Implementing a Successful Internship Program

An Honors Thesis (HONRS 499)

by

Donna Harless

Thesis Advisor
Dr. Mary Van Dyke

Ball State University
Muncie, Indiana

May 2001

Date of Graduation: May 2001
Acknowledgments

Much appreciation is due to Dr. Mary Van Dyke, my thesis advisor, for assisting me throughout this process. Thank you not only for your valuable comments, suggestions, and thorough editorial guidance, but also for encouraging me to undertake this project initially. Coordinating internship programs greatly interests me, but Dr. Van Dyke reassured me that this idea could excel. Furthermore, I would like to thank the Internship Coordinators from the Georgetown Criminal Justice Clinic, the National Federation of State High School Associations, Marketing Events Partners, the Academy of Television Arts & Sciences, and the Colts, who took the time to inform me about their internship programs. Without all of this help, this project would not have been a success.
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Overview of Author and Abstract
Author: Donna Harless

As I complete my undergraduate course work, I realize that I have learned the most from my internship experiences. I will be graduating in May 2001 with a major in Sport Administration and a minor in Business. Being a collegiate athlete, I have always been close to sports, but my two internship experiences have given me a more extensive view of the sport industry into which I will be entering.

Following both my sophomore and junior years, I interned during summer vacations at the Women’s Sports Foundation in Long Island, New York and USA Track & Field in Indianapolis, Indiana respectively. Although both of these organizations are non-profit organizations, the experiences that I gained were entirely different. From the way the internship programs were implemented to the missions of the organizations, these two organizations within the sport industry were different.

Because of my two internship experiences, I feel that internships are a very valuable part of a student’s education. However, it does seem that too often internships offered to students are not at the level they should be. The intern may not be getting exposure to the field while at the same time the employer may not be benefiting the best they could from the intern. It is clear that implementing an internship program is a process that can take a lot of hard work and dedication if done properly.

Due to my experiences, internship coordinating is now an interest that I have and would like to oversee someday in my career. The objective of this thesis is to develop an internship program that I could someday implement at an organization for which I work. Although having had two very different internships allowed me the opportunity to compare my experiences, I do realize that in no way do I know all there is to know about internships. In order to gain more opinions and information, I surveyed internship coordinators from a variety of industries to learn how their internship programs operate.
Additionally, sources such as books and the Internet proved extremely helpful in the development of this internship program.

An important issue when discussing internships is the variations which exist among programs. There are no set guidelines established as to how internships should operate. As I researched for this project, I did obtain information from valuable sources, however as you read please keep in mind that this is a subjective matter. In no way do I mean that this is "the only way" an internship program should necessarily be designed. Though the nature of the industry and those responsible for managing the program will cause internships to vary this project serves as an example of decisions and aspects that I will consider and incorporate into an internship program if I have the opportunity someday to manage such a program.
Internship Overview

What "gives meaning to everything you have learned and makes practical sense of something you’ve known as theoretical" (Sweitzer 3)? To a student this could accurately describe an internship, and for many students, their internship could be the most exciting experience of their education. It is an opportunity for them to apply everything they have learned in their course work to an actual real-world work experience.

According to the National Society for Internships and Experiential Education (NSIEE), an internship is defined as "any carefully monitored work or service experience in which an individual has intentional learning goals and reflects actively on what s/he is learning throughout the experience" (Gilbert 2-3). An increasing number of colleges and universities are requiring or encouraging students to have work experience in their field of study. Different terms may be used to describe this procedure such as internship, field work, field experience, co-op education, field education, practicum, but in general, all of these opportunities allow a student to gain experience before actually entering into the job market (Gilbert 2-3).

Furthermore, it is not just students who are interning in today’s competitive job market. Career change is an accepted aspect of today’s society, and interning allows an individual to gain new knowledge and make new contacts related to a new career. In fact, the Labor Department states that ten million working adults who choose to change careers also find interning advantageous (Gilbert 2).
DECISIONS REGARDING AND ASPECTS RELATED TO THE CREATION OF A SUCCESSFUL INTERNSHIP PROGRAM

Developing a successful internship program is not an easy process. Much time, planning, and preparation is needed to make an internship program be a success. Prior to hosting interns in an organization, there are many aspects that must be considered and steps that must be taken. The success of the internship program will greatly depend on how adequately this program is planned initially. The following sections outline some of the important decisions and aspects an internship coordinator should consider when initially starting an internship program.

Deciding to Host Interns

The first step in the development of an internship program is to determine if having an internship program will benefit your organization. An organization must also decide if it has enough educationally sound and professionally regarded work for an intern. It is crucial to make sure that when an intern is hired there will be adequate work that needs to be performed (Ciofalo 211). Adequate responsibilities should not include responsibilities that are mindless. The reason for internships existing is for the interns to gain experience. If a college student is doing their internship at an organization to finish their degree, it is likely that this individual is well-educated already. Interns who are assigned mindless tasks will not have such a valuable experience. Computerworld, Inc. states, “The days of IT interns working for peanuts and fetching coffee appear to be over” (Computerworld, Ciofalo 214). Furthermore, those involved with the internship program at the Academy of Television Arts & Sciences explain, “We make it very clear to the hosts that the internships must include very little gofering, filing, or photocopying work” (Oldman 14).

If valuable work is not available, the brighter students will be disappointed and will share their dissatisfaction with the internship coordinator at their school. Eventually
institutions will start to recommend that their students not intern for this organization, and this could jeopardize the image of an organization (Ciofalo 211-212).

While having meaningful work is important, proper supervision is equally important. In fact, it becomes clear that with whom someone works is more important than what they do, where they do it, or when they do it (Scannel 97). An organization must have individuals who will teach the interns. According to Scannell and Simpson, “an exciting, career-related educationally purposeful responsibility without a good mentor has less value and significance than a more routine or even more mundane set of responsibilities overseen and mentored by someone who cares (126). No organization is too big or too small for an internship program as long as supervision is adequate. Basically, “for an internship to work, the principals of the firm must be available to supervise and teach; if they are not, the internship will be a waste of time” (Ciofalo 215). It is crucial to have supervisors who are natural teachers who enjoy and have the time and patience to help train interns. The supervisor must also be willing to take risks as the interns begin to perform responsibilities on their own. Extra time must be put in by the supervisor to “develop the intern’s creative, strategic, and interpersonal skills” (Ciofalo 212).

Although an internship program does require the extreme support of supervisors, an organization can benefit greatly from an internship program. Internship coordinators that were surveyed for this project indicated that they felt that their company gained dependable workers, future employee prospects, creative ideas, enthusiasm, among other things from hosting interns. Internship coordinators whose programs have existed less than five years, such as an internship within a sport industry like MVP Golf, to internship programs that have been in place for over thirty years, such as the Academy of Television Arts & Sciences, tend to agree that hosting interns does prove beneficial.

My Plan for Hosting Interns

I realize that a lot of dedication is needed in order to have a successful internship
program. Any organization can develop an internship program, but in order to be beneficial much thought and consideration must be put into this endeavor.

I do feel that implementing an internship program can greatly benefit an organization, but how extensive the program I develop will be based on the organization that I work for. I realize that additional support is definitely needed for this endeavor and the success of this program will be based on the involvement of my co-workers as well. I will have to be convinced that this internship program will be a success before I incorporate an internship program into this organization. I want to know that interns will have a learning experience. My goal would be for no interns to leave my internship program with a negative experience.

Establishing Intern Responsibilities

After having decided that an organization has the work and supervision needed for an internship program to excel, the next step is to provide a job description (Ciofalo 212). A job description helps in developing guidelines, avoiding incorrect assumptions, and encouraging productivity (“Implementing”). Not just interns, but anyone applying for a position can probably relate to this idea. How many of you have gone to an interview, heard the job description, and thought it would be the best job ever? It was not until you accepted the job and began working that you finally identified and realized the true responsibilities. Jobs and internships often come with fancy titles and can be talked up to sound appealing, but this is clearly not fair to the person accepting the job. There are times that responsibilities will be altered, but overall a description should be what the accepting party agrees to in the interview. In events of crisis, of course, responsibilities could change for the whole organization, but in general, guidelines should be known when interviewing for a position.

From the research conducted for this thesis, internship coordinators felt that responsibilities designated to interns were the primary aspect in which improvement
needed to be made. This is true among varying industries. Internship coordinators surveyed from the Georgetown Criminal Justice Clinic, MVP Golf, and the National Federation of High Schools, indicated that interns need to have more responsibilities assigned to them. The Georgetown Criminal Justice Clinic, which is rated as one of the “Top 10” places to intern (Oldman 9), continues to push for more responsibilities assigned to their interns. Interns for this organization do share the same routine responsibilities as interns of other organizations such as the assignment of projects with deadlines, involvement in group work, attendance of staff meetings, and completance of a daily log, but, in addition, they have a lot of other responsibilities. For example, Georgetown Criminal Justice Clinic interns also assist in trial preparation, which entails locating and interviewing witnesses, serving subpoenas, and conducting background checks. Although interns are offered all of these responsibilities, the internship coordinator continues to stress that interns need more responsibilities assigned to them. The intense drive to continue to improve this program is probably what ranks Georgetown Criminal Justice Clinic among one of the leading places to intern.

**My Plan for Establishing Intern Responsibilities**

After having decided that an internship program will benefit my organization, I will meet with individuals within my organization to get an understanding of the responsibilities that could be assigned to interns. Although I do hope to eventually have a well-established internship program that hosts many interns per year, I am aware that initially my organization will probably want to start with just a few interns. The minimal number of interns within the varying departments will cause departments to have to compete for interns by proving their reasoning for wanting an intern. Into what department I place the interns will depend on a number of factors. In order for a department to be considered for an intern they will have to submit a rough description and responsibilities of what the intern’s position will entail. After submitting their intern’s job description including responsibilities, I will meet with each of the
department's staff to determine where interns will be placed. The placement of the interns will be based on a number of factors including: the amount of work/projects that need to be done; the quality of the projects assigned; how the intern will benefit from this experience; and the number of employees already employed in that department. This procedure is basically to insure that both the department and the internee benefit from this experience.

It could even be that an intern will not be placed within a single department of an organization. The Canton Crocodiles Professional Baseball Club has developed an internship program in which interns are rotated through different departments to insure they receive a well-rounded experience (Canton). I am aware that for some industries rotating into different departments would not be possible because of the precise knowledge one must know to perform those activities. I would have to consider this option based on the organization for which I will work.

All of these steps would occur long before the interview process begins. I feel that when a prospective intern comes to an interview they should be provided a complete job description. Along with the title of the position, it should definitely include a list of the responsibilities that interns will be responsible for during the internship. Just as the person conducting the interview is analyzing the person being interviewed, the person being interviewed is doing the same. The person who is being interviewed may have applied to numerous places and therefore may have the opportunity to intern for different organizations. When I will conduct interviews, I will have a complete description with responsibilities outlined so they will initially be aware of what the internship entails. Oftentimes, interviewers build-up the position during an interview, but when the intern accepts and begins work, the responsibilities are much different. Obviously changes will occur at times, but major tasks and responsibilities that are initially outlined should be adhered to in order for the intern to gain valuable experience.
Coordinating Housing

When deciding to accept an internship, one of the main concerns an intern has is housing arrangements. If an intern is accepting an internship close to home, this may not be an issue, but if accepting an internship means he/she is moving to another state or country, this will be a major concern. There are different ways that internship programs handle housing, and it is important to determine how the organization will handle housing arrangements for their interns prior to hosting interns.

Some organizations go out of their way to make this process as easy as possible for their interns. Ford Motor Company, which is ranked as one of the “Top 10” places to intern, has an extensive housing plan (Oldman 9). Ford interns who live more than 50 miles from Dearborn have the option of receiving free housing in fraternity houses or apartment complexes at the University of Michigan at Ann Arbor while serving as an intern. Interns who live in the fraternity houses share a one-room double with another intern. Free maid service and continental breakfast are also provided each working day. The interns residing in the apartment complexes share a two-bedroom apartment with three other interns. Additionally, they have access to meeting and exercise rooms, a pool, and, for a monthly fee, cable television. In addition to this housing option, interns can also choose to receive a stipend and find their own housing arrangements (Oldman 123-125).

Although Ford’s internship program accommodates an extensive housing program for all of their interns, the majority of internship programs merely provide assistance in locating housing rather than providing housing. For example, Hewlett Packard, also ranked as one of the “Top 10” places to intern, pays their interns some of the highest salaries in the industry, yet they do not provide housing. Hewlett Packard does provide assistance though through a relocation program. This program is chaired by two administrators who provide detailed packets of housing information to simplify this process for interns who are apartment searching (Oldman 151).
The Women's Sports Foundation for which I was an intern provides a similar service to their interns. The Women's Sports Foundation is located on Long Island, New York, an area in which housing is extremely expensive. In order for interns to be able to afford to accept this internship, the Foundation has arranged for individuals in the community to rent rooms to the interns. The internship coordinator and other staff members compile a list of people in the community who will offer a room to the intern while they are interning at the Foundation. This list is distributed to the interns when they accept this internship. It is then the intern's responsibility to contact the individuals and make arrangements, but the process is much easier because of the Foundation's relocation service.

Whereas some organizations provide full housing or assistance in locating a place for interns to stay, other organizations leave this process entirely for the intern to arrange. If an organization does not provide assistance, it is important that interns start early to find housing. It may be that the intern personally knows someone or they have a family member or friend who knows someone in the area that they will be interning. If an intern does not have any contacts in the city they will be locating to, it may be helpful for the intern to get a list of other interns from the internship coordinator who will be interning for the organization to find out their housing arrangements. They may have ideas about possible arrangements or it may be possible to find housing for a group together. Other options could include searching newspapers in that area for sublettings or openings or searching the Internet for apartments. A common problem when trying to lease an apartment involves the length of the lease. Often apartments are leased for a year, and although the duration of internships do vary, they are often less than a year. In this case, subleasing could be a better option. A further option could entail locating college campuses within the area. Summer interns could possibly find housing in dormitories or campus apartments. Housing can be found, but it may take a lot of effort on the intern's part.
My Plan for Coordinating Housing

The way in which I will handle housing in my internship program will be based on the guidelines given to me by supervisor. Of course, I would love to say that I would offer free housing to all interns or a plan such as Ford Motor Company offers, but realistically I will not have complete control over this issue. This will definitely be a financial concern. I do know that even if I am unable to provide full funding of housing, I will offer a housing list and offer assistance with helping the interns find a place to stay. Finding adequate housing is a major concern for interns when relocating for an internship, and I hope to make this process as simple as possible.

My first step in making a list will be to go contact members of the community. Gaining community support is crucial when finding individuals who will house interns or an apartment complex that will work out special leases. If my organization is already well established within the community, gaining support in developing a housing plan will be much simpler. If the community is not too aware of my organization, this task could be more challenging. Although the primary reason for contacting members of the community will be to find housing for prospective interns, community involvement could benefit the entire organization.

Compensating Interns

Salary is another factor that varies among internship programs. One may ask why an intern would choose to take an internship through which they were not receiving money. The internship program at the reputable George Law Center Criminal Justice Clinic is one organization that does not offer a stipend to their interns. While a stipend is not provided, the Criminal Justice Clinic remains one of the top places to intern because of the experience the interns gain. Not many interns have the responsibilities that these interns have such as assisting in trial preparation, which requires locating and interviewing witnesses, serving subpoenas, and conducting background checks.
Although the Criminal Justice Clinic does not provide compensation, Hewlett Packard, which is also one of the top places to intern, offers one of the highest paid internship positions in its industry. Hewlett Packard interns receive compensation of $450-$625/week for undergraduates and $700-$950/week for graduate students. Round-trip travel and a relocation allowance are also given to their interns (Oldman 149).

As you can see, there are no set guidelines that state how interns should be paid. Although some internships continue to not offer stipends, the trend is moving toward creating stipends or some sort of compensation for interns. According to a popular website discussing careers, “the salary for the first experience should be as high as possible to attract quality applicants, while leaving room to increase wages for returning interns” (Implementing). Offering a stipend or some sort of compensation will convince the intern, the intern’s parents, and academic coordinators of the value of this program.

My Plan for Compensating Interns

Obviously, the compensation that I offer the interns for my organization will not entirely be my decision. I will have guidelines given to me according to my organization’s budget, but I will push to make it as fair as possible. I feel that it is important to keep in mind that while interns are interning they are probably giving up a part-time or full-time position. While interns hopefully will be learning more through their internship rather than at another position, offering interns compensation will let them know that my organization truly cares about them (Ciofalo 213). Interns normally intern for a learning experience, but without offering compensation, I feel that our organization would not get the best applicants possible. I do not feel that an internship’s compensation should be outlandish, but I will strive to make it competitive with other organizations within my industry.

Developing an Orientation Procedure

An organization orientation for interns is a must. Whether it be a two hour long
personal interview as conducted by the Academy of Television Arts and Sciences or a week long orientation process such as the one Women’s Sports Foundation conducts (Women’s 11.5), orientation is crucial. This is the time when an intern first becomes acquainted with the work of the internship and the organization as a whole. Orientation is made up of a tremendous amount of observing, reading, shadowing, and inquiring. Although these activities may seem pointless at the time, this is crucial to being a part of the organization (Sweitzer 77-78).

Internship programs vary greatly among organizations and so orientation procedures also vary tremendously. There are many questions regarding the effectiveness of orientation sessions including: how long should they last and how in-depth should they be. The most important thing to remember is that what works for one organization may not work for another. As an internship coordinator, it is important to determine what works best for your organization.

From the survey that I conducted, I learned that the Academy of Television Arts & Sciences, which has a very reputable internship program, has an orientation procedure which consists of a two hour interview. Hewlett Packard, which also is known to have an excellent internship program, has an orientation procedure which lasts one day (Oldman 151). On the other hand, the Women’s Sports Foundation has a week-long orientation program. From personal experience, I feel that this extensive orientation program did fully acquaint me with the organization. From the first day, I was aware of the outline of the orientation process, policies, procedures, and the employee/intern handbook. I had the opportunity not only to be introduced to other staff members, but to begin building relationships with them as well. This in-depth orientation did make me feel like an integral part of the organization.

On the other hand, I could understand why a week of orientation would be considered too time consuming. It is impossible for an intern to really learn everything about an organization within a week, and this could make an intern feel overloaded with
information. Learning how the whole organization functions in a week can be overwhelming. Furthermore, learning so much information at one time does not allow an intern to truly learn the information, but rather just observe what is being taught. In developing an internship program, because there are no set guidelines, there may be different ways which work better for different organizations or industries, but to say one way is right is unjust. What works effectively for one internship program may not benefit another internship program for different reasons.

My Plan for Developing an Orientation Procedure

Orientation will begin the first day an intern begins work for my organization. I will try to arrange intern start dates so that interns can go through the process with other interns, but it will need to be based on when they are available to begin work. On their first day, I will meet with the intern to acquaint them with the organization as well as to get to know them personally. I will try to keep it as informal as possible, but important topics such as policies, procedures, and the handbook, will be discussed. Along with familiarizing the interns with this information, I will introduce the interns to staff members.

At the end of the first day, I will provide the interns with a brief orientation checklist to insure they are learning all they initially need to know. This checklist will require the interns to schedule appointments with cooperating staff members to get a better understanding of their roles in the organization. One of the main benefits of interning is making future contacts, and by initially building relationships with the staff, I feel that an intern will get to know them better. In order to make the checklist enjoyable, as opposed to something that is required, I plan to create incentives. For example, the first intern (among the group of interns that initially start together) who completes their checklist will receive an incentive. The prizes will be nothing outlandish, but simple such as movie passes or organization merchandise. I feel that by giving incentives, interns may view this procedure as fun rather than as a task.
Conducting a Mid-Term Evaluation

An evaluation is basically a mechanism for assessing performance (Sweitzer 111). As with most issues related to internships, conducting a mid-term evaluation is flexible as well. Some companies find it beneficial while others are not concerned with this. For example, the Academy of Television Arts & Sciences do not perform mid-term evaluations although they are ranked as one of the “Top 10” places to intern (Oldman 9). On the other hand, many other well-established intern programs do perform mid-term evaluations.

Personally as an intern, I experienced both methods, and I feel that I benefited more when I was given a mid-term evaluation. I think it is beneficial for an intern to know how he/she is progressing. Of course, the way in which this evaluation is conducted will definitely impact the success of this procedure, but if conducted properly I feel that it would be extremely helpful.

One main drawback which could jeopardize the success of this procedure is if the intern is not able to accept criticism. Criticism is something that the intern must get used to, but as an internship coordinator or department supervisor, it would be necessary to know how to give constructive criticism. The evaluation will probably include some things for the intern to work on, but it is important to also acknowledge the areas in which the intern has excelled as well (Sweitzer 207). If an intern feels they are being heavily scrutinized, this evaluation could jeopardize the remainder of their internship.

While the mid-term evaluation does allow the intern an opportunity to see how they are performing, it also insures that the intern is getting what they expected from this internship. The mid-term evaluation could get issues resolved that the intern has been facing. For example, if the intern feels they are not assigned the responsibilities discussed in their interview or if the intern is having trouble communicating with a certain individual, the problem could get resolved while the internship is still in progress.
Just as it is important that the internship coordinator and department supervisor remain careful in how they approach criticism, it is equally important that the intern approaches these subjects carefully in order not to cause problems for the duration of their internship.

**My Plan for Conducting a Mid-Term Evaluation**

Mid-term evaluations will be conducted in my internship program. When an intern initially begins, we will discuss the approximate date for their mid-term evaluation. Included in their internship handbook that I will give them, two mid-term evaluation forms will be provided. One evaluation will be for the intern to complete and the other one will be for the intern to give to their department supervisor to complete. It will be the responsibility of the intern to fill out their forms as well as to remind their department supervisor at the time to fill out his/her forms. It is also the responsibility of the intern to identify a time to meet with the department supervisor to discuss the evaluations. After having discussed both of their comments, the intern will bring both of these forms to a meeting with me, the Internship Coordinator. We will discuss the intern’s progress, and I will provide a copy of both the intern’s and the department supervisor’s comments to the intern for their records while retaining the original copy for my records.

*I have provided two sample mid-term evaluations in the appendices. These evaluations should be completed by the intern and by the department supervisor* (Women’s 15.2.1-15.2.2, Student-Agency, Student-Internship).

**Conducting an Exit Evaluation**

Whereas some internships do not include mid-term evaluations, exit evaluations tend to be more commonplace. Most internship programs use a written final evaluation of some sort. A written evaluation gives the intern an opportunity to reflect on his/her entire intern experience. Written evaluations, if performed before the oral evaluation between the intern and their supervisor, can be used in preparation for the oral evaluation (Sweitzer 206). The oral evaluation between the intern and their supervisor is of great
importance. It is very important to take the time to schedule approximately an hour to meet and discuss the internship. Feeling uneasy about the exit evaluation is normal for an intern to an extent. It may be that the intern is nervous about receiving feedback or having to say good-bye. On the other hand, the supervisor may be reluctant because he/she is not good at saying good-bye. It could even be that both the intern and the supervisor are extremely busy with projects and assignments. In order to insure the oral evaluation is performed it is best to schedule an appointment (Sweitzer 206).

In the exit evaluation, it is important to cover both the cognitive and affective aspects of the internship (Sweitzer 206). Basically, the evaluation should cover both thoughts and feelings regarding the internship. Included in the cognitive domain, the conversation can easily be divided into two sections: work performance and learning. Some areas to discuss in regards to work performance include: areas where the intern seemed to have been especially effective, the individuals with whom the intern worked most successfully, and the skills in which the intern most excelled. One of the most beneficial ways for an intern to prepare for this evaluation is to reread his/her journal kept throughout the internship (Sweitzer 206). The second component to be discussed is the affective domain. This should include the intern and the supervisor discussing their feelings toward each other. This should include discussing how they interacted. It is important to remember that some supervisors may share this information more willingly than others. Furthermore, it is important for the intern to clarify how he/she personally feels before going into the evaluation (Sweitzer 206).

In exit evaluations, it is easy to want to focus on the positives, but just as important is constructive criticism. There is no way that everything an intern did was perfect, so in order for an intern to adequately learn from the experience they must receive this feedback (Sweitzer 206).

Although exit evaluations do provide constructive criticism to the intern, the end of an internship is also a time for interns to offer feedback to their supervisor. MVP
Golf's internship coordinator stated that they do rely on intern feedback to determine how their company could improve. It is important for an intern to think carefully before offering criticism unless it is requested. Even if it is requested, the way in which it is provided must be carefully thought through. It is important to remember that the supervisor does have power in regards to grades (if the internship is for course credit), letters of recommendation, and word of mouth in the community (Sweitzer 206).

**My Plan for Conducting an Exit Evaluation**

In my future internship program, an exit evaluation will be performed as an intern nears completion of his/her internship. Exit evaluation forms will be provided in the handbook interns receive when initially beginning the internship. It will be the responsibility of the intern to fill out their exit evaluations and to remind their department supervisor and internship coordinator to do so as well. Along with completing their forms, the intern will be responsible for reminding department supervisor and internship coordinator as the end of their internship reaches near. When the intern discusses the written evaluation, it will be necessary to meet with the department supervisor and internship coordinator for approximately an hour to discuss the evaluations. If possible, it would prove most beneficial to schedule the exit evaluation last in order with the internship coordinator to make this the concluding evaluation. Although the coordinator will keep the original copies of the evaluations, the intern will receive a copy of the comments provided by their department supervisor, the internship coordinator, as well as their own comments.

*I have provided three sample exit evaluations in the appendices. These evaluations should be completed by the intern, the department supervisor, and the internship coordinator* (Women's 15.3.1-15.3.3, Student-Agency, Student-Internship).

**Offering Internships for Academic Credit**

As an internship coordinator, it is important to determine a policy regarding
university credit. While some internship sites allow interns to complete their internship solely for the intern’s personal benefit, other internship sites require the internship to be taken for academic credit by their university. TBWA/Chiat/Day, which is one of the largest advertising networks, has a well-respected internship program, but only offers internships to individuals who are earning academic credit (Oldman 9, Internships TBWA). No exceptions allowed by this company.

Does it seem fair to only offer an internship for academic credit when we live in a society in which so many individuals change careers? According to the Labor Department, ten million working adults change career paths each year. Interning can provide a way for these individuals to gain experience as well as college students (Gilbert 3).

Obviously since some organizations require an intern to be earning academic credit while others do not, internship coordinators feel differently about this issue. No matter what an organization views to be correct, it is important to establish guidelines regarding academic credit when developing an internship program.

**My Plan for Offering an Internship for Academic Credit**

I feel that it is unfair to offer internships only to individuals earning academic credit. Oftentimes employers look for individuals to have work experience after having graduated and one of the main ways to gain experience is through an internship. I hope to offer my internship to any qualified individual eager to gain work experience in my industry. Although many of the interns probably will be earning academic credit, I will not exclude anyone trying to gain work experience.

**IMPROVING AN INTERNSHIP PROGRAM**

Implementing an internship program is a challenging task, but so also is maintaining and improving a successful internship program. As an internship coordinator it is important to remember that an internship program always has room for improvement.
Furthermore, it is important to not only acknowledge areas that need improvement, but to take the initiative to make the adjustments. The following sections include suggestions that could be used to improve an internship program.

**Developing a Mentor Program**

Who better to get advice from than someone who has previously been through the same experience as you? The Academy of Television Arts & Sciences has developed what they call the “Academy’s Mentor Program” (Oldman 15). In this program, interns are paired with past interns in order to ease some of their stress associated with their new internship experience. Whether the intern is nervous about moving to a new location or nervous about the internship experience itself, the mentors are able to answer many of their questions and ease their worries.

**My Plan for Developing a Mentor Program**

The idea of pairing an intern up with a past intern does not seem to be a very popular trend in internship programs, but I feel that it could be very beneficial. I know from my personal experience and from speaking with other interns, that there were many questions left unanswered when we began our internships. Often an intern does not want to keep calling the internship coordinator asking them question after question. If an intern were paired with someone who had already been an intern with this organization and was willing to provide insight, not only would they have their questions answered, but they would make a future contact as well.

I plan on implementing this idea in my internship program. As an intern completes their internship, I will offer them the option of mentoring future interns. I will definitely encourage past interns to participate in this program, but it will be entirely up to the individual. After a prospective intern has interviewed for the position and I offer them the internship, I will provide them with an individual they can contact as a mentor. It could make sense to wait until after the prospective intern has accepted the position,
but I feel that providing them with a reference to talk with will further encourage them to accept this internship. Prospective interns often have many questions and doubts when deciding to accept an internship, and the mentor could be very helpful during this process. It is often helpful for a prospective intern to speak with someone who has been through the experience. If the prospective intern accepts, they will already have begun forming a relationship with their mentor.

**Treating the Intern to Lunch**

Whether it be the CEO of the organization or an intern who has just began, having lunch is common among everyone and can provide a relaxing atmosphere. USA Track & Field has instituted this concept of inviting interns to lunch and found a way to use this to create a comfortable initial atmosphere. Initially meeting the CEO of an organization can be very intimidating for an intern, but by doing so in a relaxing atmosphere, the interaction can be much more comfortable. By talking and getting to know one’s background over lunch is much more relaxed than getting to know someone in their office. As previously mentioned the starting dates of interns will probably vary according to the intern’s schedules, but when all of that sessions interns arrive, the intern coordinator at USA Track & Field plans this activity. This does occur at the beginning of the intern’s duration, but it normally is not the first day. This luncheon includes the CEO, the internship coordinator, and the group of interns who have recently started their internship. Feedback from the interns in this program was very positive. This interaction put the CEO at a much more comfortable level than they felt otherwise would have been.

**My Plan for Treating the Intern to Lunch**

I feel that it is important for an intern to feel that they can approach any individual in an organization, even individuals who are highest up in an organization. For an intern who may be entering this internship without an extensive amount of work experience, it is common for an intern to feel intimidated by individuals with power in the organization.
I understand that individuals such as the CEO do have many time commitments, but I will try to convince he/she that in order for this internship to be as successful as possible, all individuals must be involved. After all interns have began work for that session, I will schedule a time in which the interns, the CEO, and myself to go to lunch. This is a time in which the CEO can explain the reasoning for the internship program and stress how important the interns are to the organization. It will not require an extensive time commitment, but I feel that this experience will help the intern feel more like a part of the organization.

Creating a Positive Initial Image

The initial feeling an intern gets when beginning their internship is crucial. It is virtually impossible for an intern to feel completely comfortable when initially starting his/her internship, but planning activities that promote group interaction can prove beneficial. These activities will hopefully allow the intern to relate to staff easier and also for the staff to get to know the interns. The Women's Sport's Foundation, calls their initial activity an “Icebreaker” activity. The icebreaker activity normally involves an afternoon event. All staff and interns leave the office for an activity together such as a football game, basketball game, or a similar team promoting activity (Handbook). Whereas sport is primarily the focus due to the sport related industry of the Women's Sports Foundation, this activity can include a variety of things. For example, Ford Motor Company puts on an ice cream social to promote interaction among staff members and interns (Oldman 125). The type of activity is not as important as is the idea of making the intern feel like an integral part of the organization is.

My Plan for Creating a Positive Initial Image

I feel that promoting a comfortable atmosphere for interns is essential for the success of their internship. If an intern does not feel comfortable, he/she will not get the most from their experience. I personally feel that it is much easier to get to know
someone outside of a professional setting. Roles tend to be set aside, and people can truly get to know one another. The type of activity will vary among each intern group, but it will be an activity that everyone will be able to play or participate. Some suggestions could include a bowling outing or a pitch-in picnic.

Although I hope to be able to coordinate roughly the same start dates for interns each session (fall, spring, summer), I realize that because of the interns’ schedules, they will not all be able to arrive at the same time. Hopefully, all of the interns will have started by the time of this activity, but if an intern starts much later than the rest of the interns in that session, they may miss this activity. It would then become more important that staff and other interns take the initiative to make new interns feel welcome.

**Including Interns in Organization Endeavors**

How can an individual feel like an integral part of an organization if they are not involved in activities that take place within an organization? If you are sitting at your desk while other members of staff are involved in a meeting, conference call, or in-house class, an intern will not feel like an attribute to the organization. The organization did continue before you arrived and probably will after your internship is over, but it is important to make interns feel that they do contribute to the organization.

Staff meetings will probably occur at basically every organization in which an intern could be a part. Whether it be a departmental meeting or a staff-wide meeting, meetings of some sort will probably exist. From my personal experience, I feel that including interns into staff meetings is crucial. If an intern is going to be a part of the organization, they must know what is going on in different aspects of the organization. As an intern, I know that I did not provide input in staff-wide meetings tremendously, but it was during these meetings that I learned the most. Whether it be how the organization worked or how staff members interacted, I learned a great deal from these meetings.

Not only did I learn tremendously from in-house meetings, but one of my most
memorable experiences was when I attended a meeting outside of the organization. Myself and three other interns attended a meeting in Rockefeller Center with Donna Lopiano, CEO of the Women's Sports Foundation, and Dick Ebersol, who works for NBC Sports Television. Under no other circumstance would I have had the opportunity to attend a meeting with such influential individuals in sport. This experience gave me a first-hand glimpse of what a business meeting entails. Although the meeting was rather informal, I learned tremendously from listening to the issues that were discussed and observing the way in which they interacted. Listening to two individuals with such a wide knowledge of sport was amazing.

Attending meetings are not the only way of including interns. Conference calls can also be a valuable experience for interns and to make them feel needed. I remember one of the interns in my intern group who was made very upset because of this issue. All of the staff members in her department were in an office on a conference call while she sat at her desk. She was only a short distance from the room in which the conference call was being held and the door was open. Although she could hear what was being said, it was the thought that her department did not think enough to include her in this activity. It may not be that the intern would be able to contribute a tremendous amount of input, but just listening could prove beneficial.

Other activities such as in-house classes can also make interns feel as part of the organization. Hewlett Packard (HP) tries to treat their interns like regular employees by offering them the opportunity to take any HP-offered classes. One previous intern commented that they “took a two-day, in-house C-programming course and a course on presentation skills. Whatever your reason, HP will let you take any of it’s classes, just like that” (Oldman 151).

My Plan for Including Interns in Organization Endeavors

I feel that if a department is willing to host an intern, they should make an extreme effort to include them in as many endeavors as possible. From the beginning
when I place interns into various departments, I will stress this to the individual
departments. There may be instances in which the information being discussed is highly
confidential, but if the whole department is involved, interns should be included. If
interns are excluded from certain aspects of the department, they will not gain as much
from their experience.

I will also incorporate the idea of interns attending out-of-house meetings as well.
I can not fully develop my plan for this procedure because it will be determined
according to the organization in which I work. Many factors will determine the success
of this procedure, such as the schedule of the CEO, the acceptance of the CEO with this
endeavor, and the number of interns our organization hosts. If interns are unable to
attend meetings with the CEO, it may be possible for them to attend an important meeting
with their department supervisor. The underlying concept is that interns do learn by
observing, and an intern could learn tremendously from this experience.

Planning Visits to Other Organizations

Interns choose to take an internship position in order to gain knowledge in an area
so I feel that they should receive the most knowledge possible. Of course interning at
one particular organization allows them to get a full understanding of how that particular
organization operates, but even how organizations in the same industry operate can vary
greatly. For example, consider the possibilities of an intern interning in the sport
industry. Of course, the main focus would be to promote a particular sport or sports in
general, but there are many different aspects to observe.

I feel that the internship experience that I gained at USA Track & Field allowed
me to get a well-rounded experience of the sport industry. This was made possible
because of the contacts that our internship coordinator had with individuals in the
Indianapolis area. He arranged for our intern group to visit the following offices or
complexes: National Collegiate Athletic Association, National Federation of High
School Sports, Indiana Sports Corporation, World Police and Fire Games, and Colts Complex. The wide array of places we toured within the sport industry provided me with more of a career path.

**My Plan for Planning Visits to Other Organizations**

I plan on offering the interns who work at my organization the most opportunities possible. Although I do hope that the interns have a valuable experience interning for our organization, I am aware that not all interns will want to pursue this type of career. By allowing the interns to experience a wider array of opportunities within my industry, I feel they will gain more from their experience.

I will plan at least three visits to other facilities in the area. I feel that these visits will not only provide a wider knowledge of the industry, but they will also allow interns to meet other individuals involved in the sport industry within the community. Furthermore, I feel that these visits will allow interns to get to know each other better within their own intern group. Getting away from the office setting often relaxes individuals, and they can better get to know one another.

While planning the initial internship program, I will begin to make contacts with other organizations within the city. I feel that other organizations will be more willing to participate if they feel they are getting something as well. This could work as an exchange relationship. My interns could visit their facilities and in exchange I would provide that organization’s interns with a tour of our facilities and an introduction to our organization. Not only would this help enhance our internship program, but it would improve community relations within our industry as well.

**Planning Informal Meetings with Staff Members**

As an intern for the Women’s Sports Foundation, I encountered a very effective way of getting staff members aquatinted with the intern group and vice versa. Once a week, our internship coordinator would schedule one staff member to come to talk with
us during "Tea Time." This hour basically consisted of an hour long of informal conversation. It provided us with the opportunity to get to know the members of staff on a more personal level. Normally the individual would tell us a little about their family, college experiences, career background, etc. This was also a time in which we could ask staff members anything we wished. Whether it be something career related or their personal opinion, it allowed us the opportunity to get to know them better.

The one aspect which surprised me most was the staff members’ willingness to participate in this activity. Never once did members of staff seem bothered by this activity. Our internship coordinator carefully scheduled a time that fit their busy schedules, and they were more than willing to talk with us. In fact, staff members began to compete with others for “Tea Time.” When it was their week, they basically could do whatever they chose with our group. Whether it be a talk in the park or bringing in donuts for everyone, the staff member’s would plan something to involve our whole group. I feel that this activity was key in making our group feel as an integral part of the organization as well as in encouraging relationships among staff and interns.

My Plan for Planning Informal Meetings with Staff Members

This concept will definitely be incorporated into my program. Depending on the number of employees at the organization that I work for, the frequency of these meetings will be determined. If the organization is extremely large, it may be impossible for all member’s of staff to have an opportunity to speak with the interns, but I will try to incorporate as many staff members as possible into this program.

I feel that an important aspect of the success of this activity involves making it a relaxed fun atmosphere. If staff members feel that it is another meeting in which they have to attend, they may feel like it is a nuisance. On the other hand, if this is a laid-back activity which is fun for staff members they will be more willing to participate. I know that some staff members have a very serious attitude at work, but in order to make this as enjoyable for the interns as well, I will try to stress the informality of this activity. It is
not a meeting in which handouts and presentations are presented, but rather an opportunity to learn more about that individual and what they have experienced.

**Developing Farewell Procedures**

Just as it is extremely important for the organization to initially make the intern feel a part of the organization, it is likewise important to make an intern feel that they will be missed. If the last day of an intern approaches without any extra effort, an intern will not feel that they have made any contribution to the organization. It may be difficult and unrealistic to plan a separate activity for each intern, but there are ways of making the intern group feel as if they were truly a part of the organization.

Elite Model Management Corporation is aware of the need to reward their interns at the conclusion of the internship. Elite feels that their interns need to be rewarded for their hard work. Whether it be a “farewell party and a bonus check of a few hundred dollars” or some other sign of appreciation, Elite does display their appreciation to their interns (Oldman 106).

It may not be possible for an organization to hand out bonus checks to its employees, but there are other ways of making interns feel special as well. I know from my past experience at the Women’s Sports Foundation that an exit dinner made my intern group feel appreciated. The CEO of the Women’s Sports Foundation, Donna Lopiano, along with the internship coordinator, Jennifer Walter, planned an evening for our intern group to go out to dinner before any of the interns had left. We had the opportunity to discuss important aspects we had learned through this internship experience, as well as our future plans. Mostly this dinner served as a sign of appreciation from the organization as a whole.

In addition to the attempt of the whole organization trying to make the intern feel appreciated, our individual departments planned a lunch in which just the department would go out. Although it was just a time to chat before ending the internship, it really
made me feel that I had become a part of the organization, and that I had contributed to
the operations of the organization.

**My Plan for Developing Farewell Procedures**

The things that you remember most from an experience are the first things you encounter
as well as the last. I have already discussed how I will initially incorporate interns into
the organization, but just as importantly I feel that the way an internship ends will impact
the interns ideas regarding the internship.

I do not want to have the same farewell ritual for each group of interns, but rather
I want each activity to be a new experience to make that group feel special. The whole
purpose of this endeavor is to let the interns know how much the organization appreciated
their hard work so I feel this should be unique to the group.

One idea that I like is the idea of a farewell party. I feel that in order to make the
interns feel that they were an important part of the organization, the whole organization
must be involved. Depending on the location of the organization, the activities may
vary. For example, if the organization that I work for is near a beach, I could plan for all
staff members and interns to meet at the beach for lunch. It would be a fun way to get
everyone away from the office and to let interns know that the organization did
appreciate them.

It is important for an intern to feel that the organization as a whole will miss them,
but more importantly interns want to know that they were an asset in their department. I
will leave it up to each individual department what they plan to do especially for their
interns, but I will encourage that they show their appreciation in some way. Whether it
be giving a card to the interns or taking them to lunch, I feel that interns do need to feel
that they will be missed.

**Providing Additional Perks**

Internship coordinators surveyed for this project indicated that interns benefit
from the following: the experience itself, the ability to make networking contacts, and the possibility of future employment opportunities. However, interns often benefit from other perks associated with their internship as well. Internships do not generally offer outlandish stipends. In order to try to compensate, organizations often provide additional perks to make the experience worth it. The Academy of Television Arts & Sciences (ATAS) provides free passes to first-run movie screenings at the Academy Theatre and invitations to Academy activities to their interns. Additionally, interns are honored at a midsummer party that is attended by 250 people, including past interns, intern hosts, and ATAS Governors. Lastly, interns for the Academy appear in the newsletter, _Debut_, which is an annual Educational Programs and Services production. This newsletter describes the Academy's programs and updates what former interns are doing (Oldman 15).

Elite Model Management has a very respectable internship program and also provides additional benefits to their interns. Elite states, "interns, especially those in New York, enjoy a panoply of perks" (Oldman 106). Interns occasionally attend client dinners with the director of Scouting. Additionally, interns have the opportunity to "join Elite employees, models, and their families at weekly parties and promotional events put on by fashion designers, music industry gurus, movie bigwigs, or Elite itself" (Oldman 106). Interns who intern for more than two semesters may have the opportunity to travel upstate to scout at an upstate New York convention or at the nearby Waldorf Astoria Hotel. Although interns may not receive outlandish stipends, they are often acknowledged for their hard work by various types of perks (Oldman 106).

**My Plan for Providing Additional Perks**

When an individual takes an internship, they are fully aware that they will not be making an extravagant amount of money. Although interns are fully aware of this, I feel that by offering additional incentives, interns will perform more effectively and have a much more enjoyable experience. In any type of work experience, people tend to work
better if they feel that it will benefit them. If an intern has a chance of earning additional perks, I feel they will be much more eager to work.

While I interned for the Women’s Sports Foundation, I recognized the importance of this idea. As an intern group, we had responsibilities that we shared among us. One of the tasks included answering the organization’s toll-free line. Although interns often had many other projects that they were working on simultaneously, I was astonished by how thoroughly interns still performed this task. I feel that the additional incentives such as recognition, movie passes, concert passes, and organization merchandise encouraged this productivity. I actually enjoyed performing these tasks because I felt I could earn something.

The additional perks that I provide to my interns will depend on the nature of my organization. Although I cannot completely outline all the incentives I will provide, I do recognize the importance of this idea, and I will use this as I implement my internship program.

Summary

Developing, implementing, and improving a successful internship program are challenging tasks. As an internship coordinator, it is important to realize the time and hard work that must be contributed to this endeavor to make it as successful as possible. In order to be a success, both the employer and the intern must feel that they got the most possible from the experience. Important aspects and ways to improve an internship program have been described throughout this paper, but the challenging task is trying to successfully implement them within an internship program.
Appendix I

Internship Survey Results

I sent this survey to approximately 35 various internship coordinators. Although I did not receive a large number of responses, the individuals who did respond provided me with useful information. Internship Coordinators from Georgetown Criminal Justice Clinic, the National Federation of State High School Associations, Marketing Event Partners, the Academy of Television Arts & Sciences, and the Colts Complex provided me with information.

1.) Results varied greatly from 1-5 years to over 30 years that organizations have been hosting interns.

2.) The answers to how many intern positions offered each year also varied greatly. Some organizations hosted as little as 1-5 interns to over 30 interns.

3.) All Coordinators replied that they advertised their internship positions through flyers distributed to universities as well as over the Internet. Additionally internship coordinators mentioned that they advertised by mass mailing to career centers.

4.) Although the majority of organizations that responded stated that their internships lasted for normally 1-3 months, the second most popular duration in these results was 4-6 months.

5.) Organizations vary in what they offer their interns from generous stipends to no stipend at all. All of the organizations that responded did not provide housing to their interns.

6.) Orientation is provided to all interns, but the extensiveness varies from a two-hour personal interview to 40 hours or more of intensive training.
7.) Being assigned projects, attending staff meetings, and being involved in group work was shared by all organizations. While some internship programs require interns to complete a daily log, it was not as prevalent.

8.) With the exception of the Academy of Television Arts & Sciences, all other organizations do offer mid-term evaluations.

9.) All organizations replied that they do offer exit evaluations. This activity could involve a 2 hour personal interview or for an intern to complete a 10 page survey about their experience.

10.) Organizations agree that they gain enthusiasm and new ideas from hosting interns. Whether offering internships help for future employee prospects or in getting dependable workers can be debated.

11.) Interns gain by having the work experience, making possible future employment contacts, and by making additional networking contacts.

12.) Some organizations hire previous interns while other organizations choose not to.

13.) While some organizations do not feel that they have had any problems with interns, other organizations have had problems with interns not taking responsibility, being tardy, terminating their internship, and not being organized.

14.) I was provided with some previous interns to contact for their input.

15.) All organizations agree that their internship program could be improved by allowing more responsibilities to their interns.
Internship Questionnaire

1.) How many years has your company been hosting interns?
   - [ ] 1-5
   - [ ] 6-10
   - [ ] 11-15
   - [ ] 16-20
   - [ ] Other

2.) Approximately how many intern positions do you offer in a year?
   - [ ] 1-5
   - [ ] 6-10
   - [ ] 11-15
   - [ ] 16-20
   - [ ] Other

3.) How do you advertise your internships?
   - [ ] Flyers to Universities
   - [ ] Internet
   - [ ] Other

4.) How long do your internships last?
   - [ ] >1 Month
   - [ ] 1-3 Months
   - [ ] 4-6 Months
   - [ ] 7-12 Months
   - [ ] Other

5.) What do you offer your interns?
   - [ ] Stipend
   - [ ] Housing
   - [ ] Other

6.) Do you offer an orientation session to familiarize the interns with your company?
   - [ ] Yes
   - [ ] No
   If so, how extensive?

7.) What responsibilities do your interns have?
   - [ ] Projects (with deadlines)
   - [ ] Involvement in group work
   - [ ] Attend staff meetings
   - [ ] Daily Log
   - [ ] Other

8.) Do you perform a mid-term interview to let the intern know how they are progressing?
   - [ ] Yes
   - [ ] No
   If so, what does it entail?

9.) Do you perform an exit interview when the intern has completed their internship?
   - [ ] Yes
   - [ ] No
   If so, what does it entail?

10.) What do you feel are the primary benefits your company gains from hosting interns?
    - [ ] Dependable workers
    - [ ] Future employee prospects
    - [ ] New ideas
    - [ ] Enthusiasm
    - [ ] Other

11.) What do you feel are the primary benefits an intern gains from interning at your company?
    - [ ] Experience
    - [ ] Networking contacts
    - [ ] Possible future employment
    - [ ] Other

12.) Does your company frequently hire previous interns?
    - [ ] Yes
    - [ ] No
13.) What have been some of your biggest problems with interns you have hosted?
☐ Not taking responsibility ☐ Tardiness ☐ Terminating their internship
☐ Not organized ☐ Other

14.) Please list names and e-mail addresses of previous interns so that I can get feedback on what they feel is important in an internship.

<table>
<thead>
<tr>
<th>Name</th>
<th>E-mail Address</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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<tr>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
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<tr>
<td>4.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
</tbody>
</table>

15.) What improvements do you want to make to your internship program?
☐ More responsibilities to intern ☐ Stipend increase
☐ Better housing arrangements ☐ More feedback to interns
☐ Other

16.) Are there any books or resources you would recommend to look at when developing an internship program?

Thank you so much for your help!!
Appendix II

Intern Mid-Term Evaluation Form

Intern: ______________________________
Department Supervisor: ____________________________
Dates of Intern Session: __________ - __________
Date of Mid-Term Evaluation: __________

Please list the three Projects that you have worked or are currently working on

**Project 1**

__________________________________________
__________________________________________
__________________________________________

Completed on ____________ Will be completed by ____________
Approximate hours required to complete project ____________
Supervisor ____________

**Project 2**

__________________________________________
__________________________________________
__________________________________________

Completed on ____________ Will be completed by ____________
Approximate hours required to complete project ____________
Supervisor ____________

**Project 3**

__________________________________________
__________________________________________
__________________________________________

Completed on ____________ Will be completed by ____________
Approximate hours required to complete project ____________
Supervisor ____________
<table>
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<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>You feel that you are viewed as a functional member of staff</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Quality projects have been assigned to you</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Projects were explained to you clearly and thoroughly</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Supervisors have been readily available to assist you when needed</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>You feel that you have good relationships with your supervisors</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>You feel that you work well with other staff/interns in the organization</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>You feel that individuals in the organization are willing to listen to suggestions or recommendations that you might offer</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Intern Signature ____________________________
Department Supervisor Signature __________________
Internship Coordinator Signature __________________

Please feel free to provide additional comments or suggestions
Department Supervisor Mid-Term Evaluation Form

Intern: ________________________________
Department Supervisor: ________________________________
Dates of Intern Session: __________ - __________
Date of Intern Evaluation: __________

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The intern has a complete understanding of their responsibilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The intern finishes work efficiently and on time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The intern asks questions and for assistance if needed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel that I make myself accessible to the intern for support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel that I have a good relationship with the intern</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel that the intern works well with other staff/interns in the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The intern is on time for work and abides by organizational policies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Intern Signature: __________________________________________________________

Department Supervisor Signature: _____________________________________________

Additional suggestions for improvement/change
Appendix III

Intern Exit Evaluation Form

Intern: _____________________________
Department Supervisor: _____________________________
Dates of Intern Session: _________ - _________
Date of Intern Evaluation: _________

How would you rate your overall internship experience and why?
(Please circle one) Please explain.

Excellent       Above Average       Good       Below Average       Poor

What did you most like about your experience?

What did you least like?
Did you feel that you were an integral part of the organization and why did you feel this way? (Please circle one) Please explain.

All of the time  Most of the Time  Rarely

Please provide any suggestions you have that could benefit the internship program or the organization as a whole.

Intern Signature: ____________________________________________________________

Department Supervisor Signature: _____________________________________________
Department Supervisor Exit Evaluation Form

Intern: ________________________________
Department Supervisor: ________________________________
Dates of Intern Session: __________ - __________
Date of Intern Evaluation: __________

What is your overall rating of the intern and why? (Please circle one) Please explain.

Excellent  Above Average  Good  Below Average  Poor

What was your overall rating of the work performed by the intern and why? (Please circle one) Please explain.

Excellent  Above Average  Good  Below Average  Poor

Do you feel that the intern could adequately handle multiple projects in an organized and timely manner? Please explain.
Do you feel that the intern felt comfortable communicating and discussing problems with you? Please explain.

Did the intern display a professional rapport with staff and other interns? Please explain.

What do you feel is the overall positive attribute that this intern brought to the organization? Please explain.

What area do you feel the intern could benefit most if improved upon? Please explain.

Intern Signature: ____________________________________________________________

Department Supervisor Signature: ____________________________________________
Internship Coordinator Exit Evaluation Form

Intern: __________________________________________
Department Supervisor: ____________________________
Dates of Intern Session: __________-___________
Date of Intern Evaluation: __________

What is your overall rating of the intern and why? (Please circle one) Please explain.

Excellent   Above Average   Good   Below Average   Poor

What was your overall rating of the work performed by the intern and why? (Please circle one) Please explain.

Excellent   Above Average   Good   Below Average   Poor

Do you feel that the intern could adequately handle multiple projects in an organized and timely manner? Please explain.
Do you feel that the intern felt comfortable communicating and discussing problems with you? Please explain.

Did the intern display a professional rapport with staff and other interns? Please explain.

What do you feel is the overall positive attribute that this intern brought to the organization? Please explain.

What area do you feel the intern could benefit most if improved upon? Please explain.

Intern Signature: __________________________________________
Internship Coordinator Signature: ______________________________
Works Cited


