INTERNSHIPS:

A Guide for
Site Supervisors
Revised September 2014

MUHLENBERG
COLLEGE
To the Readers of this Manual:

Muhlenberg College is committed to providing students with opportunities for experiential learning, including internships. An internship can enable a student to translate knowledge gained in an academic setting such as the classroom or research lab into the world of work outside academe. An internship can also assist the student in gaining first-hand knowledge of the expectations of a particular career field and the etiquette of the workplace. Students who have conscientiously met the responsibilities of an internship have valuable assets to discuss with potential employers or graduate and professional schools.

We at the College are deeply appreciative of the time, energy, and expertise you bring to this experience for a Muhlenberg College student. We hope you find the guidelines in this manual of value.

Michael R. Huber, Ph.D.
Dean of Academic Life
MUHLENBERG COLLEGE
INTERNSHIP MANUAL

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INTRODUCTION

What is an internship?

An Internship is a work experience characterized by intentional learning. During this experience, the student assumes a responsible role in an organization and actively reflects on what he or she is observing and learning. It is important that the student make the link between academic preparation and the world of work.

Planning is key to any internship. The student plans the internship in advance in collaboration with a faculty sponsor or department internship coordinator and a site supervisor, who also monitors and evaluates the student’s work. Students who register their internships for academic credit also submit an academic project which relates the practical experience to academic theory.

Three important elements distinguish an internship from a short-term job or volunteer work: the academic background which the intern brings to the practical experience, active reflection during the internship, and the final project which demonstrates the learning accomplished as it relates to the student’s academic discipline.

Since a successful internship requires an agreement on the objectives, nature of the work, and outcomes between the three parties involved - the student, the site supervisor, and the faculty sponsor or department internship coordinator - it is essential that careful planning precede the direct experience: a learning contract is the best way to achieve this agreement in advance (see sample on pages 5 - 7).

Internships can take place in a variety of settings, from corporations, banks, publishing houses, and marketing firms to television studios, human service agencies, and research institutes. Some students receive remuneration, some do not. But all internships involve planning.

This manual is a guide for you - the site supervisors who are involved in internships through Muhlenberg College. It is intended to help you understand policies, roles, and expectations, and to assist you in the planning process. We hope, as a result, your internship experience is a positive one.

We’ll be referring to key documents throughout this manual. Some of those you will want to pay particular attention to are:

Internship Learning Contract p. 5 - 7
Internship Evaluations p. 8 - 10
SITE SUPERVISOR: EXPECTATIONS

We appreciate your support of Muhlenberg’s internship program and your willingness to give of your time and talent. We hope the following information will help ensure that your experience with a Muhlenberg student is a positive one.

**Muhlenberg College Internship Policies**

The student who is earning academic credit for the internship experience is expected to meet certain requirements.

- The student is expected to work 9-12 hours per week or 126-168 hours per fall or spring internship.
- In order to avoid any conflicts of interest, no family member may serve as on-site supervisor.
- The student will be required to complete an academic project to be defined and evaluated by the faculty sponsor or department internship coordinator or internship coordinator. Most internships are taken on a pass-fail basis; however, those required by the student’s major are assigned grades. The grade will be based on the academic project and your evaluation and will be determined by the faculty sponsor or department internship coordinator.
- A written evaluation by the site supervisor will be required at the end of the internship. In addition, a mid-term evaluation is recommended to provide a basis for assessing the student’s development during the internship. Evaluation forms are included in this manual on pages 8-10. You may use your own organization’s employee form if you prefer.

**How to make the internship go smoothly**

**Faculty contact.** At the beginning of the internship, the faculty sponsor or department internship coordinator will initiate contact with you to define the student’s performance during the internship.

**Written learning contract.** The College encourages the student to write a learning contract in cooperation with you and the faculty sponsor or department internship coordinator. This document will allow the three individuals to reach agreement on the form and substance of the internship and on the performance criteria. Be specific about the work results you expect of the intern. Plan ahead for a mutually beneficial experience.

Even if a learning contract is not required by the faculty sponsor or department internship coordinator, you are encouraged to require one of the intern. A learning contract form is included in this manual on pages 5-7.

**Communication.** Open communication among you, the faculty sponsor or department internship coordinator, and the student is critical to a positive experience. The student will meet with the faculty sponsor or department internship coordinator a minimum of three times during the semester. Likewise, the faculty sponsor or department internship coordinator will contact you at the beginning, midpoint, and end of the semester for your feedback on how the internship is progressing.
Please do not hesitate to initiate a call to the faculty sponsor or department internship coordinator during the semester. Checking in with news of your intern’s activities is welcome. Similarly, concerns or problems sometimes arise. You are encouraged to contact the faculty sponsor or department internship coordinator immediately to discuss your observations, no matter how small the issue. Early communication can prevent minor concerns from escalating into major problems.

**Professionalism.** The greatest benefit to the student is when you treat him or her as you do your professional employees. Site supervisors are expected to refrain from engaging in an inappropriate personal relationship with student interns.

**Students with Disabilities.** Students with disabilities have access to internships under the same guidelines and criteria established for all students and are expected to fulfill the same standards and requirements. When a student discloses a disability and the need for accommodations, the Office of Disability Services and the faculty instructor will provide guidance to the student and the site supervisor on regarding accommodations, auxiliary aids, and services. The Office of Disability Services is committed to working with identified students, faculty instructors and site supervisors in developing and implementing the most appropriate strategies for a positive and successful internship experience.

**Orientation to the work setting**

Understanding the context in which work takes place can help the student learn from the internship experience and be more effective in carrying out assignments. The people, events, and issues in your organization often comprise an unlimited curriculum in social sciences, organizational development, politics, and humanities. At the beginning of the internship, you might set aside time to discuss some of the following:

**The organization’s goals.** Are there clear or implicit goals for your organization? Are there varying views of what the goals are? Share with the intern material in which those goals appear, such as annual reports, public relations material, and strategic planning documents.

**The organizational environment.**

**People** – Who are the key players in the larger organization? In your department? Who are the formal and informal leaders in your organization? What are their backgrounds? Give the intern an opportunity to speak with various individuals about their roles.

**Structure** – What are the formal and informal organizational structures at your site? Where does power/influence reside? What are the formal and informal communication patterns?

**Decision-making** – Where and by whom are decisions made? How are they made (decision-making style)?

**Funding/Budget** – Where does the funding come from to operate your organization? Share with the intern some of the operating budgets for your unit or the organization as a whole. How does the budget process work? How are budget decisions made?
Supervision – If you are supervising others, how would you characterize your supervisory style? What are the challenges you meet as a supervisor? How has your style changed during your career?

WHAT DO YOU DO IF THINGS GO WRONG?
Suggestions for Students, Site Supervisors, and Faculty sponsor or department internship coordinators

The following guidelines will assist faculty, students, and site supervisors in working through internship concerns.

Discuss the problem. We strongly encourage the individuals involved to discuss the situation, negotiate on their own, and work toward agreement. Occasionally problems arise during an internship. Early intervention can usually lead to a solution which is acceptable to all involved. If a problem arises, it is important to deal with it immediately.

This, of course, is the ideal. If a solution cannot be found, and if the problem is with the student or the site supervisor, consult with the faculty sponsor or department internship coordinator. If the problem is with the faculty sponsor or department internship coordinator, consult with Dean Michael R. Huber at the College at (484) 664-3130.

Call. Site supervisors should call the faculty sponsor or department internship coordinator when a problem arises which cannot be resolved through discussion. Such a problem might include absenteeism, failure to follow directions, poor attitude, or inappropriate dress.

Likewise, students should call their faculty sponsor or department internship coordinator when problems occur, such as when guidelines are not being followed, when expectations are not being met, or when inappropriate advances are made.

Intervene. If faculty intervention is warranted, the faculty sponsor or department internship coordinator will gather information from the site supervisor and the student concerning the nature of the problem. A site visit and/or a meeting of the three individuals may be advisable, with the sponsor as convener and mediator.

Review the guidelines. All individuals should review the guidelines and learning contract. What expectations were outlined at the beginning of the internship? Clarification of the expectations may be in order.

The sponsor will make recommendations to the student and/or the site supervisor and encourage the two individuals to discuss the issue and work out an acceptable solution.
MUHLENBERG COLLEGE
Internship Learning Contract
(to be completed by student)

Student: You may make copies of this form or access an online form at the following web site:
http://www.muhlenberg.edu/careercenter/internship/page12.html Write this document in consultation with your faculty sponsor or department internship coordinator and site supervisor. When all have agreed on the content and all revisions of this document, you should prepare a final, clean, TYPED copy for signatures and distribution to all parties (student, faculty sponsor or department internship coordinator and site supervisor).

Part I

A. Name __________________________________________ Berg I.D. # __________________________
   Campus Address                                   Home Address
   Box ______Muhlenberg College, Allentown, PA 18104
   __________________________________________
   street                                           street
   phone                                            phone
   email                                            email
   city                                             city
   state                                           state
   zip                                              zip
   __________________________________________________________________

   Phone

B. Internship organization __________________________________________
   Address __________________________________________
   street                                           city
   street                                           state
   Mailing Address, if different than above          __________________________
   Site Supervisor __________________________________
   name                                             title
   Phone                                            __________________________

C. Faculty sponsor or department internship coordinator __________________________
   Department __________________________________
   Office                                            Phone
   Academic Advisor ____________________________
   Department __________________________________
   Office                                            Phone

   Fax

   Phone
PART II: THE INTERNSHIP

A. JOB DESCRIPTION: Describe your role and responsibilities while on your internship. List duties, projects, deadlines, and so on.

B. HOURS: You are encouraged to set regular weekly hours for the duration of your internship. In order to receive academic credit, you must work 9-12 hours per week, and a total of 126-168 hours per fall, spring or summer term internship. Please list hours:

<table>
<thead>
<tr>
<th>Day</th>
<th>Hours</th>
</tr>
</thead>
</table>

C. SUPERVISION: Describe the supervision to be provided by your site supervisor, faculty sponsor or department internship coordinator or others. What kind of instruction, assistance, or consultation will you receive and from whom?

PART III: LEARNING OBJECTIVES/LEARNING ACTIVITIES

A. LEARNING OBJECTIVES: What do you intend to learn through this experience? What abilities, skills, or knowledge do you intend to develop or enhance? Be specific. Use concrete, measurable terms.
B. LEARNING ACTIVITIES:

1. On-the-job: Describe your activities and how they will enable you to meet your learning objectives. Include projects, research, report writing, conversations which you will carry out while working, relating them to what you intend to learn.

2. Academic and off-the-job: Describe in as much detail as possible your academic project. Also list reading, writing, contact with your faculty sponsor or department internship coordinator and other students, discussions, field trips, and/or observations you will carry out which will help you meet your learning objectives.

PART IV: EVALUATION

How will you know what you have learned, or that you have achieved your learning objectives? How will your work performance be evaluated? By whom? When? How will a grade be determined? By whom? When? All parties should receive a copy of the evaluation form at the start of the internship experience.

PART V: AGREEMENT

This agreement may be terminated or amended by the student, faculty sponsor or department internship coordinator, or site supervisor upon written notice, which is received and agreed to by the other two parties. This is a working agreement and does not constitute a contractual obligation for any of the parties concerned.

Student signature: ___________________________ Date: ________________

Faculty sponsor or department internship coordinator: ___________________________

Date: __________________

Site supervisor: ___________________________ Date: ________________

You will sign the agreement here.

(Copies of this signed agreement should be distributed to the student, faculty sponsor or department internship coordinator, and site supervisor.)

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MUHLENBERG COLLEGE
Mid-Term Internship Evaluation
(to be completed by Site Supervisor)

You may make copies of this form or access an online form at the following web site: http://www.muhlenberg.edu/careercenter/internship/page13.html. Please complete this evaluation and review it with the intern during the 7th-8th week of the semester. Give concrete examples in your discussion. After you and the intern have signed this evaluation, please forward a copy to the faculty sponsor or department internship coordinator and give a copy to the intern.

Intern’s name ______________________________________  Date _________________________________
Organization ________________________________________  Site Supervisor ______________________
Faculty Instructor _______________________
Internship Position ________________________________________________________________
Brief description of responsibilities ________________________________________________________________

<table>
<thead>
<tr>
<th>Personal Traits and Qualities</th>
<th>low</th>
<th>average</th>
<th>high</th>
<th>not applicable</th>
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<tr>
<td>Attendance</td>
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<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Punctuality</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Reliability</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Appropriate dress/appearance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Cooperation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Initiative and resourcefulness</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Exercises sound judgment</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Interacts well with staff and constituents</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Level of professionalism</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<th></th>
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<tr>
<td>Knowledge of field</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Thinks independently within professional framework</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Recognizes problems and develops solutions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Demonstrates ethical and moral conduct</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Follows directions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<thead>
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<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Oral communication</td>
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<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Listening skills</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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<th>General Performance</th>
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<td>General attitude toward the internship</td>
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<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Quality of work performed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Quantity of work performed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Meeting goals set at beginning of internship</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Compared to other interns, this intern’s performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Please elaborate on areas for improvement as rated above. Give examples.

Student signature ______________________________________________________
Supervisor signature ____________________________________________________
MUHLENBERG COLLEGE

Final Internship Evaluation
(to be completed by Site Supervisor)

You may make copies of this form or access an online form at the following web site: http://www.muhlenberg.edu/careercenter/internship/page14.html. Please complete this evaluation and review it with the intern before the last day of classes or the last day of the internship, whichever comes first. Give concrete examples in your discussion. After you and the intern have signed this evaluation, please forward a copy to the faculty instructor and give a copy to the intern.

The purpose of this evaluation is to assess the match between the student and your expectations and to assess the development of the student during the internship.

Intern’s name ________________________________________  Date ________________________________
Organization _________________________________________  Site Supervisor _______________________
Faculty Instructor _______________________________________________________________________________
Internship Position ____________________________________________________________________________
Brief description of responsibilities _______________________________________________________________
__________________________________________________________
__________________________________________________________

low  average  high  not applicable

Personal Traits and Qualities
Attendance  1  2  3  4  5  N/A
Punctuality  1  2  3  4  5  N/A
Reliability  1  2  3  4  5  N/A
Appropriate dress/appearance  1  2  3  4  5  N/A
Cooperation  1  2  3  4  5  N/A
Initiative and resourcefulness  1  2  3  4  5  N/A
Exercises sound judgment  1  2  3  4  5  N/A
Willingness to learn  1  2  3  4  5  N/A
Accepts constructive criticism  1  2  3  4  5  N/A
Interacts well with staff and constituents  1  2  3  4  5  N/A
Level of professionalism  1  2  3  4  5  N/A

Intellectual and Professional Background
Knowledge of field  1  2  3  4  5  N/A
Thinks independently within professional framework  1  2  3  4  5  N/A
Recognizes problems and develops solutions  1  2  3  4  5  N/A
Demonstrates ethical and moral conduct  1  2  3  4  5  N/A
Follows directions  1  2  3  4  5  N/A

Communication Skills
Written communication  1  2  3  4  5  N/A
Oral communication  1  2  3  4  5  N/A
Listening skills  1  2  3  4  5  N/A

General Performance
General attitude toward the internship  1  2  3  4  5  N/A
Quality of work performed  1  2  3  4  5  N/A
Quantity of work performed  1  2  3  4  5  N/A
Meeting goals set at beginning of internship  1  2  3  4  5  N/A
Compared to other interns, this intern’s performance  1  2  3  4  5  N/A

Please elaborate on areas for improvement as rated above. Give examples.

Student signature ____________________________________________
Supervisor signature ____________________________________________
Your responses to the following questions will help us evaluate the match between the intern and the internship and assess the student’s performance.

Please list five adjectives which describe the student:

How well did the intern complete his/her projects and responsibilities? To what degree were the learning objectives and activities met?

What did the intern accomplish or add to your organization which would not have occurred otherwise?

How has the student developed professionally and personally during this internship?

How well was the student prepared to take on this internship (academic preparation, maturity, job skills, etc.)? Please elaborate and give examples of additional preparation you would recommend.

What additional preparation do you recommend to prepare the student for an entry-level position in your field?

If problems or concerns arose during this internship, please explain.

Comments: Please use this space to summarize your opinion of the student’s performance. You may include strengths, improvements needed, and prediction for success in the future. Would you also please comment on the internship program at Muhlenberg? Your opinions will help us improve the program.

Student signature ___________________________________________ Date: ____________________

Supervisor signature ___________________________________________ Date: ____________________