

INTERNSHIP HANDBOOK for EMPLOYERS



UNIVERSITY OF
LOUISVILLE
COLLEGE OF BUSINESS

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GETTING STARTED

Internships are work experiences designed to aid students in choosing the right career area. A structured and intentional internship with well-defined goals, mentorship, and evaluation can help steer students in the right direction and help them apply what they've learned in the classroom in their respective industries in the "real world."

This handbook is designed to help employers create successful internship programs for University of Louisville students, as well as provide guidance on recruitment. This will not only benefit students who are seeking internships, but will also help employers and companies in the long run.

DEFINITIONS

Undergraduate Internships: Employer-supervised positions preparing students for a professional career track, usually one term, but could be more; may be paid or unpaid; may include academic credit or no credit.

Graduate Internships: Advanced level employer-supervised positions preparing students for a mid-level or advanced career. These internships are typically long term, 11-month internships for academic credit, and must be paid.

Co-ops: Employer-supervised positions preparing students for a professional career track, usually 3 rotations/work terms; are paid and generate academic credit.

Academic Credit: Academic credit is determined by the faculty in the student's major. Unpaid internships with for-profit organizations must include academic credit as required by the Fair Labor Standards Act.

GENERAL INTERNSHIP GUIDELINES

Goals and Objectives: Clearly define the goals and objectives of your company's internship program, including what the intern will learn, the skills they will acquire, and how their experience will prepare them for their future. Include guided questions such as "what does your organization hope to achieve from the program?"

Job Posting Description: The position description outlines the intern's primary work, responsibilities, qualifications, reporting relationship, hours required to do the job, and more. Internships need to be substantial, progressive, and challenging. The following are key components of an effective internship position description: organizational overview, internship title, minimum GPA (if applicable), desired majors, start and end dates, weekly internship hours required, required or preferred skills, internship responsibilities, how to apply, etc. Contact the Ulmer Career Center if you need assistance creating your internship job posting. See appendix for sample template.

Internship Requirements and Expectations: Clearly outline the requirements for interns, including their expected work hours, dress code, and any other expectations. Include any special requirements for internships that receive course credit. Clearly outline the policies and procedures that interns are expected to follow, including those related to attendance, punctuality, workplace behavior, and confidentiality.

Training and Development: Explain the training and development opportunities that interns will receive, including any formal training programs, mentoring, or on-the-job training. Help the intern develop specific skills necessary to the job (such as research, presentations, etc.).

Compensation and Benefits: Provide details about the compensation and benefits interns will receive, including any stipend, travel reimbursement, or other benefits that may be offered. Try to keep stats on this. UofL strongly prefers paid internships when possible, and graduate interns may only take paid roles.

Course Credit: Faculty/departments in each college will determine what counts for course credit since providing credit is an academic decision.

Communication: Provide contact information for supervisors, mentors, and HR personnel that interns can use to ask questions or report concerns. Direct supervisors of Graduate Interns will be expected to fill out one performance evaluation on the student per semester. Difficulties in performance and professionalism should be brought up with the student's internship advisor.

Safety and Security: Include information about workplace safety and security, including any emergency procedures that interns should be aware of.

BEST PRACTICES FOR INTERNSHIPS

How to prepare for interns first day: It is essential to review guidelines with the intern at an orientation or onboarding. This section covers best practices for ensuring interns have a successful onboarding and smooth start to their internship.

1. Position Development

- Provide interns with real work and assignments that benefit your organization.
- Give interns work related to their major that is both challenging and extends through the entire work term.
- Provide name and contact information for intern's direct supervisor.

2. Onboarding

- Develop an onboarding plan/checklist – see appendix for example.
- Hold orientation session to ensure everyone is on the same page in terms of expectations, work hours and setting (in office, virtual, or hybrid), and defining roles.
 - First day: create a welcoming environment and introduce intern to team members. If possible, introduce intern to company leadership as well.
 - Related to this, offer training in house (work related skills needed for the job or general skills areas such as critical thinking and time management) or encourage outside classes to help with the student's development.
 - If you have specialized software such as Salesforce, Trello, Blackbaud, Teams, Discord, Slack, etc. this is the time to familiarize the intern with usage expectations. Communication preferences are unique to each company.
- Provide interns with some kind of guide including answering FAQs and communicating rules and guidelines in a welcoming manner. This could be in a paper handbook or a special portion on the employer website (preferred since it is easily edited).

3. On-the Job Support

- Offer a flexible time schedule around the intern's classes if they are enrolled in courses.
 - After the allotted internship is over, employers may consider offering the student to work part-time or full-time and allowing them to come back and work over school breaks. Maintaining this relationship may help recruit those same students as new-hires in the future.
 - UofL offers many study rooms on campus with high speed internet. If a hybrid or remote student needs a study room, we can provide them with a reservation link.
- Maintain communication with the intern to understand their class workload. This will show the intern that they are supported and that their wellbeing is important.
- Having a dedicated internship director or near-peer mentor for interns may provide a go-to person to communicate with should they have questions or need assistance. It is also important for the intern's direct supervisor to be accessible to them.
- Promote collective team involvement in the internship program. This includes staff, recruiters, and everyone involved in the program. Hosting social events can help the intern acclimate to the company culture and build relationships.

- Invite career center and graduate internship team staff to visit interns on site to understand the internship experience at your company. This improves the relationship between the employer and the school.
 - o Related to this, employers can host panel discussions featuring newly hired graduates, to give interns insight from their perspective.
 - o Employers are also welcome to hold tabling events at the College of Business and have interview days on campus. Please contact the Ulmer Career Center for more details on setting up one of these events.
- Bring in speakers from the company's executive ranks. Students will appreciate hearing from senior leadership, especially if they have time to informally meet the students. This will also help get the executives interested in supporting the internship program.

4. End of Internship Experience

- Organize a showcase or expo for students to present their work and accomplishments in the internship program to employees and company leadership.
- Conduct exit interviews. Have students complete an exit survey to be discussed during the interview for crucial feedback on the internship program. Track this data to determine how effective the program is.



BECOMING AN INTERNSHIP EMPLOYER OF CHOICE FOR STUDENTS

Becoming an intern's employer of choice involves creating an attractive and compelling work environment that resonates with potential interns and sets the company apart from its competitors. Below are some key strategies that companies can adopt to become the preferred choice for interns.

Strong Employer Branding: Develop a clear and positive employer brand that showcases the company's values, culture, and opportunities for growth. This can be done through social media, career websites, employee testimonials, and participation in campus events and career fairs.

Meaningful Internship Programs: Design internship programs that offer valuable learning experiences, hands-on projects, and opportunities for skill development. Providing mentorship and feedback to interns also enhances the learning journey.

Competitive Compensation and Benefits: Offer competitive stipends or salaries and consider providing additional benefits such as flexible working hours and opportunities for networking.

Company Culture: Foster a positive and inclusive company culture that promotes teamwork, innovation, and a supportive atmosphere. Interns are more likely to choose a company where they feel welcomed and valued.

Career Development Opportunities: Highlight the potential for long-term growth and career advancement within the company. Show that internships can lead to full-time job offers or provide a path to future opportunities. Allowing the student to connect with previous interns-turned-hires is a great way to build rapport.

Diversity and Inclusion: Emphasize the company's commitment to diversity and inclusion, showcasing a welcoming and inclusive work environment that values individuals from different backgrounds and experiences.

Employee Engagement: Engaged employees can positively influence interns' perceptions of the company. Focus on creating a work environment where employees are happy, motivated, and committed.

Purpose and Impact: Emphasize the company's mission and how interns can contribute to meaningful projects that align with their personal and professional values.

Strong Feedback and Communication: Provide regular feedback and open communication channels to address intern concerns and ensure they feel supported during their time at the company.

Alumni Success Stories: Highlight successful stories of former interns who have gone on to achieve great things after their internship with the company. This can inspire potential interns and showcase the positive impact of the internship program.

NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS (NACE) ASSESSING THE INTERNSHIP

Criteria: The organization must agree to offer an internship that meets the criteria of a legitimate internship as outlined by NACE, the National Association of Colleges and Employers.

NACE's Guide to Internships:

<https://www.naceweb.org/internships/>

NACE BELIEVES THAT AN INTERNSHIP SHOULD INCLUDE:

- A learning experience with a real-world opportunity to apply the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or replace the work that a regular employee would routinely perform.
- Learned skills and knowledge that are transferable to other employment settings.
- A defined beginning and end that is mutually agreed upon and consistent with institutional sponsor guidelines and schedules.
- A position description with clear responsibilities and required/desired qualifications.
- Clearly defined learning objectives/goals supportive of the student's academic program goals and institutional requirements.
- Direct supervision by a professional(s) with relevant expertise and educational and/or professional experience who provides productive feedback, guidance, and the resources and equipment necessary to successfully complete the assignment.

Performance Evaluation: Clearly define how interns will be evaluated during their internship, including the criteria that will be used to assess their performance and the frequency of evaluations. Supervisors can hold frequent check-in meetings with their intern to provide feedback to the intern but also for the intern to share any concerns or areas where they need assistance.

Employers are under no obligation to continue working with students who suffer in performance or professionalism. Each student is aware that they may be dismissed at any time for any reason per state guidelines.

See appendix for example assessment

GRADUATE INTERNSHIP EVALUATIONS

Supervisors of graduate interns will receive a link to an employment evaluation once a semester for a total of three evaluations during a student's program period. Direct supervisors will be asked to assess skill level, professionalism, and asked to provide feedback for their intern on these assessments.*

**Please note, while the evaluations are a great way to receive feedback, employers may contact the internship team at any time to discuss challenges, feedback, successes, etc. with the internship. The internship team is here to help!*

POSTING ROLES AND HIRING INTERNS

Undergraduate Interns

Undergraduate students must go through the evaluation and hiring method used on Cardinal Careers. Employers must create a profile, list their job description, and undergo an internship review by a panel of faculty before the post may be approved in the Cardinal Careers system. Employers must use this system to post the role and evaluate the student's performance. See instructions below for getting started on Cardinal Careers.

Graduate Interns

Graduate interns utilize the Graduate Internship Team instead of the Ulmer Career Center. The Graduate Internship Team provides a concierge service to employers who wish to hire Graduate Interns. Due to the advanced nature of the students in the College of Business Graduate Programs, the Graduate Internship Advisors must see the job description prior to the student beginning the role. This may be done through an email directly to the academic advisors or by posting the role to Cardinal Careers.

Some employers choose to use part- or full-time roles as an internship for a student. The employer must provide a direct supervisor to the student who is willing to complete a performance evaluation once a semester. The role must be new to the student and utilize skills from their academic program to be considered for internship credit.

Graduate Internship Team Concierge Process:

1. Employer must meet with a member of the Graduate Internship Team.
2. Employer must provide a job description and pay range for the role, typically between \$17-\$25 per hour.
3. Internship Advisors will create a curated resume book in PDF format of eligible students.
4. Employer will evaluate the student resumes and either ask for more or contact the students or contact the students directly to schedule interviews.
5. Employer will send a formal offer letter to the student and may begin working with the student.
(International Students require one week from the offer letter to start date. For more information, please see International Student Section).

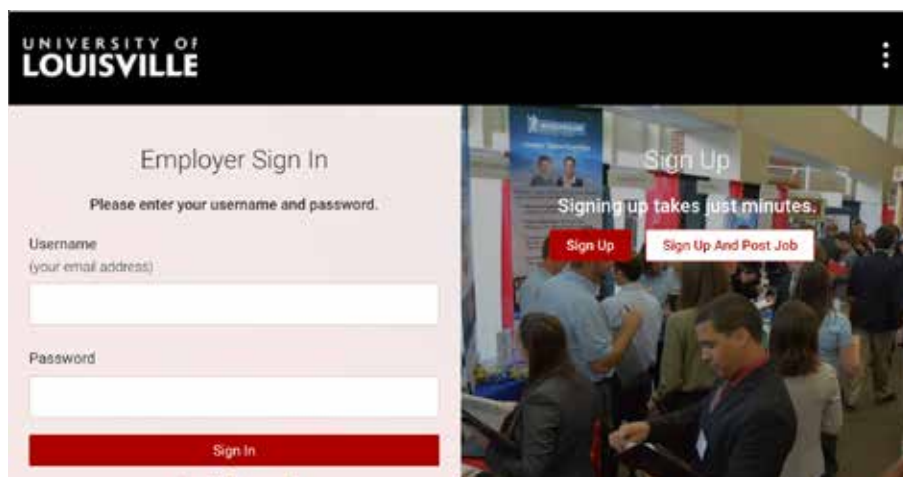
POSTING INTERNSHIPS AND JOBS TO CARDINAL CAREERS

Cardinal Careers powered by Symplicity is the career platform used by Business, Engineering, and University career centers as well as the Center for Engaged Learning. Through Cardinal Careers, employers are able to post all employment opportunities, view and register for all UofL career fairs, and reach all UofL students.

HOW TO POST ON CARDINAL CAREERS

Employers:

Employers should create their accounts immediately in Cardinal Careers to post jobs, and register for career fairs. The University Career Center is no longer accepting new employer accounts, jobs, or career fair registrations through Handshake. For more information visit Jobs & Internships – University Career Center (<https://louisville.edu/career/jobs-internships>).



How to Create an EMPLOYER Account in Cardinal Careers powered by Symplicity

1. Go to cardinalcareers-<https://cardinalcareers-csm.symplicity.com/employers/>
2. Click Sign Up. [You can also register and submit a job posting in one step, by selecting Sign Up and Post Job.]
3. Complete the fields and click Submit (Next if registering and posting job at one time).

How EMPLOYERS Log into Cardinal Careers

1. Go to cardinalcareers-<https://cardinalcareers-csm.symplicity.com/employers/>
2. Enter username (email address) and password (emailed to you after registration).
3. Click Login.

How EMPLOYERS Post Jobs

1. Log into Cardinal Careers.
2. On the left side of the screen, select Jobs, then Job Postings sub-tab.
3. Scroll to the middle of the page and click “Post A Job.”
4. Select if you want to post to multiple schools through Symplicity Recruit or to UofL only.
5. Complete the fields and click Submit.

How EMPLOYERS Register for Career Fairs

1. Log into Cardinal Careers.
2. Choose Events tab, then Career Fairs sub-tab.
3. Find the event in the list. Click View to see details; click +Sign Up to register.
4. Complete the fields, click Next at the top or bottom of each page to advance through the registration.
5. Click Submit to complete registration.

How EMPLOYERS Sign-up for an Information Session

1. Log into Cardinal Careers.
2. Choose Events tab, then Information Sessions sub-tab.
3. Scroll down near the bottom of the page and click Request Information Session
4. Complete the form and click Submit at the top of the page

For more information about Cardinal Careers and posting policies visit: Employer & Job Posting Policy – University Career Center (<https://louisville.edu/career/employers/PostingPolicy>).

TYPES OF ENGAGEMENT EVENTS

- Career Fairs
- Ask Me Anything Panels
- Career Panels
- Resume Critique
- Mock Interviews
- Tabling Sessions
- Information Sessions
- Employer Day at the College of Business
(Corporate Partner Only)

NEED HELP POSTING A ROLE?

Contact Ulmer@louisville.edu with your job description and company name for help.

COLLEGE OF BUSINESS CORPORATE PARTNER PROGRAM

The College of Business is proud to collaborate with our most dedicated business and organizational allies through our **College of Business Corporate Partner Program**. Members receive many benefits, including early access and premium engagement opportunities with your potential talent base—our students. In turn, the College of Business benefits from the immersion of our corporate partners into the classrooms, interview rooms, and boardrooms—ensuring our students and Cardinal Community receive real-world experience and cutting-edge insights from industry leaders.

Have an immediate and sustained impact on your bottom line and the business sector's prosperity at its source—where our students and alumni learn, work, and develop daily.

<https://business.louisville.edu/corporatepartner/index.php/partnership-application/>

INTERNATIONAL STUDENT HIRING

The University of Louisville is home to hundreds of International Students here on student visas. These students are 100% legal to work in the United States during their time in an academic program. The only difference in hiring a US citizen student and a student here on a visa is that students on a visa need one week between the job offer and their start date. The University of Louisville will handle the legal paperwork for you!



CPT - Definition of Curricular Practical Training

The US Citizenship and Immigration Services (USCIS) defines “curricular practical training” as employment which is an integral or important part of your curriculum.

Steps to Lawful Employment with CPT

Employer’s Obligation

- Student interviews with employer and receives a written offer letter with a one week out start date. *Offer letter template located in appendix.*

Student Obligation

- Student provides offer letter with CPT request form to their Academic Advisor or Internship Advisor.
- Advisor signs CPT form and forwards the form to the International Student and Scholar Services Office.

- ISSS office issues a new I-20 reflecting student's employment. Student may begin working after receiving this I-20 document.

Students must be careful not to begin work prior to this approval and the start date requested and should not continue employment beyond the date authorized on the student's I-20 unless they apply for and are granted an extension of your permission to work. Either situation constitutes unauthorized work by USCIS.

After Graduation Employment using OPT (Optional Practical Training)

After the internship ends, international students either qualify for one or three years of work eligibility without need for consideration for an H1B application or Immigration Attorney aid. Students in the Full-Time MBA or Innovation MBA programs are not STEM Designated. Students in these programs qualify for an additional one year of lawful employment under the Federal OPT Guidelines. Students in the MS Business Analytics or MS Accounting Analytics programs are STEM Designated. They qualify for an additional three years of lawful employment after graduation under Federal OPT Guidelines.

Steps to OPT

Employer Obligation:

- Notify student in writing of after graduation employment offer for up to three years depending on student's performance and academic program.

Student Obligation:

1. Ninety days prior to graduation, students receive an application for OPT.
2. Student fills out required form and sends offer letter and forms to their Academic Advisor.
3. Academic Advisor signs off on forms and sends to International Student and Scholar Services Office.
4. ISSS Office completes necessary paperwork on behalf of employer and student.
5. Student is now eligible to work in the US.

Employers are under no obligation to continue working with a student should they suffer in performance or professionalism. As with any US citizen student worker, their internship or work may be discontinued at any time per state regulations.

OFFER LETTER TEMPLATE

[YOUR COMPANY LETTERHEAD/LOGO IN HEADER]

[Month, date, year of offer]

Dear [STUDENT'S NAME]

The [TEAM MAKING OFFER] would like to offer you a [INTERNSHIP/ROLE/POSITION] with [COMPANY NAME] as described in the job description on the last page of this letter.

Position details:

- 1) Approved to work up to [XX] hours per week.
- 2) Rate of pay is [\$XX] per hour
- 3) Benefits included with this role are as follows ... [LIST BENEFITS OFFERED or STATE "Benefits not included with this offer"]
- 4) Position begins [MM/DD/YYYY] and ends on [MM/DD/YYYY]
- 5) Work hours and schedule are to be agreed upon with supervisor.

Please review and indicate whether you accept or decline the offer by completing the information on page two, including your signature, and returning via email to [NAME OF EMPLOYEE TO WHICH ACCEPTANCE SHOULD BE RETURNED]

We are please to offer you this [INTERNSHIP/ROLE/POSITION], and we look forward to having you work with our team.

Best regards,

[YOUR SIGNATURE AND CONTACT INFORMATION HERE]

INTERNSHIP DESCRIPTION TEMPLATE

<https://hiring.monster.com/resources/job-descriptions/administrative/intern/>

[Intro paragraph]

Provide 2-3 sentences that will introduce the prospective interns to your company culture and working environment. This is where you can sell your opening to job seekers and set yourself apart from competing job listings.

Intern Job Responsibilities:

- Understands the overall concept of the company, including the brand, customer, product goals, and all other aspects of service.
- Rotates through our divisions of responsibility and provides ideas to grow and improve the business.
- Accepts designated, business-focus projects to research, propose ideas and solutions, and present final project during the internship.
- Engages with customers or clients and provides service and/or sales.
- Provide suggestions to management for improving customer service and internal processes.
- Learns and becomes proficient on internal software systems.
- Assists in creating performance reports.

[Work Hours & Benefits]

Highlight the working hours and benefits specific to your business. Potential interns want to learn things like team size, mentor-to-intern ratios, and weekly hour requirements. You can also highlight any of the benefits that set you apart, like contact with upper management or school credits.

Intern Qualifications/Skills:

- Verbal communication
- Organization
- Scheduling
- Professionalism

Education, Experience, and Licensing Requirements:

- Ex. In 3rd or 4th year of college program, major preference

[Call to Action]

Let applicants know whether you'd like them to submit an application via the job listing or if you'd rather them email an application, resume, and supporting documents to a specific person at your company.

EXAMPLE ONBOARDING PLAN

<https://resources.workable.com/onboarding-interns-checklist>

Contact interns prior their first day to confirm:

- Their exact start date and arrival time
- Documentation they need to bring with them (like their ID)
- Their first-day schedule (for example, trainings, product demos, meetings with managers)

Ensure hiring managers are well-prepared for their interns and know their interns':

- Seating area
- Regular job duties
- Project(s) they'll participate in
- First tasks

Provide interns with necessary hardware and software.

If applicable, let them choose their preferred computer accessories, e.g., a mouse or a trackpad.

Ask your IT team to set up intern email and software accounts.

For as long as they're employed with you, interns should be able to communicate with their coworkers and access tools they need for their job, including:

- Company email
- Group messaging app
- Project management software

Help interns fill out HR paperwork.

This might be a recent graduate's first professional job. They may not be familiar with employment terms and tax documents. Make sure a member of your HR team is available to answer any questions.

Help interns set up their work stations.

Inexperienced employees might not be familiar with company equipment and software. Give them simple instructions, provide manuals, and ask your IT department to check whether they've properly installed necessary tools, like anti-virus systems.

Offer welcome kits and company swag.

Show interns you're excited they're joining your company by offering personalized gifts and branded merchandise.

Schedule role-specific trainings.

To ensure that interns make real contributions, train them on tasks they'll undertake and tools they'll use.

Assign a work buddy or mentor.

If you don't have the time to run a full training session on company policies and work habits, assign an employee as a mentor to guide interns and answer their questions.

Present your departments, functions and organizational chart.

Interns might not have the chance to interact with everyone in the company, so give them an overview of your operations and your team's structure.

Announce interns' hiring to the company.

You could send a mass email or share a message on your company's chat tool. Prompt your employees to introduce themselves to your new intern during their first day and week at work.

Arrange group meetings and activities.

It's important that interns become part of your company culture. Make them feel comfortable and help them get to know their coworkers by inviting them to a group lunch or an after-work activity.



COLLEGE OF BUSINESS CONTACT INFORMATION

Ulmer Career Center

Serves Undergraduates, Graduates, and Alumni
ulmer@louisville.edu | 502-852-7756
<https://business.louisville.edu/career-support/>

Graduate Internship Team

Serves Full-Time MBA, Innovation MBA, MS Business Analytics,
and MS Accounting Analytics Programs
gradbizinterns@louisville.edu | 502-852-6296

University of Louisville has three career centers focused on specific majors as listed below.

Career centers

<https://louisville.edu/career/about-us/career-centers-at-uofl>

This website lists the different departments and their contact information:

<https://louisville.edu/career/jobs-internships/program-list>