

FRANKLIN PIERCE UNIVERSITY  
EMPLOYER GUIDE TO  
EXPERIENTIAL EDUCATION

## FRANKLIN PIERCE UNIVERSITY EMPLOYER GUIDE TO EXPERIENTIAL EDUCATION

### Welcome Employer Partners:

On behalf of Franklin Pierce University, we would like to welcome and congratulate you on your first step toward establishing or improving a comprehensive and competitive internship program for your organization. Our students have been commended for their knowledge, work ethic, and professionalism in the workplace, and we are confident that you will find them a welcomed addition to your staff.

This guidebook provides the business community with an overview of academic programs at Franklin Pierce, protocols to ensure program alignment with the United States Department of Labor standards, and sample internship descriptions from our current partners offering well developed experiential opportunities for students. Our hope is that this guidebook will not only instruct you on the design and implementation of an internship program, but also illustrate the benefits of investing in an experiential learning.

As we move forward in this process, please connect with us if you have any questions or are in need of support. Strong collaboration will create a pipeline of talent into your organization and ensure our students engage in meaningful opportunities to launch their careers. Together, we can bridge the gap between college and career.

### Career Education located in the Lloyd & Helen Ament Astmann '69 Career Center

#### Mission Statement

To prepare all students and alumni to pursue, obtain, and flourish in their occupation, in their careers and in their professional lives through comprehensive career development services promoting the acquisition and demonstration of knowledge and skills through reflective experiences.

#### Vision Statement

All students are engaged, guided and supported in career development as foundational part of their college experience at Franklin Pierce University.

### Contact the Career Center

Phone: (603) 899-1070

Email: [careercenter@franklinpierce.edu](mailto:careercenter@franklinpierce.edu)

LinkedIn: FPU Alumni and Student Career Network

### Franklin Pierce University Information:

[Mission Statement & Vision Statement](#)

[Statement on Diversity, Equity, and Inclusivity](#)

[Academic Programs](#)

## INTERNSHIP PROGRAM OVERVIEW

A well-developed experiential learning opportunity can provide an important bridge to connect classroom learning to the world of work. The National Association of Colleges and Employers (NACE) defines an internship as “**a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting.**” An internship is a semester (fall, spring or summer) in duration that may be paid or unpaid and full-time or part-time.

The benefits of having an internship program at your organization are immense. Interns can provide your professional staff with freedom to pursue more creative or advanced projects or assist your organization in implementing the latest strategies, techniques, or technology. Internship programs also provide your organization with increased visibility at the academic institution which can support your recruiting efforts while also promoting your organizations commitment to community involvement. Each organization experiences unique benefits, and this guide will help you strategically develop your internship program.

## DEFINITIONS

Internships are wonderful opportunities shared by employers, academic institutions, and students, however, internship programs are not the right opportunity for every employer to pursue and are not the only opportunities that benefit students in their academic and professional development. Other varieties of experiential learning include:

- **Job shadowing** is a practical way of learning about a particular job and what it involves. Following an **experienced professional** doing the job you want to move into can be eye-opening as you get a 360° view of everything it involves.
- **Paid employment** is provided to student for no academic credit on a regular basis in exchange for compensation. Paid employment does not need to meet any standards set forth by the Academic Institution, but must align with directives set forth by the Department of Labor.
- **Project-based learning** provides students with workplace experience through the completion of a single project or program for an employer. Such experiences may or may not be for academic credit and may be paid or unpaid.
- **Volunteering** is an opportunity for students to perform an unpaid service willingly for no academic credit. Volunteering is often with a nonprofit organization whose mission aligns with the values of the volunteer.

There are many integral members of the internship process that affect program success. Clearly outlined roles and responsibilities ensure that both the employer and the student benefit from the partnership. The roles and responsibilities of the internship team include:

- **Academic Institution:** Franklin Pierce University provides the Employer with support in developing, marketing, and evaluating the internship. FPU provides the Intern with available opportunities, internship preparation, and academic credit.
- **Internship Advisor:** The Internship Advisor is a faculty advisor at Franklin Pierce University that provides the Intern with approval for the internship. The Internship Advisor provides the student with academically rigorous assignments to complement the workplace experience. The Internship Advisor also provides the Employer and Intern with support throughout the duration of the internship.
- **Employer:** The Employer communicates a need or desire for an intern to Franklin Pierce University. The Employer provides a meaningful experiential learning opportunity to the Intern. The Employer provides the Academic Institution with information to improve or extend future experiences.
- **Site Supervisor:** The Site Supervisor is identified by the Employer to supervise the Intern for the duration of the internship. The Site Supervisor provides the Intern with meaningful tasks and responsibilities that will allow the intern to apply knowledge and theory from the classroom. The Site Supervisor provides the Internship Advisor and Intern with feedback on the performance of the intern.
- **Intern:** The Intern is a current student of the Academic Institution that will meet the requirements of the Internship set forth by the Employer and Site Supervisor. The Intern will provide the Academic Institution, the Employer, and the Site Supervisor with feedback on the experience. The Intern will provide the Internship Advisor with all required academic assignments related to the internship.

## BEST PRACTICES

Quality internships are meaningful learning experiences that assist in bridging the gap between education in the classroom and application of knowledge in the workplace. To meet this end, the priority should be to provide students with a professional opportunity that consists of both formal training and on-the-job experience. [The National Association of Colleges and Employers \(NACE\) identifies twenty best practices](#) that should be considered when developing a comprehensive and competitive internship program.

1. Pay your interns. Read [NACE's Guide to Compensation for Interns & Co-ops](#)
2. Recruit for your internship program as you would for your full-time hiring.
3. Align your internship program with your organization's overall goals for a diverse, inclusive workforce.
4. Provide relocation and housing assistance.
5. Offer scholarships.
6. Consider work arrangements that will work for your interns and your organization.
7. Provide interns with real work assignments.
8. Hold orientations for all involved.
9. Provide interns with a handbook and/or website.
10. Have an intern manager.
  
11. Encourage team involvement.
12. Invite career center staff and faculty to visit interns on site.
13. Hold new-hire panels.
14. Bring in speakers from your company's executive ranks.
15. Offer training/encourage outside classes.
16. Conduct focus groups/surveys. [Learn more about surveying your interns.](#)
17. Showcase intern work through presentations/expo.
18. Conduct exit interviews.
19. Collect, track, and analyze your program's statistics.
20. Stay connected with your interns after they return to school.

## LEGAL CONSIDERATIONS

### Department of Labor Requirements

Internships in the for-profit, private sector will most often be viewed as employment as defined by the Fair Labor Standards Act (FLSA). Interns in the for-profit, private sector who qualify as employees rather than trainees must be paid at least the minimum wage and overtime compensation for hours worked over forty in a work week. There are some circumstances under which individuals who participate in for-profit, private sector internships or training programs may do so without compensation. The determination of whether an internship in the for-profit, private sector may be unpaid depends on the employer's ability and willingness to meet the criteria provided by the Department of Labor (DOL). [In January 2018, the DOL provided updated guidance to reflect the following seven criteria to identify the primary beneficiary in determining whether an employment relationship with an intern or student exists:](#)

1. Both parties understand that the intern is not entitled to compensation.
2. The internship provides training that would be given in an educational environment.
3. The intern's completion of the program entitles him or her to academic credit.
4. The internship corresponds with the academic calendar.
5. The internship's duration is limited to the period when the internship educates the intern.
6. The intern's work complements rather than displaces the work of paid employees while providing significant educational benefits.
7. The intern and the employer understand that the internship is conducted without entitlement to a paid job at the internship's end.

If all of the above factors are met, an employment relationship does not exist under the FLSA and the internship may be unpaid. If the employer cannot or is not willing to satisfy all factors listed, the intern must be paid at least the minimum wage and overtime compensation for hours worked over forty in a work week.

### Nonprofit Sector

Internships in the nonprofit sector can be offered as paid or unpaid experiences. The DOL classifies an unpaid intern as a volunteer and a paid intern as an employee. Nonprofits that cannot pay an intern at least the minimum wage and overtime compensation for hours worked over forty in a work week, but would like to offer the intern a stipend should designate the intern as a trainee. Nonprofits that choose to designate interns as trainees must be prepared to defend how the internship primarily benefits the intern and not the nonprofit. Nonprofit organizations are highly encouraged to review state regulations related to classification of employees and volunteers, wages, and accident/injury liability, insurance, and compensation.

### New Hampshire Department of Labor Requirements

All New Hampshire businesses must be prescreened by the Department of Labor prior to an unpaid experiential opportunity. Programs such as internships, externships, or mentor programs must be approved by the Labor Commissioner when there is no pay or a sub-minimum rate of pay such as a stipend. The Commissioner will establish whether an employer-employee relationship exists between the employer and the student. [The State of New Hampshire Application for Pre-Screening of School to Work Business Partner.](#)

## Franklin Pierce Requirements

All students at Franklin Pierce earning academic credit for an internship must complete an Internship Learning Contract with their site supervisor, internship supervisor, and appropriate administrator from the Office of Academic Affairs. The contract includes internship site contact information, internship description, learning objectives, and signatures. The purpose of this process is to determine if the internship will be academically rigorous and to ensure all parties have reasonable expectations and guidelines. All internships for academic credit at Franklin Pierce must:

- provide 45 hours of experience for each credit earned;
- limit administrative tasks to less than 20% of internship hours; and
- connect to a complementary assignment assigned by the internship advisor.

Students must also meet specific eligibility requirements to engage in a for-credit experiential opportunity. Student must:

- be of junior or senior standing unless approved by the Dean of Academic Affairs;
- have a 2.5 cumulative GPA; and
- satisfy all prerequisites identified by his or her academic advisor.

## Mitigating Risk in Experiential Education

Ambiguity creates risks. A comprehensive and competitive internship program must follow basic structures in order to identify and mitigate risk to the employer and academic institution. All parties involved should be committed to the development and implementation of a positive and safe off campus learning experience.

### CHECKLIST

- Do all parties understand the roles and responsibilities associated with the internship program?
- Does the internship have a clear description and set of learning objectives?
- Does the internship structure and compensation package meet all federal and state guidelines?
- Have all parties agreed to and signed the terms and conditions outlined in the internship learning Contract?
- Has the intern agreed to and signed all required liability and assumption of risk documents?
- Does the employer have handbook or manual clearly outlining all organizational policies and procedures?
- Does the employer have a comprehensive orientation and training program?

## Other Considerations

**Internship Compensation:** Comprehensive and competitive internships may be paid or unpaid. All organizations must consider federal and state regulations, and it is our recommendation that all internship sites offer a base hourly wage or strictly adhere to federal and state guidelines on compensation for interns. Other benefits that can be considered include transportation or housing assistance, scholarships, professional development opportunities, or tuition reimbursement.

**Workers' Compensation:** Workers' compensation is provided to replace wages and medical care programs for an employee whose injuries or illnesses are work related. Some paid interns are eligible for workers' compensation, and employers should review and adhere to federal and state guidelines.

**Unemployment Compensation:** Unemployment compensation is provided to eligible employees who become unemployed through no fault of their own and meet certain other eligibility requirements. Typically, interns are not eligible for such benefits, but employers should review and adhere to federal and state guidelines.

**Sexual Harassment Policy:** Employers must adhere to the same sexual harassment guidelines provided to permanent employees regardless of the intern's compensation package. The employer must share the policy and review reporting guidelines with the intern as part of orientation procedures. Employers should review and adhere to all federal and state guidelines on harassment in the workplace.

**Non-Discrimination Policy:** Franklin Pierce operates in accordance with the provisions of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, the Rehabilitation Act of 1973, the Age Discrimination Act, the Americans with Disabilities Act of 1990, and the Federal and State laws and executive orders pertaining to civil rights. It is expected that all employer partners acknowledge and adhere to the principle of equal opportunity for all students and alumni, and it is expected that all employment policies comply with the letter and spirit of the law affording equal employment opportunity.

**Intellectual Property Agreements:** Intellectual property is legally defined as a work or invention that is the result of creativity to which one has rights and for which one may apply for a trademark, patent, copyright, or other appropriate protection to keep others from using it without permission. An intellectual property agreement is a contract that transfers the rights to the intellectual property from the creator to another entity. Employers are encouraged to develop policies and agreements regarding the use of works, inventions, products, or ideas generated by the intern for the organization. Employers are encouraged to consult with their human resources and/or legal departments regarding such policies.

**International Students:** Employers must determine if their organization permits employment of non-U.S. citizens. International students have varying residency and visa credentials, but the most common types of visas employers will encounter are the F-1 and J-1 visas. Employers are encouraged to consult with their human resources and/or legal departments regarding hiring criteria of international students.

**Time Off:** Most interns do not accrue paid sick or vacation time, however, awarding interns paid time off is a decision left to the discretion of the employer. Expectations for inclement weather, academic breaks, and sick leave should be communicated as part of orientation procedures.

**Independent Contractors:** Interns cannot be referred to as independent contractors due to the nature of internships which require onsite supervision.

## ADDITIONAL RESOURCES

**National Association of Colleges and Employers (NACE)** is the leading source of information on the employment of the college educated, and forecasts hiring and trends in the job market; tracks starting salaries, recruiting and hiring practices, and student attitudes and outcomes; and identifies best practices and benchmarks.

Web: [naceweb.org](http://naceweb.org)

**New England Association for Cooperative Education and Field Experience (NEACEFE)** is an association which promotes the development and expansion of experiential education programs within New England high schools, colleges, and universities and the employers of their students.

Web: [neacefe.org](http://neacefe.org)

**Cooperative Education and Internship Association (CEIA)** is the leader in work-integrated learning, provides a supportive member-driven learning community for participating programs, students, educators and employers; influences policy makers and leaders of thought; and forges partnerships with like-minded groups.

Web: [ceiainc.org](http://ceiainc.org)

**The Society for Human Resource Management** creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces.

Web: [shrm.org/](http://shrm.org/)

## INTERNSHIP DEVELOPMENT AND IMPLEMENTATION

A career center staff member from Franklin Pierce is always ready to assist you developing and implementing a comprehensive and competitive internship program. When you are ready to engage with Franklin Pierce regarding experiential learning opportunities, you can expect to be guided through the following process:

Franklin Pierce University uses Handshake to manage our employer engagement needs including job postings, virtual and in-person information sessions and recruiting services. Before posting an opportunity or event, you must first register for a Handshake account or add Franklin Pierce University to your existing account.

To log on for the first time: [https://app.joinhandshake.com/employer\\_registrations/new](https://app.joinhandshake.com/employer_registrations/new)

You can connect to Handshake at any point in the process and the Career Center can provide you tools and tips to help you.

### COMMUNICATE INTEREST

Contact the Career Center to communicate your desire for partnership, available opportunities, and the support you need.

### DEVELOP INTERNSHIP DESCRIPTION

Share the written description with the Career Center or request a Career Center staff person to assist you in developing one.

### MARKET OPPORTUNITY

Identify the best way to market your opportunity to the right candidates, and provide your posting with at least 4 weeks of advertisement before closing your search in order to increase your pool of qualified candidates.

### INTERVIEW AND HIRE AN INTERN

Follow internal hiring procedures and make a formal offer to the candidate of your choosing.

### COMMUNICATE NOTICE OF HIRE

Share the name of your new hires with the Career Center and complete the Internship Learning Contract with guidance from the Career Center.

### PROVIDE ORIENTATION

Provide your intern with an orientation of your organization's policies, procedures, and expectations.

### PROVIDE SUPERVISION AND SUPPORT

Properly supervise your intern throughout the duration of the internship and communicate regularly with the Internship Advisor and Career Center staff.

### EVALUATE YOUR INTERN

At the end of the internship, complete the evaluation form and submit to the internship advisor.

### BONUS: TELL US ABOUT A JOB OFFER Let the Career Center staff know if you have decided to offer an intern a full time job after they have completed the internship.



## Description and Objectives

For students to earn academic credit for an internship, an Internship Learning Contract must be developed in collaboration by the site supervisor, internship advisor, academic affairs, and student. This formal document outlines the role of each party, expectations of the intern, and the description and learning objectives of the experience. The Internship Learning Contract contributes to overall accountability. The Franklin Pierce Internship Learning Contract can be found in the appendices.

The information listed below should be included in most internship descriptions. Learning opportunities should be included on the description, however, learning objectives are unique to the intern hired and should only be listed on the Internship Learning Contract. A sample internship description and sample learning objectives can be found in the appendices.

### Organization Information

- Contact Information and Location
- Company Profile and Website
- Company Purpose and Population Served

### Role and Responsibilities

- Position Title
- General Overview
- Tasks and Projects
- Department and Supervisor's Title
- Hours and Schedule

### Experience and Qualifications

- Preferred Class Year
- Preferred Major, Minor, or Coursework
- GPA Requirements

### Application Specifics

- Outline of Required Application Elements
- Submission Dates and Processes
- Experience Duration
- Compensation

### Learning Opportunities

- Professional Development Experiences
- Networking and Conversation
- Mentoring or Peer-to-Peer Support

## Marketing and Selection

The staff at the Career Center are able to help you develop a strategic marketing plan for your internship program. Our online job board is frequented by students, faculty, and alumni and should be considered the best piece of real estate to market your opportunity. Other recruiting opportunities include setting up a recruitment table in our campus center, presenting to an available club or class, or posting on our social media outlets. We also encourage you to market your opportunity through your media streams.

Many employers begin marketing their internship program three to six months prior to the start date in order to find an ideal candidate from a large pool of applicants. Starting the search early allows the employer more time to make a decision and more time for students to apply. It also allows all parties to complete all required forms.

Selection of the intern is at the discretion of the employer based on the role, responsibilities, qualifications, and requirements outlined in the internship description. It is best practice to interview interns as part of the application process to ensure best fit with the organization. As with any full-time permanent job search, candidates may be applying for multiple experiences, and thus, it is recommended that an employer makes an offer as soon as the decision is made. Once an intern is selected, the employer should communicate with the Career Center and remove all internship postings.

### **Orientation and Training**

Interns should be warmly welcomed and introduced to your organization. Not only are interns new to your organizations, but many may be new to the field or the professional world. Providing a rigorous and comprehensive orientation and training program is another way you can mitigate risk in your internship program.

### **Elements of an Internship Orientation**

#### Organization Orientation

- Organization History
- Organization Leadership and Structure
- Services and Products Offered
- Company Culture
- Policies and Procedures
- Manual Review

#### Department Orientation

- Overview of All Functional Areas
- Introduction to Professional Staff

#### Facility Orientation

- Parking and Public Transportation Locations
- Storage Area for Personal Belongings
- Kitchen and/or Breakroom
- Supply Room
- Restrooms

#### Job Orientation

- Work Space
- Job Description and Schedule
- Training Plan and Learning Objectives
- Use of Office Equipment
- Evaluation Procedures

### **Supervision and Mentoring**

The site supervisor identified on the Internship Learning Contract will provide the primary supervision and mentor support to the intern. It is recommended that the site supervisor is an expert in the field in which the student is pursuing as to provide adequate guidance throughout the experience. The site supervisor should take an active role in the application process, development of learning goals, orientation, and evaluation.

### **Evaluation**

The site supervisor will complete the Internship Evaluation form provided by the academic institution. The purpose of the evaluation is for the internship advisor to determine if the intern made satisfactory progress toward learning objective and provide the student with academic credit for the experience. The evaluation also provides the employer and site supervisor with adequate time to reflect on the experience and determine if any changes should be made to improve the experience in the future. The intern will also complete an evaluation on the internship site to provide the academic institution and the employer with insight on strengths and areas of growth in the program.

## SAMPLE INTERNSHIP DESCRIPTION

Internship Title:	Special Events Intern (paid \$15.00 per hour)	Application Deadline	11/24/2023
Company Name:	Sample Company		
Company Description:	Sample Company provides wellness education and activities to students facing adversity in the Sample School District. Through partnership with Sample School District and a variety of community organizations, Sample Company provides after school programming to eligible families at no or low cost. Since 2007, Sample company has provide over 5,000 kindergarten through sixth grade students with after school support that enriches their minds and bodies.		
Company Contact:	Sample Company 277 Monadnock Circle Rindge, N.H. 03461 (603) 123-4567 hr@samplecompany.com <a href="http://www.samplecompany.com">http://www.samplecompany.com</a>		
Internship Overview	<p>The following duties and responsibilities will be expected of the intern, and the intern will report directly to the Director of Development.</p> <ul style="list-style-type: none"> <li>• Recruit a focus group of participant parents to generate idea for end of year, family-oriented event.</li> <li>• Develop program, budget and communications proposals.</li> <li>• Present and defend proposals to Development team.</li> <li>• Implement end of year event under the direction of the Development Director.</li> <li>• Assist Development and Program teams with support as necessary.</li> </ul>		
Time Commitment:	The duration of the internship is January-May 2018. Sample Company will provide a flexible schedule with the ability to work evenings and weekends as needed, approximately 10-15 hours per week, with exact days and times to be determined according to academic schedule.		
Learning Opportunities:	The intern will have opportunities to attend Board of Director meetings, participate in networking events, and shadow senior staff members throughout the duration of the internship.		
Qualifications:	Candidates of junior or senior standing majoring in Business, Marketing, or Communications are strongly encouraged to apply. Preference will be given to students with a cumulative GPA of 3.0 or above. Prior experience in event planning and project management is preferred.		
Application Requirements:	Please send resume and cover letter to <a href="mailto:hr@samplecompany.com">hr@samplecompany.com</a> by 12:00pm on Friday, November 24, 2023.		

## SAMPLE LEARNING OBJECTIVES

Learning objectives program the structure and framework for learning in experiential education. Objectives should follow the S.M.A.R.T. model and be specific, measurable, attainable, realistic, and time-bound. Strong objectives will increase intern productivity and enhance your internship program. Below are sample learning objectives to help guide the development of learning objectives appropriate for your organization and internship program.

Accounting	Practice use of accounting methods and technologies used by Sample firm. Apply principles of accounting and knowledge of IRS code in preparation of individual tax returns for clients. Navigate through the process of auditing in a public accounting firm environment.
Criminal Justice	Use methods of researching crime statistics to compare to local and regional data for use in grant applications. Learn and practice professionalism when responding to important calls from colleagues and citizens. Observe different functional areas within Police Department to inform career plan decisions.
Management	Develop time management skills and the ability to be responsible for more than one project at a time. Observe how the organization trains its personnel and how training enhances work requirements. Use observations for SWOT analysis of comprehensive training program. Practice skills required to interact with other professionals at varying levels for example: partners, managers, senior associates, staff, and office staff.
Social Work	Administer and interpret personality inventories with program participants. Research teenage alcoholism and identify factors that contribute to the issue for integration in organization's brochure. Co-facilitate group counselling session with direct supervisor.