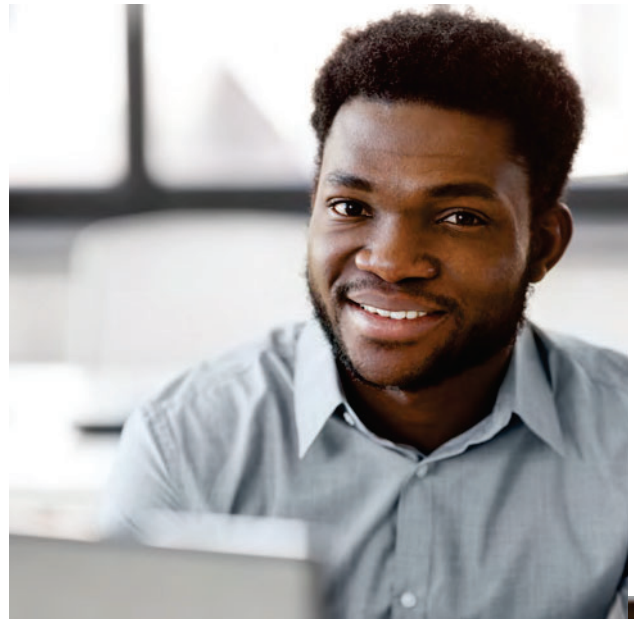


Developing Your Internship Program

Making a Difference in Tomorrow's Leaders with Internships
through The Fogelman College of Business & Economics

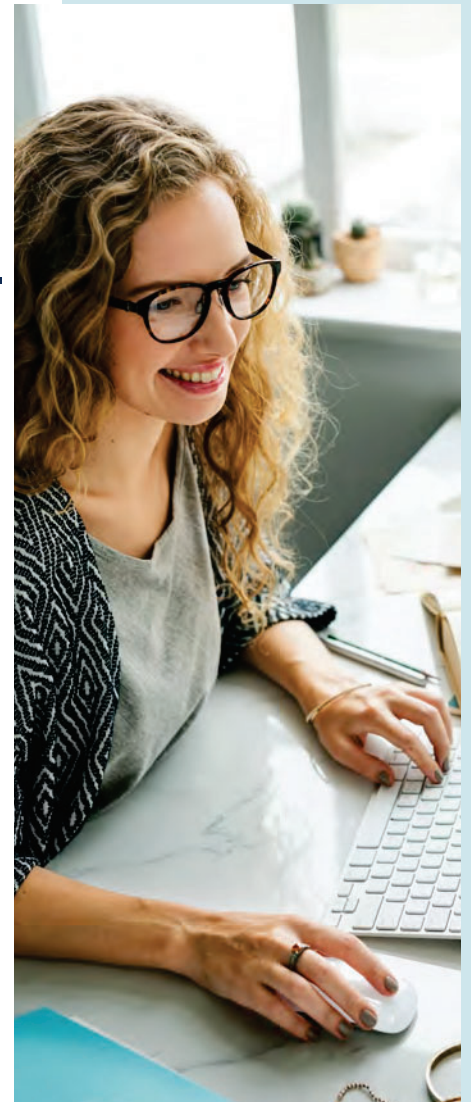
MARJA MARTIN-CARRUTH,
DIRECTOR
mnmartin@memphis.edu



Why Should We Offer an Internship Program?

HERE ARE JUST A FEW OF THE MANY & DIVERSE BENEFITS OF AN INTERNSHIP PROGRAM:

- Chance at “early recruiting”- seeing a student in action prior to hiring.
- Interns often bring fresh new ideas into the organization from today’s classrooms.
- Internships can become a regular part of a company’s HR strategy for staffing and recruiting, providing a “pipeline” of future candidates at an effective recruiting cost.
- An opportunity to assist in meeting HR goals, such as diversity and training objectives.
- Internships can offer young professionals in your organizations a chance to mentor and supervise an intern, which can provide professional development for younger supervisory staff members.
- Interns become your recruiting advocates as well - great experiences are shared with multiple student groups.
- Shortened learning curve for full-time employment; intern already understands your organization and your culture.
- An opportunity to participate in growing and developing tomorrow’s workforce; assisting our community in keeping the fresh young talent in Shelby County.



By starting and maintaining an internship program, you have a win-win for your organization, the intern(s) involved, and the overall Memphis and Shelby County community.

Characteristics of Internship Programs

- Academic interns usually start out earning 3 hours of academic credit for an academic period:
 - Fall semester - August through December
 - Spring semester - January through April
 - Summer semester - May through August
- The experience can extend to year-round, if an agreement is reached.
- Can be paid or non-paid. If non-paid, Department of Labor guidelines exist for “for-profit” organizations. Non-profit organizations function around the learning contract of the internship for hours and schedules.
- A distinguishing element between an internship and a short-term job experience is the internship has an intentional “learning agenda” which is structured into the experience.
- Internships provide the student with academic, career, and personal development opportunities.
- Strong internship programs generally grow into sustainable efforts so that the maximum benefits can be realized for the employer, intern, and college.

WE'RE ON BOARD . . . LET'S START AT THE BEGINNING:

What is an Academic Internship?

An internship is any carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what she or he is learning through the experience. The internship is overseen by a faculty or staff member in the FCBE and by a designated representative at your organization.

The value of an academic (for-credit) internship is:

- Student is focused on learning at your organization.
- A faculty or staff mentor works with the student.
- The student is accountable to the faculty supervisor.
- A final project is developed for a grade at the end of the internship period.
- The experience goes on the student’s transcript for future employers to see.
- Great opportunity to connect learning from the classroom to real-world, “hands-on” experiences.

Where are the best fits in my company to start an internship?

In your organization, you probably have areas where you would like to expand the creativity or scope of a project, but maybe have not had resources to do so. Every company is different, but the main goal is to look for project-type work that has learning potential for the intern.

Some ideas include:

- Research—competitive, program, new initiatives
- Event management or planning
- Marketing projects
- Management/HR related projects
- Finance/accounting
- Service-related projects
- Surveys or customer feedback projects

The list can be customized for your organization. We welcome the opportunity to visit and would be glad to assist you in the start-up process, should you need any guidance or additional implementation tips or strategies.



Structuring Your Program

Consider the following questions for your organization:

- **What do we want to achieve from our internship program?**
- **Where can the most value be achieved from this program?**
- **Who is best suited to be the primary contact point for our program?**
- **How will we measure our success as an internship provider?**
- **Where will the intern be located within our office and what is needed to set up an appropriate work space?**

“

The very first thing I tell every intern on the first day is that their internship exists solely on their resume. As far as I am concerned, they are a full-time member of my team. For all the negative stereotypes about millennials, you would be astounded by how hard they work when they believe their contribution matters.

- Jay Samit

7 Easy Steps to Getting Started:

1. Develop your goals and share them with your organization's internship supervisor (sample description from masterIT's program attached).
2. Develop job descriptions for positions you'd like to fill within your organization. Determine whether they will be paid or unpaid. If there are "perks" available at your company, consider those as well. If non-paid, Department of Labor guidelines exist for "for-profit" organization.
3. Determine when your program will start (summer, fall, spring).
4. Communicate the internship positions to the PDC. We will help you post your positions in our virtual recruiting system, as well as promote them in departmental communications.
5. What's your selection method: on-campus or on-site interviews?
6. Interview the candidates and determine the best fit.
7. Once the intern(s) is determined, develop a work schedule that is mutually agreeable and determine a start date.



The First Day/Week of Your Program

Think of it as a “mini employee orientation” for hiring.

Start by providing the intern(s) with:

- Brief description of the company’s mission and vision
- Tour of the company/work location, including copiers, break rooms, etc.
- Description of the project work, as well as any specific expectations you have.
- Organizational structure—specifically the contact you want the intern to primarily report to daily. A mentor is a great asset for an intern!
- Establish a daily routine for assignments and information.



Evaluation of the Program

For academic internships, we recommend a mid-term evaluation, as well as a final evaluation. You may want to consider a brief weekly recap of how things are going with your intern(s).

Consider How Your Program Can Be Expanded

Once your first experience is complete, consider evaluating how you can expand your program into other areas. You may find that internships can be easily incorporated into various areas within your company, with some customization for each area.



What happens if the intern can do more than the originally agreed upon projects?

If all projects have been completed and you're looking for more, evaluate the intern's skills and talents to determine appropriate next steps. The main consideration is that the new work assignment is learning-oriented, and that it be considered "real work" for their academic internship period.



What happens if the choice I made is not a good fit?

Unfortunately, even in full-time employment, this can happen. If you have counseled your intern and progress is not seen, contact the FCBE Professional Development Center and steps will be taken to address the concerns.





Application

It's good to have employee information on all who work in your organization, including interns. Once the decision has been made to hire a specific intern, consider developing an internship application so you have appropriate information on file during the internship period. Some organizations also use their standard application for full-time employees for internships.

Work Schedule

The student's supervisor should work with the student to develop a mutually agreeable schedule. The schedules are normally 10-15 hours per week to meet the clock hour requirement of the academic internship.

Any schedule changes should be mutually agreeable for both your organization and the student. A sample of the log the student will maintain is attached. This is turned into the faculty supervisor at the completion of the internship period.

Evaluation Forms

We recommend a mid-term and final evaluation for the student. This is usually required for the completion of the internship and the awarding of academic credit. A sample of these forms, provided by the FCBE Professional Development Center, is attached.

Rotation of Areas

Some organizations value having an intern work in a rotation of areas, particularly, if they anticipate future job opportunities in different areas. You might consider having the intern work in different areas in timeframes of 2-3 week periods.

VIRTUAL INTERNSHIPS

AS A RESULT OF COVID-19, MANY ORGANIZATIONS HAVE HAD TO ADAPT TO A VIRTUAL WORKPLACE. THIS TRANSITION INCLUDES INTERNSHIP PROGRAMS. SO, WE HAVE PUT TOGETHER A FEW BEST PRACTICES TO HELP YOU MAINTAIN YOUR PROGRAMS!

PREPARE YOUR STAFF

- Provide training regarding best practices for virtual internships.
- Be intentional about creating the same culture you have in the office.
- Staff should be giving timely and meaningful feedback on intern projects and providing opportunities for interns to ask questions, so your interns can learn and grow throughout their internship.

Need help preparing your staff? Email our Director, Dr. Kathy Tuberville, at k.tuberville@memphis.edu for additional resources.

SET INTERNS UP FOR SUCCESS

- Confirm that your interns have access to any hardware, software or other resources required to complete their work.
- Get interns plugged in to your company's virtual communications platform and set up regular check-ins and meetings.
- Schedule an introductory meeting for interns and the staff that they will be working with to ensure that your interns feel welcome and supported.
- Utilize project management tools to monitor student progress.

START STRONG

- Host a virtual orientation session to provide your interns with the mission, values and goal of the company. Giving them the big picture will help them feel connected and understand the value of their contribution.
- Provide comprehensive training and establish expectations regarding communication, projects and assignments.
- Agree on a set schedule with your interns to help them maintain consistency and productivity.

The PDC is dedicated to helping FCBE students become career ready by providing professional development opportunities. Email professional@memphis.edu to get connected!



PRO TIP:

Remember, some interns have limited professional experience, and may need some extra guidance and mentoring along the way.

COMMUNICATION **& MENTORING**

- Establish a staff member that you want the intern to primarily report to. A mentor is a great asset for an intern!
- You will need to communicate more often toward the beginning of the internship (2-3 times per week), then at least once a week when they are more comfortable.
- Have the intern establish 3-5 learning goals at the beginning of the internships and revisit these throughout their internship.

Questions about building your internship program and recruiting FCBE students?

Email our Director, Marja Martin-Carruth at mnmartin@memphis.edu

PRO TIP:

A gift bag with a few pieces of company swag can really help bring the company culture to life!



The Fogelman Internship Network

The FCBE has over 2,400 undergraduate business students in eight different majors and minors. In addition, over 600 graduate students in several business programs provide great talent options for key projects at your organization.

The Fogelman Internship Network (FIN) has over 700 employer partners who are boosting their recruitment efforts by building a pipeline of early topnotch talent. If you're thinking of hiring an intern [click here](#) to join FIN today!

GENERAL QUESTIONS?

Email us at professional@memphis.edu or visit our website at memphis.edu/professional

EVALUATION FORMS

Students seeking academic credit are required to submit mid-term and final evaluations; site supervisors will also be asked to complete evaluation forms. (See pages 16-20)

Be sure to schedule a time to review the evaluations with your intern, so he/she can grow from your review of the internship experience. Your feedback is critical to their development.

Note “comments” section at the bottom of the site supervisor final evaluation form. We appreciate you sharing any thoughts about your own experience with the FCBE Academic Internship program that might be beneficial to the Fogelman College of Business & Economics.

Please type your comments on both forms and return as attachments to the appropriate faculty supervisor.



Forms & Resources

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FOGELMAN INTERNSHIP NETWORK (FIN)

FIN is a great tool for connecting employers with student talent!



To get started, visit the [FIN Employer Login](#).

- When setting up your individual profile, be sure to search for your company name to see if a Business Partner account already exists.
 - If your organization appears in your search, click “select/continue”
 - If your organization does NOT appear in your search, click on “add business” to enter employer information as well as your own contact information.
- Fill-in all required fields and be sure to click “save” when finished.
- Upon completion of your company profile and contact information in FIN, your account will be reviewed. The department approves/activates each account.
 - Once your profile is approved, you can search student profiles and résumés, post internships/jobs, and request On-Campus Recruitment opportunities.
 - To post an internship or job opportunity, click on “Post a New Job” from your dashboard. Be sure to complete all required fields.

For additional support, contact:
professional@memphis.edu

We greatly appreciate your support and feedback!

PARKER DEWEY MICRO-INTERNSHIPS



We are continuing to closely monitor the challenges associated with COVID-19 and its impact on student internships. As such, we would like to invite you to consider posting short-term, professional, paid work experiences (i.e. Micro-Internships) which can be completed remotely.

Beyond offering opportunities for our students to gain experience and demonstrate their skills during this difficult time, they also provide you or your colleagues with immediate support on short-term tasks. In addition, Micro-Internships support your university recruiting efforts by helping you identify, assess, and build relationships with students who may be prospective job candidates.

These assignments typically require 5 to 40 hours of work and are similar to those completed during a typical internship. In addition, given the nature of this program, students are not your employees or contractors, making it even easier to provide these opportunities.

Micro-Internships can be completed across all departments including:

- Sales/Marketing
- Human Resources
- Strategy
- Research
- Operations and Support
- Finance and Accounting
- IT

[Click here to see examples of projects.](#)

To learn more and post projects, visit <http://info.parkerdewey.com/memphis/>.

If you have any questions, please contact the Professional Development Center by emailing professional@memphis.edu

Helpful Links and Resources

- Department of Labor Factsheet:
<https://www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships>
- Employer Link to FIN:
<https://employer.gradleaders.com/FCBE/Employers/Login.aspx?jprid=5282PDC>
- PDC Internships Website:
https://www.memphis.edu/professional/internships/academic_credit.php
- Society of Human Resources Management (SHRM) Internship toolkit: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employinginterns.aspx>
- Virus Prevention Tips (Forbes):
<https://www.forbes.com/sites/nelldebevoise/2020/03/30/four-steps-to-virus-proof-your-summer-internship/#6ad916145577>
- Tips for Managing remote teams (Forbes):
<https://www.forbes.com/sites/danabrownlee/2020/04/16/this-is-how-remote-teams-stay-productive/#14efe48a36b7>
- Parker Dewey Micro-internships:
<http://info.parkerdewey.com/memphis>

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

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

Background

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

The Test for Unpaid Interns and Students

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

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

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

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

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

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

Where to Obtain Additional Information

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

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

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

SAMPLE INTERNSHIP POSITION DESCRIPTION



2020 Marketing & Social Media Internship Position:

masterIT seeks to fill a part-time, paid marketing and social media intern position for summer 2020. masterIT is a regional managed IT services provider located in Memphis, TN serving the small and medium business market.

Position Title: Marketing & Social Media Intern

Qualifications: Ideal candidate will:

Have proficiency in marketing programs

Have proficiency in major social media including Facebook, Instagram, Twitter, LinkedIn

Understand the dynamics of copyrighting for the web and blogging best practices

Demonstrate great attitude, written and oral communication skills

Responsibilities will include:

- masterIT web site management
- Email marketing
- Client & prospect database management
- Managing and updating social media tools, including: Facebook, Instagram, Twitter, LinkedIn, YouTube.
- Aggregate breaking news, industry trends to generate content for corporate blog
- Follow systematic guidelines for execution of social media objectives
- Monitor social media for keywords
- Assist in video production
- Assist in client case study development
- Develop marketing touch calendar
- Assemble client & prospect education tools
- Sales administration support
- Accompany staff on client & prospect meetings
- Attend company-wide meetings

Compensation and Academic Credit This is a paid position, with pay ranging with experience. Students should pursue academic credit within their major or as an elective.

LOG OF HOURS WORKED

This log can be submitted in digital format via your organizations digital time keeping service, if applicable.

| Date | Hours Worked | Work Completed | Student Initials | Supervisor Initials |
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Internship Supervisor: _____
Print or Type Name
_____/_____
Signature Date

Student: _____
Print or Type Name
_____/_____
Signature Date

Faculty Advisor: _____
Print or Type Name
_____/_____
Signature Date

STUDENT MID-TERM EVALUATION

Complete & return as an email attachment by the midpoint of your internship period.

Name of Intern _____email _____

Name of Field Supervisor _____ email _____

Internship Location _____

1. Identify new knowledge, skills or attitudes acquired during your internship.

2. Describe successful activities or accomplishments in your internship.

3. Analyze your response(s) to challenges or problems you've confronted in your internship.

4. Identify assistance needed to successfully complete your internship. Do you need assistance from the Internship Office?

SITE SUPERVISOR MID-TERM EVALUATION

Complete and return as PDF email attachment by the midpoint of the internship period.

Name of Intern _____ email _____

Name of Field Supervisor _____ email _____

Internship Location _____

1. Identify new knowledge, skills or attitudes intern has acquired during the internship.

2. Describe successful activities or accomplishments during the internship.

3. Analyze the intern's response to challenges or problems confronted during the internship.

4. Identify any assistance needed by intern or supervisor to successfully complete internship.

STUDENT FINAL INTERNSHIP EVALUATION

Complete and return as a PDF email attachment at the end of your internship. Include a hard copy in your final portfolio.

Name of Intern _____ email _____

Name of Field Supervisor _____ email _____

Internship Location _____

1. Identify new knowledge, skills or attitudes you've acquired in your internship. How did this help you apply what you had learned in your major?

2. Identify accomplishments in your internship that you feel will benefit your career.

3. Rate your overall internship experience: 5 = exceptional; 1 = unsuccessful

5 4 3 2 1

Comments:

Evaluate the statements below, as follows: 5 = strongly agree; 1 = strongly disagree

| | Strongly Agree | | | Strongly Disagree | |
|---|----------------|---|---|-------------------|---|
| Internship site was well-suited for me. | 5 | 4 | 3 | 2 | 1 |
| Supervisor provided appropriate instruction. | 5 | 4 | 3 | 2 | 1 |
| Supervisor included networking and mentoring in my experience. | 5 | 4 | 3 | 2 | 1 |
| Supervisor provided constructive feedback to help me be successful. | 5 | 4 | 3 | 2 | 1 |
| My work schedule was reasonable. | 5 | 4 | 3 | 2 | 1 |
| Would recommend this organization to Future FCBE interns. | 5 | 4 | 3 | 2 | 1 |

INTERNSHIP SITE SUPERVISOR FINAL EVALUATION

Complete and return as PDF email attachment at the end of the internship period.
A copy of this document should also be in your intern's final portfolio.

Name of Intern _____ email address _____

Name of Field Supervisor _____ email address _____

Internship Location _____

| | Strongly Agree | | | Strongly Disagree | |
|---|----------------|---|---|-------------------|---|
| Quality of student work consistently excellent | 5 | 4 | 3 | 2 | 1 |
| Student was reliable about fulfilling the requirements of the internship. | 5 | 4 | 3 | 2 | 1 |
| Student consistently reported to work on time. Student never had an unexcused absence. | 5 | 4 | 3 | 2 | 1 |
| Student demonstrated professional behavior and appropriate dress for our organization. | 5 | 4 | 3 | 2 | 1 |
| Student contributed positively to our organization's culture. | 5 | 4 | 3 | 2 | 1 |
| Student meshed well with our culture. | 5 | 4 | 3 | 2 | 1 |

If a position was open in your organization, would you extend a job offer? Yes___ No___

Would you recommend this student to another employer as an intern? Yes___ No___

Would you be willing to write a letter of reference for this intern? Yes___ No___

What recommendations would you give the student for his or her next work experience?

Additional comments and suggestions for the FCBE Academic Internship Program: