Introduction

Career & Professional Development Services (CPDS) provides career resources and support for all ASU students and alumni. We encourage students to begin to seek out internship opportunities after completing their fourth semester.

In an effort to provide the best opportunities to ASU students and alumni, the Business Development and Employer Relations unit within CPDS works with employers to create and maintain quality internship programs that meet the general internship qualifications at Arizona State University.

This guide was designed to start the process of developing an internship at your organization and seeks to answer frequently asked questions regarding internships for Sun Devils. Together, it is our goal that all internships provide a mutually beneficial experience to students and alumni as well as our employer partners.
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What is an Internship according to ASU?

The goal of an internship is to expose students to multiple aspects of an organization, allowing them to acquire industry knowledge as well as develop employability skillsets that will be critical to advancing in their future careers. Internships are unique opportunities that allow students to apply what they have learned in school to a professional work environment.

ASU Career and Professional Development Services encourages students to pursue internships and roughly half of all students choose to participate in an internship. Because ASU offers over 400 degree programs, there is no formal internship program, however, general guidelines have been established to assist employers with developing meaningful internship programs.

ASU Internship Guidelines

An internship is more than a part-time job or volunteer position, but rather a short-term, hands-on, supervised work experience with a professional organization that is designed to increase a student’s knowledge of a professional career field through significant learning objectives. The experience must be an extension of the classroom: a learning experience that provides opportunities for applying classroom concepts in the workplace setting. It must not be simply to advance the operations of the employer and cannot be the work that a regular employee would routinely perform.

Generally, the outlined criteria below must be met to qualify as a professional internship:
The intern will receive quality training by a supervisor/mentor who possesses expertise directly related to the intern’s responsibilities. The experience will provide exposure to multiple aspects of a professional career field, internship organization, or industry. A job description will be provided that includes a detailed explanation of duties and/or projects, required skills or qualifications, minimum number of hours per week. Clerical or nonprofessional tasks will comprise no more than 20% of the intern’s responsibilities. The intern will be provided with an appropriate work space and resources required to complete assignments.

These are general guidelines, and do not reflect FLSA requirements and college or major-specific guidelines. If you are interested in working with a specific population of students in a certain degree program, please reach out to the department directly to see if partnership opportunities are available.

How can interns benefit my organization?

Although the internship should primarily benefit the student, employers do benefit from the internship experience in many ways. Here are a few ways having interns at your organization may be valuable to you:

**Benefits to Hiring an Intern**

1. Internships are a great way to expose students to your organization, and provide opportunity for you to identify and train potential future employees.

2. Interns who are successful and have a good experience will speak positively of your organization and will advocate on behalf of your program, allowing you to build a talent pipeline at ASU.

3. Students may bring new ideas, skills and talents to your organization

4. An internship program is a means of developing and evaluating the management potential of current employees at your organization by providing opportunities to supervise interns

5. Interns may assist and provide short-term support to lower-level projects, allowing full-time staff to pursue higher level initiatives.

6. Mentoring and providing guidance to young professionals can be a rewarding and fulfilling experience.
Are you ready for an intern?

One of the biggest mistakes employers make is hiring an intern before they are ready. Before you start seeking to hire an intern, consider the following questions:

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<tr>
<th>Questions to Consider Before Hiring an Intern</th>
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<tr>
<td>What is your goal in creating an internship program at your organization?</td>
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<td>What is the intended duration of the internship and how many hours per week will the intern work?</td>
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<td>How will you compensate the intern for their time? If unpaid, does your internship satisfy all requirements of the FLSA for unpaid internships?</td>
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<td>Do you have an individual who has been identified as a supervisor or mentor for the intern who has direct knowledge and experience in the intern's duties? If so, does this person have the time and resources to commit to training and mentoring the intern for the duration of the internship?</td>
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<td>What orientation, training and resources will be provided to set the intern up for success?</td>
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Section two

Paid vs. Unpaid Internships

It is a common misconception that the majority of internships are unpaid. This is simply not the case any longer. In order to be competitive and attract capable and motivated interns, we suggest paying your interns between $12-$14 an hour. Of course, this can vary by industry and level of skill needed for the position. For more technical internships that require high level of skill, interns may even be compensated up to $25 an hour.

Paid interns make ideal workers. They are hungry to learn, eager to make a good impression and willing to perform a multitude of tasks. The relatively small amount of money employers spend on intern wages and benefits is a good investment because it often produces future long-term employees.

Unpaid internships with for-profit institutions must comply with the FLSA. The U.S. Fair Labor Standards Act (FLSA) applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least $500,000. The U.S. Department of Labor has outlined six criteria which must be met to qualify an intern under a trainee status.
## FLSA Requirements for Unpaid Internships

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<th>Requirement</th>
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<td>The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment.</td>
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<td>The internship experience is for the benefit of the intern.</td>
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<td>The intern does not displace regular employees, but works under close supervision of existing staff.</td>
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<td>The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded.</td>
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<td>The intern is not necessarily entitled to a job at the conclusion of the internship.</td>
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<tr>
<td>The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.</td>
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**Source:** [https://www.dol.gov/whd/regs/compliance/whdfs71.htm](https://www.dol.gov/whd/regs/compliance/whdfs71.htm)

Generally, a for-profit institution would not meet the requirements of the U.S. Fair Labor Standards Act (FLSA), unless the internship is structured more as a “job shadow” experience. The employer must not gain any immediate advantage from the unpaid work of the intern.

### Legal or not? A Case Study

Career and Professional Development Services reviews and approves only internships that are in compliance with the FLSA and meets all guidelines. To help in understanding the difference between a legal internship experience and one that is not legal, consider the following two scenarios. Questions to consider while reading: Which internship would be considered a legal unpaid intern experience? How can you tell? How could the scenario not in compliance be restructured in order to comply with the FLSA?

**Scenario 1**

Mary accepted an unpaid social media internship with Business1, a local for-profit organization. Her supervisor does not have a strong knowledge of marketing or social media tools and needs help growing the business. Mary was familiar with social media prior to coming to work for Business1 and so she was able to jump right into her role to manage the social media...
accounts for the company. Mary has been able to successfully figure out how to grow their social media presence 15% since she started working for them and has designed several new graphics that will be used on their website. Because of her efforts, the business has continued to gain new clients.

Scenario 2:
Mary has an interest in social media marketing and has taken a few marketing courses as an undergraduate, though she has not managed any major accounts in the past. She decides to take an unpaid social media marketing internship with Business1, a local for-profit organization. Her supervisor has direct knowledge and experience in marketing and so is able to provide her with training. As an intern with Business1, she is able to sit in on strategy meetings to learn about how the organization plans to market to its target demographic. She is able to meet with senior leadership to get an idea of the mission of the company and to visualize where they want the company to grow and how their social media presence can be expanded. She shadows the graphic artists for Business1 and gets to see the type of work they are producing. One of the graphic artists showed her how to use Photoshop for advanced techniques and she was able to assist with editing some graphics to be shared on the social media portals. She works closely with the full-time social media marketer to schedule and write tweets and Facebook posts.

Of the two scenarios above, Scenario 1 would not be considered a legal internship experience for a few reasons. Mary's supervisor has little marketing and social media background, and so Mary must rely on her already developed skills to do her duties. This means that Mary is not developing new skills, and in addition is not being exposed to new aspects of the organization. Her primary focus is to help grow the businesses client base and because she is not getting paid for actions that directly influence and affect the business operations, it is a violation of the FLSA.
What about non-profit and government organizations?

Although the FLSA does not apply to non-profit and government institutions, it is best practice to still comply with these guidelines. Here are some resources for non-profits and government:

Council of Nonprofits: bit.ly/councilofnonprofits
VolunteerMatch.org: bit.ly/internsvolunteermatch

Can I offer an internship for credit?

Maybe. ASU has over 400 degree programs, some requiring internship and some not. It is up to the student to work with their academic advisors to determine if an internship experience is eligible for credit for their degree program. Employers who offer internships to students and the student is getting credit for the experience must sign a Student Placement Agreement outlining the internship and includes terms of the agreement. Because of this, it is advisable that employers not guarantee internship credit for their positions, as this is determined by the academic advisors of the student’s major.

International Student Considerations

The most common visa type employers will see when recruiting international students for internships is the F-1 visa. International students holding this visa are eligible to work in any unpaid internship (if the internship qualifies as a trainee experience by FLSA standards). To become eligible to work in a paid internship, international students must apply for one of the following types of work authorization listed below. Please note that as an employer, it is not costlier in terms of time or financial commitment to hire an international student for an internship than a domestic student for an internship.
Curricular Practical Training (CPT) is a type of off-campus employment authorization for F-1 students who must complete an internship course in order to graduate from their current degree program. Detailed information is available through ASU’s International Student and Scholars Center.

Optional Practical Training (OPT) is a benefit from the United States Citizenship and Immigration Services (USCIS) allowing international students in F-1 status to gain off-campus work experience in their field of study before or after completion of studies for a maximum of 12 months. F-1 students who received a bachelor’s, master’s or doctoral degree in a STEM (Science, Technology, Engineering or Math) field may apply for a single 24-month extension of their 12-month OPT period. The purpose of OPT is to complement the student’s academic work. Detailed information is available through ASU’s International Student and Scholar Center.

For more information on these and other legal issues from the National Association of Colleges and Employers (NACE), go to www.naceweb.org. Also refer to the website of the U.S. Citizenship and Immigration Services for Title 8 of the Code of Federal Regulations, Section 214.2 (f).
Sample Internship Descriptions

It is best to include as much information as you can in your internship description. More detail helps students understand the internship experience but also helps to ensure that ASU staff can quickly evaluate the position for approval. To help you start to draft an internship description, here are two examples of real internships with two of our current employer partners.

For-profit Internship example:

2017 Summer Internship Program - Cardinal Health
Headquartered in Dublin, Ohio, Cardinal Health, Inc. (NYSE: CAH) is a $103 billion health care services company that improves the cost-effectiveness of health care. As the business behind health care, Cardinal Health helps pharmacies, hospitals, ambulatory surgery centers, clinical laboratories and physician offices focus on patient care while reducing costs, enhancing efficiency and improving quality.

Location: Various Locations
Start Date: May/June 2017
Hours: Approximately 40 hours per week for a minimum of 10 weeks
All Cardinal Health internships are paid internships.

Why Choose the Cardinal Health Summer Internship Program?
Experience: Interns work with other Cardinal Health professionals on their team, as well as business partners, customers and vendors on substantial projects in addition to daily work. To enhance leadership skills, each intern also participates on a committee. At the end of the summer, each intern has the opportunity to showcase their work in a presentation to business leaders.

Networking: Interns have the opportunity to learn from key business leaders through the “Executive Speaker Series.” They also have the opportunity to network with other professionals through both formal and informal networking events.
Development: Interns participate in a formal one-on-one mentoring program, as well as professional workshops to enhance their business acumen. They are also able to explore full-time career paths throughout their internship experience.

Camaraderie: The internship program offers various social, teambuilding, community service events, as well as tours to help interns build a solid network of peers.

Accountabilities in this role:

• Strong analytical skills and attention to detail
• Ability to interact effectively at all levels and across diverse cultures
• Must be willing to work independently and make sound decisions
• Strong quality and results orientation with a proactive approach
• Ability to prioritize requests effectively and understand importance and meet deadlines
• Must be willing to adapt to shifting requirements or priorities
• Ability to work independently with moderate level of direction

Qualifications:
Cardinal Health primarily recruits current, full-time students who are typically in their junior year and meet the following criteria:

• Currently pursuing a Bachelor’s degree in a related field
• Recommended GPA of 3.0 or above on a 4.0 scale
• Relevant coursework and/or projects
• Previous internship experience preferred, but not required
• Strong leadership, communication and analytical skills

Non-profit Internship Example:

Community Engagement Intern – Arthritis Foundation

What We Do: Conquer Arthritis
The Arthritis Foundation is the Champion of Yes. Leading the fight for the arthritis community, the Arthritis Foundation helps conquer everyday battles through life-changing information and resources, access to optimal care, advancements in science and community connections. Our goal is to chart a winning course, guiding families in developing personalized plans for living a full life – and making each day another stride towards a cure.

Qualifications:
Student pursuing a degree in one of the following career options: Public Health; Social Psychology; Non-profit Management; Communications; Marketing; or Business. Internship
hours must be eligible for credit towards college graduation.

The internship duties will include assisting in the following priority outcomes:
- Assist with consumer cultivation through community education events and expos.
- Assist with consumer telephone and email requests for community resources and referrals. In collaboration with Market Relations Coordinator, ensure that consumer, volunteer and healthcare provider interactions, and engagement levels are entered in Affinity (CRM software).
- Participate at Walk to Cure Arthritis, Jingle Bell Run/Walk, and other special events to see the results of their efforts behind the scenes.

Skills/Education:
- Exceptional customer service skills
- Proactive approach to learning
- Ability to maintain focus in a fast-paced environment
- Friendly and outgoing personality

Training Provided:
- One on one training with Foundation staff

Compensation:
Monthly stipend not available, but student intern will be compensated for any mileage due to outreach responsibilities and have opportunities to participate in trainings and conferences as well as periodic networking lunches with executives.

Benefits:
Mentoring with top development professionals; access to staff meetings, trainings and events; interaction with donors, volunteers, vendors and associates; friendly work environment; letter of reference.

**Recruiting students**

Once you have your internship put together, and it meets all required guidelines, the next step is to register and post the position to Handshake. To access Handshake, visit app.joinhandshake.com.

This portal is accessible to students of all majors and degree programs as well as alumni who may be seeking career and internship opportunities.
Students will view and apply to the position per your directions on the posting. All interviewing, hiring and onboarding is conducted between you and the student.

Beyond Handshake, resources are available to connect directly with the student or alumni population you are looking for.

**Tips for Success**

1. Provide a thorough onboarding and orientation process for your interns. Make sure that all expectations and goals are clearly established at the beginning of the internship. Teach the intern about policies/procedures and how your organization operates to set them up for success and get them feeling comfortable in their new work environment.

2. Maintain an open channel of communication with your intern. Not every intern will need the same kind of support and supervision. It’s important to ask your intern what motivates them and how they prefer to be recognized and/or receive feedback.

3. Allow interns to provide feedback at the end of the internship in order for you to assess the effectiveness of the program and to make changes that will enhance the experience for future interns.

4. Be flexible with the intern’s schedule and needs. Interns may be at many different stages in their lives. Some may be taking courses during the day or evenings, holding other jobs on the weekend or have family needs they must tend to.

5. Provide professional development opportunities for your interns, including allowing interns to sit in on trainings, workshops and meetings that help them learn about the industry and profession.
Conclusion

This guide was prepared by Career and Professional Development Services to provide our employer partners with internship development and implementation strategies. It is our goal that both ASU students and employers have a positive internship experience that both aids in student's career development and provides employers satisfaction with the experience as well.

For additional assistance in creating and implementing an internship within your organization, please contact the Business Development and Employer Relations team.