



THE UNIVERSITY OF ARIZONA

College of Agriculture
& Life Sciences

Career Center

INTERNSHIP DEVELOPMENT GUIDE

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WHAT IS AN INTERNSHIP?

The University of Arizona defines an internship as any carefully monitored work experience in which a student has intentional learning objectives and goals and reflects actively on what they are learning throughout the experience.

WHAT MAKES A QUALITY INTERNSHIP?

- An intern must learn skills that are transferable to other employment settings and not just be work a regular employee would routinely perform.
- The experience must have a defined beginning and end, and a position description with desired qualifications.
- An internship includes intentional onboarding, ongoing supervision, and frequent feedback by an experienced supervisor who models professional and ethical behavior.

MUST AN INTERN MUST BE PAID?

It is typically easier to recruit students to paid internships, and paid internships allow a more diverse population of students to apply because many students need to have paid employment. Internships may pay as little as minimum wage and internships requiring specific technical skillsets can pay market rate in that industry.

If you are considering an unpaid internship, please review the **U.S. Department of Labor fact sheet on unpaid internships**. The student, not the employer, has to be the primary beneficiary of the internship for an internship at a for-profit company to be unpaid. Otherwise, the intern would be considered an employee that is entitled to wages. The fact sheet identifies the factors that determine who is the primary beneficiary of the internship relationship.

Organizations are strongly encouraged to offer paid internships.

WHAT ABOUT INTERNSHIP FOR CREDIT?

It is the student's responsibility to decide if they want to get academic credit for an internship. The student will work with the academic department to fill out the required forms and ensure the internship meets the requirements for academic credit. Typically

the internship must be related to the students' course of study, students must work 45 hours per credit awarded, and the internship supervisor and student should agree on goals and learning outcomes for the internship.

The employer does not initiate this process and internships for credit can be either paid or unpaid. Students seeking academic credit for the internship will work with the site supervisor to fill out The University of Arizona Internship Work Plan.

STEPS TO CREATE AN INTERNSHIP

Step 1: Identify the Need

- Is there a project that the intern can work on - independently and/or with a team?
- Will you need skilled and trained employees in the near future?

Step 2: Assess the Resources Available

- Do you have the financial resources to pay the intern market rate for the level of work they will complete?
- Do you have a current employee that has time and interest to manage the intern?
- Do you have a plan for onboarding and training the intern?
- Do you have professional development opportunities that are appropriate for the intern to participate in?
- Do you have appropriate workspace for the intern?

Step 3: Create a Position Description

- What skills and/or experience is required for a successful candidate?
- What are the duties required of intern?
- How many hours per week will be required?
- Is the position on-site, work-from-home, or flexible?
- When will the internship begin and end?
- What is the rate of pay and are there additional benefits?
- How does a candidate apply?
- Who is the point of contact?

Step 4: Recruit Candidates

- The University of Arizona utilizes [Handshake](#) for recruitment of intern and full-time positions.
- Handshake postings are then shared with students in a variety of ways across the University.

Step 5: Interview and Select Interns

- Establish selection criteria.
- Invite students to interview - virtually or in-person. In-person interviews may be conducted on site with the employer or utilize one of the many interview rooms available on the University of Arizona campus.

ATTRIBUTION AND QUESTIONS

This guide has been developed by The University of Arizona College of Agriculture and Life Sciences (CALS) Career Center from resources publicly available at The University of Arizona. It is meant to serve as a reference for organizations exploring development of new internship programs. Organizations that have additional questions regarding internships may contact Bridget Wade Radcliff, Director of Career Engagement in the CALS Career Center, via email - bewrad@arizona.edu - or may visit the [CALS Virtual Career Center](#).