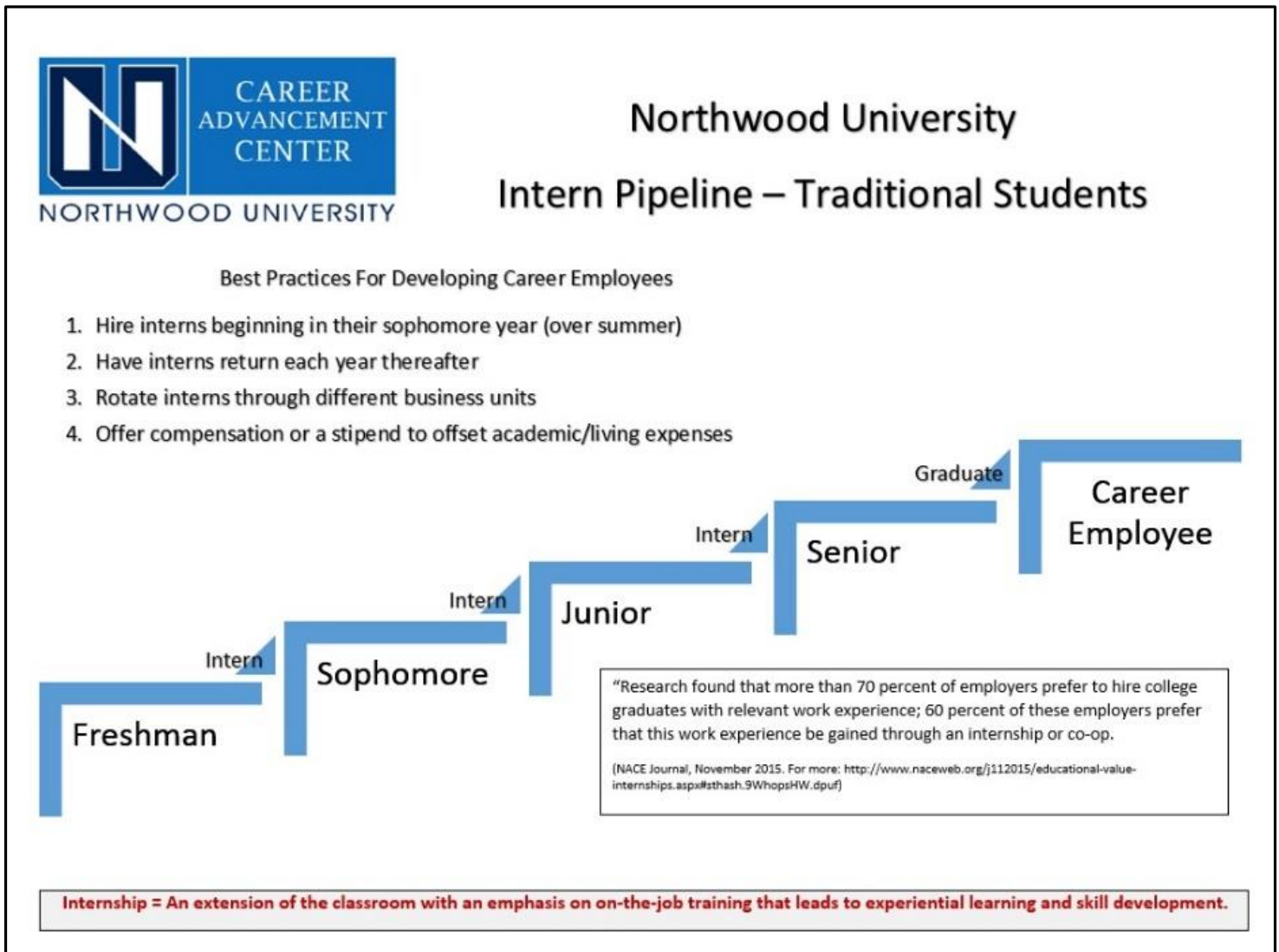
Cooperative Education (Co-op)

Just like an internship, co-ops are an extension of the classroom. They provide students an in-depth and extensive learning experience, and require a proven level of academic success *before* consideration. Often students seeking a co-op must:

- be currently enrolled full-time;
- have earned a minimum GPA of 3.0 or higher;
- have at least one year of full-time coursework remaining prior to graduation; and
- be able to work year-round.

Becoming an Employer of Choice – The NU Intern Pipeline

When put into practice, The Northwood University Intern Pipeline is a winning model for students, employers, and society alike!



Best Practices for Developing Career Employees

- Hire interns beginning in their sophomore year, and have them return each year.
- Rotate interns through different business units.
- Offer compensation to offset academic and living expenses.

To attract the best and brightest students to your organization, consider the above best practices. They are proven effective in developing career employees while elevating you to an employer of choice. According to NACE (2015), “The average hourly wage for interns at the bachelor’s degree-level is \$17.20.”

Plan Ahead

We recommend that you begin to recruit intern/s **at least three months prior** to the expected start date. This allows sufficient time to recruit, screen, and hire a candidate. It also offers students time to obtain academic approvals, if required.

Outcomes of an Internship?

- Employers position their company to become the employer of choice on campus, therefore, creating a pipeline of future career employees ready to hit the ground running upon graduation.
- Employers convert interns to full time employees over 50% of the time!
- Employers ultimately improve society by producing workers who add great value to the economy.
- Students gain valuable academic experience while developing their professional skills, their resume, and a working knowledge of their degree field.

Next Steps?

1. **Create** an Employer profile in the Career Network, www.northwood.edu/nucn.
2. **Post** your internship position(s) in the Career Network at least three months in advance of target start date.
3. **Connect** with Deborah Schummer, Career Advancement & Internship Coordinator, to qualify as a preferred employee.
4. **Collaborate** with Deborah about qualified candidates, the status of application process, and how to facilitate on-campus interviews, if necessary.
5. **Hire** a Northwood student for your internship!
6. **Report** the hire to Deborah Schummer for data collection and reporting.
7. **Provide** feedback for continual improvement of the process.



Contact Information

For more information about Northwood University's Internship Program and how to connect with their students, contact Deborah Schummer, Career Advancement & Internship Coordinator, schummer@northwood.edu or 989-837-4430.

Safeguarding Against Legal Disputes

Paid/Unpaid Internships

According to the National Association of Colleges and Employers (NACE), the leading source of information and guidance on the employment of the college educated, “The decision whether or not to compensate interns is a big issue today considering a recent heightened scrutiny of internships and employers. In May 2010, the U.S. Department of Labor (DOL) issued a six-part test to determine if an employer is required to provide payment for an internship.”

If the following criteria are met, an employer is not legally required to pay an intern:

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training that would be given in the educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees;
4. The employer that provides the training derives no immediate advantage from the activities of the intern, and on occasion its operations may be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages. (NACE: <http://www.naceweb.org/j022015/internship-legal-issues.aspx>)

Criteria for Internships According to NACE

If the above criteria are met/followed, it is the opinion of NACE, that the educational experience can be considered a legitimate internship.

To protect your company from legal retaliation, Northwood University recommends your internship framework meet these guidelines:

- 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.
- The skills or knowledge learned must be transferable to other employment settings.
- The experience has a defined beginning and end, and a job description with desired qualifications.
- There are clearly defined learning objectives/goals related to the professional goals of the student’s academic coursework.
- There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
- There is routine feedback by the experienced supervisor.
- There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals.

For more information on NACE guidelines regarding the legal issues of Internships:

<http://www.naceweb.org/j022015/internship-legal-issues.aspx>

SIX STEPS TO AN EFFECTIVE INTERNSHIP PROGRAM

An internship program is a great way to reap the benefits from a pipeline of pre-professionals ready to learn and become a key component in your succession plan. It is recommended that you allow several months or as much as a year to think through and develop an effective internship program.

6 STEP PROCESS

1. **Set Goals and Policies for the Internship Program.** Think big picture, organizational level.

Questions to ask:

- a. What does your organization hope to gain from an internship program?
- b. Is your organization looking to fulfill a need on a specific project or entail a variety of small projects?
- c. What are the tools and workspace necessary for the student to be successful in the internship?
- d. What talents and academic background do you want in an intern? Identify qualifications early on so you select the best candidate
- e. Who will be primarily responsible for the intern(s)? Will that person be a mentor, supervisor, or both?

2. **Determine/Set Compensation.** This is a vital decision for several reasons. Paid internships attract top talent, and make your company an employer of choice. Paying your intern shows that you are willing to invest in them, and that you value the skills they bring to the company. Unpaid internships elevate the employer's responsibility to adhere to Department of Labor and National Association of Colleges and Employers (NACE) guidelines.

Questions to ask:

- a. Is this internship paid or unpaid? (The average rate for a bachelor's degree-level is \$17.20.)
- b. Can we offer stipends to help offset a student's cost for:
 - Course (several of our degree majors require an internship for graduation)?
 - Travel and/or relocation?
 - Housing?

Many students are excited about the ability to relocate for an internship but need financial assistance with the costs associated with relocation. Helping offset these costs is a proven way to encourage the best and brightest to your organization.

3. **Write a Plan for the Internship.** Because an internship is an extension of the academic classroom and an opportunity for you to develop a career employee, provide meaningful projects for the student intern.

Questions to ask:

- a. Timelines (summer 10 weeks, yearlong 15-20 hours a week, etc.)
 - b. Expected Outcomes/Deliverables (student and employer)
 - c. Workspace
 - d. Hours
 - e. Project Assignments
 - f. Supervisor/Mentor
 - g. Etc.
4. **Recruit a qualified intern from Northwood University.** Use these tools/pathways to connect with the Northwood student:
 - a. Northwood University Career Network, www.northwood.edu/nucn. This is our exclusive jobs database for employers, students and alumni. Post your internships on this site, and then contact Deborah Schummer for help in communicating the opening on campus.
 - b. Internship Coordinator at Northwood University, Deborah Schummer, 989-837-4430, schummer@northwood.edu
 5. **Manage the Intern.** It is critical that you provide an orientation for the new intern, have a proper workspace setup, provide supervision and guidance, monitor progress, write evaluations, complete an exit interview, and so on. Think of the intern as a new, part-time employee who needs to be guided and managed in order to be successful.
 6. **Exit interviews and follow-up.** Gathering feedback on the student's experience is how you improve your internship program and assess the student's interest in coming back. If your goal is to have the intern return, an exit interview, whether held face-to-face or over the telephone, is an excellent way gauge the student's interest.

Resources for Employers

NACE, National Association of Colleges and Employers, is an excellent resource for helping employers design and develop an effective internship program. Here is their main website:

www.naceweb.org

In addition, here are links to a few of their resources:

“15 Best Practices for Internship Programs” <http://www.naceweb.org/internships/15-best-practices.aspx>

“Tips for Developing an Internship Program Schedule”
<http://www.naceweb.org/s12102014/develop-internship-program-schedule.aspx>

“Tips for Maintaining Ties with Interns”
<http://www.naceweb.org/s07232014/maintaining-relationship-with-interns.aspx>

Employer Guide to Structuring a Successful Internship Program.
<http://web.uri.edu/experience/files/RI-Employer-Guide-Good-Internships-are-Good-Business.pdf>

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