• Have you ever considered hiring outside help just for a specific project?

• Do budget constraints make it impossible for you to hire new full-time staff?

• Are you looking for a source of fresh ideas for your organization?

If so, an intern might be just the answer.
Introduction

Properly structured and supervised student internship experiences provide significant benefits to everyone. First, the intern is exposed to a professional work environment and to an organization that may be considered as a viable career choice. In addition to the work performed during the internship, students influence other students and their faculty as a result of what they learn in a real-world work environment.

Second, organizations that provide internships will benefit in several ways. In addition to the direct benefits of having energetic and creative interns, the organization will become more aware of the resources available from Ohio State University at Marion. A win-win partnership is created.

Third, because of the internship experience, the faculty and administrators of the academic institution will have a greater understanding of your organization and the range of occupational specializations within the field. This knowledge can result in improvement at the academic level in both what is taught and how it is taught.

What is an Internship?

As defined by the National Association of Colleges and Employers (NACE) in July, 2011…

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

Criteria for an Experience to be Defined as an Internship

To ensure that an experience - whether it is a traditional internship or one conducted remotely or virtually - is educational, and thus eligible to be considered a legitimate internship by the National Association of Colleges and Employers definition (2011), all seven of the following criteria must be met:

1. The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform.
2. The skills or knowledge learned must be transferable to other employment settings.
3. The experience has a defined beginning and end, and a job description with desired qualifications.
4. There are clearly defined learning objectives/goals related to the professional goals of the student's academic coursework.
5. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
6. There is routine feedback by the experienced supervisor.
7. There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals. If these criteria are followed, it is the opinion of NACE that the experience can be considered a legitimate internship.
A meaningful internship program should involve:

- interaction among the intern, supervisor, and faculty;
- establishment of internship requirements;
- measurement of performance, and
- work-site visits by the intern’s academic coordinator.

The length of the internship is typically determined by the academic department in which the intern is majoring and is generally defined by the academic calendar. The college determines the credit a student received depending on the amount of time spent at the internship.

**At The Ohio State University**

Student internship opportunities, policies, procedures at The Ohio State University may vary from college to college. At The Ohio State University at Marion, under the auspices of the College of Arts and Sciences, students may perform internships for academic credit or simply for the opportunity to obtain hands-on experience.

**Employer Benefits**

- Access to highly motivated, enthusiastic, responsive and adaptable workers.
- Assistance with special work projects of short-term nature.
- A chance to preview potential full-time employees.
- An opportunity to assist in the professional preparation of young adults.
- An alliance between the academic and business communities promoting communication and mutual respect.

**Getting Started**

Before bringing an intern aboard in your organization, you should address the following:

- Define the internship project. Be sure that the work is meaningful, challenging, and stimulating. Be prepared to offer an experience that will not only allow the intern to further develop skills but also meet your organization’s need to accomplish worthwhile programs and projects.
- Explain the benefits of the project to the intern.
- Determine who will supervise the intern. Since supervising an intern can be time consuming, be sure to assign a staff person who is willing to spend the time and is receptive to the idea.
- Plan ahead. It frequently takes time to locate and hire an intern. Remember, you are competing with other organizations for talented individuals.

**Where to Find Interns**

Post internship opportunities by using the Internet to search for sites such as Career Builder, Indeed, Monster, among others. At OSU Marion we ask employers/agencies to register with College Central Network (CCN) at [http://www.collegecentral.com/osucentralohio](http://www.collegecentral.com/osucentralohio)
Helpful Ideas When Working with Interns

• Find out all the details from those who eventually supervise the intern, such as the number of hours/credits related to the internship program as well as the expectations of the organization providing the internship experience.

• Seek and interview candidates whose background and goals fit the assignment.

• Be prepared to spend time with the intern. Provide background material, resources and supervision.

• Develop a relationship with the academic advisor. Discuss your expectations of the intern and the advisor’s role. Confer with the advisor and the intern regularly.

• Agree upon specific projects, goals, and timelines for the intern. Make sure expectations are realistic and can be accomplished in the timeframe that defines the internship experience.

• Make interns feel they are important and a part of your organization. Give them a space where they can work and provide them with necessary supplies and reference materials. Introduce them to other staff members. Assign one contact person the intern can ask questions and get further information. Knowing that someone is available to answer questions will make the intern feel more comfortable.

• Prepare a written schedule of orientation activities and assignments, at least for the intern’s first few weeks. Although you must spend time to orient the intern, it’s equally important to ensure that the intern can begin working immediately on substantive projects. Don’t overlook the importance of orienting the intern not only to the functions of the organization but also to the characteristics of the organization’s mission.

• Encourage creativity and productivity. Urge the intern to review proposed assignments and suggest ways to improve methods, designs, and/or productivity. Stress the fact that you are as interested in outcomes as you are in the process through which they are achieved.

• Explain your expectations to the intern. Discuss job responsibilities, the importance of the work, how performance will be measured and the frequency of the appraisals. Stress the importance of the standards you expect the intern to meet.

• Encourage dialogue between the intern and the organization supervisor. If the intern perceives open channels of communication where goals are clearly understood, a positive work climate will be created, and the intern will continue to be effective throughout the internship.

• Write a letter of recommendation for the intern if the individual performed well. Be sure that the intern has some “products,” such as a newsletter, magazine article, education program brochure, etc. for his/her professional portfolio.

• Assuming that the intern has met your expectations, encourage the intern to refer to your organization as a reference when seeking a job.
To Pay or Not to Pay

Whether an employer must pay an intern for their work depends on the experience they will receive. Although the Fair Labor Standards Act requires employers to pay at least the minimum wage to employees, the U.S. Department of Labor (DOL) has developed six (6) criteria for identifying which learners/trainees may be un-paid. The DOL's use of "learner/trainee" is equivalent to the commonly used term of "intern."

Internships continue to grow in popularity as a method for employers to identify and recruit potential college hires and as a means for colleges and universities to complement students’ academic work with practical experience.

However, questions persist about whether an intern is an “employee” and if the employer must pay an intern for his or her work. The answers to both of those questions lie in an analysis of the intern’s workplace experience in relationship to the standards set forth under various state and federal laws, in particular the Internal Revenue Code and the Fair Labor Standards Act, the federal wage and hour law.

Internship Programs Under The Fair Labor Standards Act
Fact Sheet #71 - U.S. Department of Labor - Wage and Hour Division - April, 2010

This fact sheet provides general information to help determine whether interns must be paid the minimum wage and overtime under the Fair Labor Standards Act for the services that they provide to “for-profit” private sector employers.

Background
The Fair Labor Standards Act (FLSA) defines the term “employ” very broadly as including to “suffer or permit to work.” Covered and non-exempt individuals who are “suffered or permitted” to work must be compensated under the law for the services they perform for an employer. Internships in the “for-profit” private sector will most often be viewed as employment, unless the test described below relating to trainees is met. Interns in the “for-profit” private sector who qualify as employees rather than trainees typically must be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek.

The Test for Un-paid Interns
There are some circumstances under which individuals who participate in “for-profit” private sector internships or training programs may do so without compensation. The Supreme Court has held that the term "suffer or permit to work" cannot be interpreted so as to make a person whose work serves only his or her own interest an employee of another who provides aid or instruction. This may apply to interns who receive training for their own educational benefit if the training meets certain criteria. The determination of whether an internship or training program meets this exclusion depends upon all of the facts and circumstances of each such program.

The following six criteria must be applied when making this determination:

1. 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;

2. The internship experience is for the benefit of the intern;

3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. 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;

5. The intern is not necessarily entitled to a job at the conclusion of the internship; and

6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

If all of the factors listed above are met, an employment relationship does not exist under the FLSA, and the Act’s minimum wage and overtime provisions do not apply to the intern. This exclusion from the definition of employment is necessarily quite narrow because the FLSA’s definition of “employ” is very broad.

Some of the most commonly discussed factors for “for-profit” private sector internship programs are considered below.

**Similar To An Education Environment And The Primary Beneficiary Of The Activity**

In general, the more an internship program is structured around a classroom or academic experience as opposed to the employer’s actual operations, the more likely the internship will be viewed as an extension of the individual’s educational experience (this often occurs where a college or university exercises oversight over the internship program and provides educational credit). The more the internship provides the individual with skills that can be used in multiple employment settings, as opposed to skills particular to one employer’s operation, the more likely the intern would be viewed as receiving training. Under these circumstances the intern does not perform the routine work of the business on a regular and recurring basis, and the business is not dependent upon the work of the intern. On the other hand, if the interns are engaged in the operations of the employer or are performing productive work (for example, filing, performing other clerical work, or assisting customers), then the fact that they may be receiving some benefits in the form of a new skill or improved work habits will not exclude them from the FLSA’s minimum wage and overtime requirements because the employer benefits from the interns’ work.

**Displacement and Supervision Issues**

If an employer uses interns as substitutes for regular workers or to augment its existing workforce during specific time periods, these interns should be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek. If the employer would have hired additional employees or required existing staff to work additional hours had the interns not performed the work, then the interns will be viewed as employees and entitled compensation under the FLSA. Conversely, if the employer is providing job shadowing opportunities that allow an intern to learn certain functions under the close and constant supervision of regular employees, but the intern performs no or minimal work, the activity is more likely to be viewed as a bona fide education experience. On the other hand, if the intern receives the same level of supervision as the employer’s regular workforce, this would suggest an employment relationship, rather than training.

**Job Entitlement**

The internship should be of a fixed duration, established prior to the outset of the internship. Further, unpaid internships generally should not be used by the employer as a trial period for individuals seeking employment at the conclusion of the internship period. If an intern is placed with the employer for a trial period with the expectation that he or she will then be hired on a permanent basis, that individual generally would be considered an employee under the FLSA.
Where to Obtain Additional Information
For additional information, visit our Wage and Hour Division Website: [http://www.wagehour.dol.gov](http://www.wagehour.dol.gov) and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone,

U.S. Department of Labor Frances Perkins Building
200 Constitution Avenue, NW
Washington, DC 20210
1-866-487-9243

Understanding Non-Profit Internships

Interns can be terrific additions to a non-profit’s capacity building journey, but it’s important to clarify whether interns are un-paid volunteers or paid employees – or something in between. In particular, there could be unintended consequences if an intern receives a stipend that could transform a volunteer intern into what the Department of Labor would consider an employee, resulting in a risk that the non-profit could owe back wages (to pay the intern at least minimum wage) and back taxes.

How does receiving a stipend turn an intern into an employee?
A stipend is compensation for services provided to the non-profit. Those who perform work in exchange for compensation are either employees or independent contractors, their payments and tax withholdings from wages is regulated by the Department of Labor (federal and state).

If a non-profit provides a "stipend" to a "volunteer" intern – that is sending a mixed message to the Department of Labor. (Compensation in excess of $600 must be reported on an IRS Form 1099 per rules for independent contractors.)

While there are some exceptions, most employees must receive minimum wage in accordance with federal and state law. One exception under federal Department of Labor rules is for trainees, who, assuming they qualify, do not have to be paid minimum wage (and thus may receive a stipend that amounts to less than minimum wage). To be considered a "trainee" the internship must benefit the intern – not the employer. The requirements are described in Department of Labor Fact Sheet #71: Internship programs under The Fair Labor Standards Act, as stated above. (While written primarily as guidance for for-profit business concerns, the Fact Sheet also applies to non-profit workplaces that pay interns.) Non-profits that pay interns a stipend below minimum wage should be familiar with the Fact Sheet and document how their internship program satisfies the criteria so that the intern can be classified as a trainee.

What If A Non-Profit Does Not Pay Its Interns?
When interns are unpaid, it’s a good idea to clarify that they are indeed "volunteers" and protect the non-profit from liability risks by clarifying the interns’ non-employee status in writing at the beginning of their summer tenure.

Why Should a Non-profit Draft a Written Position Description That Clearly Describes the Internship as a Volunteer Position?

1. Ambiguity creates risk: If it is ambiguous whether an intern is an employee or a volunteer there is always a risk that non-profit could be liable for back wages and penalties for failing to withhold taxes from wages. Know your state’s laws governing wages and hours of work and determine whether your non-profit’s interns fall under the definition of volunteer or employee in your state.
2. Manage the risk of accidents/injuries to the intern: In some states “volunteers” are not covered by workers’ compensation insurance, so if the intern is injured “on the job” status as a volunteer could prevent him/her from being compensated for injuries. In contrast, if the non-profit has “volunteer accident insurance” the intern’s medical expenses could be covered. It makes sense to let the intern know whether s/he has insurance coverage upfront instead of delivering the bad news - "You’re not covered" - after an accident.

3. Clarify which policies apply to your interns: One example: volunteers may be reimbursed for expenses related to the services they provide the non-profit.

Work-Study
If an organization fits the definition of “non-profit” it may want to consider inquiring about providing pay via the federal work-study program. For information about work-study eligibility and student workers, please contact the OSU-Marion Office of Human Resources at (740) 725-6227.

Employee / Intern Benefits
Consult with the intern’s academic department to determine the appropriate levels of compensation and other benefits for interns. Typically, the benefits provided will vary with individual employers. The range is from a minimum that includes some or all of the following: worker’s compensation, tax withholding, paid sick leave and holidays, reimbursement for business travel expenses and vacation accrual, to a fully comprehensive program comparable to full-time employee status.

The greater the similarity between an intern and a full-time employee in the area of benefits the greater the intern’s identification with the organization and sense of belonging.

Your perception of the value of the internship program as a source of future employees can be a primary determinant in the benefits package decision.

Legal Issues
Most colleges expect interns to be regarded as employees rather than independent contractors. For tax and/or other legal matters you should contact your organization’s legal counsel and the college registrar’s office for specific details.
For Employers
"Tell me and I will forget. Show me and I will remember. Involve me and I will understand." - Chinese proverb

Criteria for a Successful Internship
The following information has been prepared to serve as a guide to assist you in establishing criteria for a successful internship. The Arts & Sciences internship program is very flexible and can be modified to fit a variety of employer and student needs. Please feel free to consult with us at any time regarding ideas, concerns, questions, or other input you have.

Purpose
An internship should be an integral part of your organization; therefore, its purpose should be in line with your organization's philosophy and practices as well as benefit your productivity, revenue, and staffing goals.

Preparation
Identify projects that you or your supervisors would do if they only had the time. Think of ways in which your staff could be more productive if they had the assistance of a intern. Meet with your directors or coordinators and brainstorm what an intern could do to make your organization more efficient. Also, consider whether you have the space and the equipment necessary to support an intern. The Placement Specialists can help you through this process.

Supervision
Close communication with interns is a major factor in providing a good internship. This can be insured by assigning the intern to a supervisor who will maintain close contact with the intern's progress and will respond directly to any concerns that may arise.

Responsibilities
One of the initial steps in establishing an internship requires provision for a clear position description of the intern's duties and responsibilities. In addition, you should provide a well-defined set of expectations in relation to the student's position; and the intern should be treated as any other professional in an on-the-job training capacity.

Assignments
Assignments should challenge the intern's capabilities and integrate work with their course of study. Ohio State students who seek internship opportunities are intelligent and highly motivated; they take a great deal of pride in their work and generally perform beyond the employer's level of expectation.

Organizational Background, Structure, Practices
It is important that an internship program include formal or informal orientations, professional development opportunities, and meetings with management at various levels. This will provide a forum to educate students about your organization's structure, practices, and goals.
Step-by-Step Guide to a Successful Internship Program

Does your organization offer internships? Many employers have found that internships are an effective means of identifying, assessing, and developing job candidates and getting meaningful work accomplished and developing the managerial skills of employees involved with interns - but only if the program organized and administrated properly. Below are some guidelines to setting up a program that works for your organization and for students.

1. **Conduct an internal audit**
   - Can you provide meaningful work assignments?
   - Are you prepared to invest time in interns?
   - Is there a staff person to supervise interns?
   - Can you provide financial support (e.g., salary, gas money, supplies)?
   - Do you have office space?

2. **Select the intern supervisor**?
   - Is this person committed to and capable of developing people?
   - Does this person have the time to supervise interns?

3. **Develop a position description**
   - Provide overview of job, work assignments, time frame, and an application procedure.
   - Clearly outline expected outcomes.

4. **Contact The Ohio State University at Marion**
   - Call either Career Services, (740) 725-6344 or an academic department to discuss your interest.
   - Call and send the internship contact your position description.

5. **Review applications and interview prospective interns**
   - Do not automatically accept intern candidates without interviews.
   - Select interns and notify the college internship academic advisor.
   - Discuss start and end date with each candidate.
   - Provide interns with information regarding work attire, and agree on days and times they will be on site.
   - Notify employees that interns will be starting and provide them with background information about the projects interns will be doing.
   - Set up work space for interns.

6. **Supervise intern**
   - On the first day, introduce interns to all staff they will be working with. Orient students and get them started on assignments.
   - Provide any necessary training (e.g. computer, equipment, etc.)
   - Meet with the interns on a regular basis to provide feedback and insure projects are on track.

7. **Seek and provide feedback**
   - Ask interns to complete an evaluation regarding their experience with your organization.
   - Have the intern supervisor fill out evaluation on interns and write recommendations if asked.
   - Take interns to lunch on their last day. Discuss their experience with your organization.
   - Identify improvements to your internship program.
Roles and Responsibilities

Site Supervisor Responsibility
The site supervisor is the key to ensuring that the experience is a meaningful continuation of the student’s education. Each assignment must include a site supervisor who is full-time at the managerial level, and whose responsibilities are diverse and encompass broad areas of the entire organization. The site supervisor must be able to allocate an adequate amount of time for occasional consultation, guidance and direction to the student as he or she progresses through the various stages of project development and implementation. The site supervisor must also provide meaningful feedback to the student and periodically review the status of the internship relative to the student’s performance. Although the process utilized in meeting these needs will be subject to the working relationship that develops between the site supervisor and the student, the following are offered as a guideline:

1. The student, in consultation with the site supervisor, should review the original internship proposal and discuss any changes (as appropriate) with the faculty advisor and coordinator within one week after the assignment begins.
2. Weekly meetings should be held between the site supervisor and the student to discuss progress and any problems the student is having.
3. Should the site supervisor have concerns with the student’s performance, the Coordinator should be informed immediately. No student should be kept on site if not performing up to the standards set forth by the internship site/supervisor.
4. The site supervisor is to complete a final student evaluation form at which time he/she will assign a pass (S) / fail (U) grade to the Coordinator for the purpose of posting the final grade.

Faculty Supervisor Responsibility
A faculty member, upon request of the student, may volunteer to be the faculty advisor to students pursuing an internship through the College of Arts and Sciences at The Ohio State University at Marion. The faculty advisor should be able to offer assistance in identifying host organizations that are parallel to the student’s academic goals and preparation. In order for the internship to bear academic credit, the advisor must approve of a proposal brought forth by the student so that the experience has both breadth and depth of the academic discipline in its scope and potential for professional growth of the student.

Upon completion of the internship, the advisor is responsible for writing a student’s performance evaluation and reporting the S/U grade to the Coordinator of Career Services for posting.

The Student Intern
The student is ultimately responsible for the creation and implementation of an internship. It is through student initiative that the internship is designed a located. Once the decision to complete an internship and its objectives are defined, there are several avenues for identifying an appropriate internship site. Many students create their own internships through connections with family, relatives, friends, and alumni.

The student has the primary responsibility for contacting employers, arranging for interviews, completing the necessary forms, and registering for optional internship credit. Once an internship proposal has been approved by the faculty advisor and the site supervisor, the student’s main goal is to perform according to the agreed objectives and to learn as much as possible from the experience.
Coordinator of Career Services
The coordinator is responsible for providing assistance to both the student and site supervisor during the internship process whenever necessary, and serves as a liaison between the student, the site supervisor, and the faculty advisor. The coordinator, upon request by the student and site supervisor, will make visits to the host organization during the internship. The primary purpose of the visit is to meet with the site supervisor concerning the performance of the student in relation to agreed upon objectives and to review the progress of the student in the internship setting. At the conclusion of the internship, the coordinator is responsible for collecting all necessary written work and evaluations, conducting the debriefing session with the student, and submitting student’s final grade.

Frequently Asked Questions

Q. What is the difference between Internships, Co-Ops, Service-Learning and Volunteering?
A. See definitions below:

**Internships:** Typically lasting one semester while the student is simultaneously taking classes or on summer break, internships provide pre-professional work experience with specific assignments and responsibilities under the supervision of at least one practicing professional. The student can be at any level in their academic career. Internships can be paid or unpaid, and may or may not be taken for academic credit, at the discretion of the student.

**Co-op:** A student generally completes a cooperative education experience over more than one semester, alternating terms of full-time classroom study with terms of full-time, discipline-related employment. This is more typical of Engineering majors. Most co-op programs involve some sort of academic credit, and are almost always paid. The work is considered entry-level to the employer.

**Service-learning:** Service-Learning is an organized service activity that is connected to academic classes, and provides structured time for student reflection and connection of the service experience to learning. To see if your company or organization can participate as a service-learning site, contact the Service Learning Office at (614) 299-5940 or slearning@osu.edu.

**Volunteering:** The focus is on the organization, not the student. Service can be on-going or sporadic, but is not necessarily linked to the student's career path and is not done for credit or compensation. Contact the Community Connection office at (614) 292-SERV or through their website at: http://ohiounion.osu.edu/get_involved/csls/the_keith_b_key_center_f

Q. How do internships benefit the employer?
A. Internships are an excellent way for professionals to encourage young people to enter their particular area of the business. They are a source for discovering new talent and fresh approaches. Interns provide skilled staff support and can handle a variety of assignments and projects. By sending students back to the classroom aware of current practices and equipped with professional abilities, internship sponsors significantly improve the quality of education experienced by the next generation of professionals.

Q. What does it cost to have Career Services post and advertise an internship?
A. Nothing. It's free for employers to use the services of the Career Services office to assist you in developing an internship program or position descriptions, to post internships, and to benefit from the marketing of those internships.
Q. Will the student get academic credit for the internship?
A. It is entirely up to the student and their major department. Credit is usually available if the student chooses. Some students are not in need of credit to graduate and will not want to sign up for credit at all. Should the student decide to pursue credit-bearing options, you will be required to fill out the appropriate paperwork.

Q. Do I get to choose my own intern, or does your office do the selection?
A. The selection process is entirely up to you. The Career Services office encourages you to have resumes sent directly to you, interview all candidates and make your own decisions. Career Services may refer qualified students to posted positions.

Q. Does the student expect to be paid for the time they intern?
A. While the student hopes to be paid, most students are more concerned with the quality of the experience. The Office of Career Services expects that you as the employer will not take advantage of the students' position of needing experience and make all possible efforts to give a fair compensation to the students for the work they are doing for your organization. If you are not able to pay the student for his/her time, keeping the hours below 15 per week will allow the student time to also find a part time paid position elsewhere. You may be able to provide other benefits such as parking stipends, even if you are unable to pay a salary. You should avoid promising a paid job or stipend for high quality work at the end of the internship period.

Q. How much should I pay an intern?
A. If the student has no previous job experience or few skills, minimum wage is fine. A student who brings more to you should be paid more, up to the level of your other entry level or same-skilled employees.

Q. What if I want to add another internship?
A. Simply send us another position description and we will add it to our database.

Q. What do students expect from an internship?
A: - job description
   - Orientation and training to do the job well
   - Chances to network with professionals in the field
   - Real experience toward their career goals
   - Supervision or mentoring
   - To be welcomed into the organization and to be treated fairly

Career Services
The Ohio State University at Marion
124 Maynard Hall
1465 Mount Vernon Avenue
Marion, OH 43302-5628

E-mail: Careers@osu.edu
Internet: http://osumarion.osu.edu/career_services
Phone: (740) 725-6344
Posting Internship Opportunities at Ohio State University

Buckeye Career Network
http://www.careers.ohio-state.edu/employers

Office of Student Life
The Ohio State University
3034 Ohio Union
1739 N. High Street
Columbus, OH 43210
Voice: (614) 292-9334
http://studentlife.osu.edu
questions@studentlife.osu.edu
Directory of Ohio State Career Services Offices

Career Connection
Younkin Success Center, 2nd floor
1640 Neil Avenue
Columbus, OH 43210
(614) 688-3898
www.careerconnection.osu.edu

Career Exploration Office
152 Mount Hall
150 Carmack Road
Columbus, OH 43210
(614) 292-8860
http://www.ced.osu.edu/Careers/employers.php

College of Arts and Sciences
Office of Career Services
48 Townshend Hall
1885 Neil Avenue
Columbus, OH 43210
(614) 292-7055
https://asccareerservices.osu.edu/employers

College of Business (Fisher)
Office of Career Services
2100 Neil Avenue
Columbus, OH 43210
(614) 292-6024
www.cob.ohio-state.edu/careers

College of Engineering
Office of Career Services
199 Hitchcock Hall
2050 Neil Avenue
Columbus, OH 43210
(614) 292-6651
http://career.eng.ohio-state.edu

College of Food, Agricultural, and Environmental Sciences
100 Agriculture Administration Building
2120 Fyffe Road
Columbus, OH 43210
(614) 292-1589
http://cfaes.osu.edu/career/

Knowlton School of Architecture
105 Brown Hall
275 West Woodruff Avenue
Columbus, OH 43210
(614) 292-1012
http://www.knowlton.osu.edu/

College of Medicine
370 West Ninth Avenue
Columbus, OH 43210
(740) 292-2220
http://medicine.osu.edu/pages/contact.aspx

College of Nursing
1585 Neil Avenue
Columbus, OH 43210
(614) 292-4041
http://nursing.osu.edu:8080/JobBoard/about/

College of Education and Human Ecology
Services for Employers
172 Arps Hall
1945 N. High Street
Columbus, OH 43210
(614) 292-3088
http://ehe.osu.edu/career-services/services-for-employers.php

School of Health and Rehabilitation Sciences
Atwell Hall
453 West 10th Avenue
Columbus, OH 43210
(614) 292-1706
http://amp.osu.edu/

College of Pharmacy
217 Parks Hall
500 W. 12th Avenue
Columbus, OH 43210
(614) 688-4235
http://www.pharmacy.ohio-state.edu/index.cfm

College of Social Work
106 Stillman Hall
1947 College Road
(614) 292-6288
www.csw.ohio-state.edu
School of Natural Resources  
210 Kottman Hall  
2021 Coffey Road  
Columbus, OH 43210  
(614) 292-2265  
http://snr.osu.edu/current/career.html

School of Communication  
Derby Hall  
155 North Oval Mall  
Columbus, OH 43210  
(614) 292-3400  
http://com25.sbs.ohio-state.edu/home.html

College of Dentistry  
West 12th Avenue  
Columbus, OH 43210  
(614) 292-2401  
www.dent.ohio-state.edu/careers

College of Law  
55 West 12th Avenue  
Columbus, OH 43210  
(614) 292-2631

School of Public Affairs, John Glenn  
110 Page Hall  
1810 College Road  
Columbus, OH 43201  
(614) 292-8696  
http://glennschool.osu.edu/career/career.html

Office of Minority Affairs  
1000 Lincoln Tower  
1800 Cannon Drive  
Columbus, OH 43210  
(614) 292-0964  
http://oma.osu.edu/spprogs/jobfair/index.htm

Regional Campuses

Agricultural Technical Institute  
Halterman Hall  
1328 Dover Road  
Wooster, OH 44692-4000  
(330) 292-7115  
http://ati.osu.edu/visitors.shtml

OSU Lima  
Career Services  
107 Galvin Hall  
4240 Campus Drive  
Lima, OH 45804-3596  
(419) 995-8053  
http://lima.osu.edu/career-services/employers

OSU Newark  
Career Services  
1051 Founders Hall  
1179 University Drive  
Newark, OH 43055-1766  
(614) 366-9366  
http://www.newark.osu.edu/studentlife/careers

OSU Mansfield  
Career Services  
135 Ovalwood Hall  
1680 University Drive  
Mansfield, OH 44906-1599  
(419) 755-4234  
http://www.mansfield.ohio-state.edu/career-services

OSU Marion  
Career Services  
124 Student Services Building  
1465 Mt. Vernon Ave  
Marion, OH 43302-5628  
(740) 725-6344  
http://www.osumarion.osu.edu/career_services
Student Internship Agreement

Return this completed form with the Student Intern Registration Form to the Office of Career Services before beginning an internship/co-op.

- You are responsible for obtaining your own co-op/internship experience. Career Services can provide leads about known experiences but you will ultimately be responsible for making contact and arranging the details. It is suggested that you pre-register for a full-time course load in case you do not obtain a position.

- If you receive any type of financial aid, you must see a financial aid advisor to learn how a paid co-op/internship might affect your aid package. You must do this prior to accepting a co-op/internship position.

- Once you have accepted a co-op/internship position, you must notify the Coordinator of Career Services and discontinue your search.

- Prior to each co-op/internship agreement, you must register for ARTSSCI 3191.01 for credit or 1191 for non-credit.

- Courses from another institution during internship must have the written approval of your academic advisor.

- At the end of each co-op/internship work agreement, submit a written evaluation detailing what you gained from your work experience. Failure to do so will result in an “Incomplete” or “Unsatisfactory” grade on your transcript.

- You are to inform Career Services of address and telephone number changes during the internship/co-op.

- Internship/co-op (and work-study) schedules are arranged between you and the employer based on the employer’s needs and your academic schedule. You are, therefore, expected to abide by the work schedule established between you and the organization at which you are completing your internship/co-op. Any changes must be discussed with your employer and approved by the Coordinator of Career Services.

- In the very rare event where a change in employer is approved by Career Services, you must submit a letter of resignation to your employer and send a copy to Career Services at least three weeks prior to your next internship/co-op agreement. Note: You must resign before seeking another co-op/internship position.

- If as an internship/co-op student who is being paid, you are considered a temporary employee at your site and cannot by law file for unemployment compensation for the time you are not working at your site.

- Your internship/co-op employer may, but is not obligated to, offer you a permanent position after completion of your internship/co-op agreement nor are you obligated to accept such an offer if it is made. Inform the Coordinator of Career Services if you are made an offer and are considering accepting.

- By signing this agreement you authorize Career Services to release your current transcript and all subsequent grade reports to interested employer.

Your signature below attests to your acceptance of the above conditions for participation in the Internship/Cooperative Education Program. Obtain the signatures of an Ohio State participating faculty member (only if taking Arts and Sciences 3191.01 for credit), and the internship/co-op supervisor and return the Internship Agreement to the Coordinator of Career Services before you begin the co-op / internship experience. A copy of this agreement will be kept on file at Career Services.

Student’s Signature ___________________________ Date ___________________________

Ohio State Faculty Supervisor (needed for credit option only) ___________________________ Date ___________________________

Internship/Co-op Supervisor ___________________________ Date ___________________________

Coordinator of Career Services ___________________________ Date ___________________________

The Office of Career Services
Room 124 – Maynard Hall
1465 Mount Vernon Avenue
Marion, OH 43302-5620
(740) 725-6344
Smith.4818@osu.edu
osumarion.osu.edu/career_services
- Student Intern Registration Form -

1. **Contact information:**

<table>
<thead>
<tr>
<th>First Name, Last Name, Middle Initial</th>
<th>Student Identification Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing Address</td>
<td>Telephone</td>
</tr>
<tr>
<td>City, State, Zip</td>
<td>E-mail Address</td>
</tr>
</tbody>
</table>

a. **Please check one:**

<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
<th>Summer</th>
<th>Year</th>
</tr>
</thead>
</table>

b. **Inclusive dates of experience:**

Starting date: _____/ _____/ ________    End Date:   _____/ ______/______

2. **Credit or Non-Credit**  Check one:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;S 1191 (for non-credit)</td>
<td>A&amp;S 3191.01 (for academic credit)</td>
</tr>
</tbody>
</table>

Check the number of academic credits requested:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2 credits (60 hours = 6 hours a week)</td>
<td>4 credits (120 hours = 12 hours a week)</td>
</tr>
<tr>
<td>6 credits (180 hours = 18 hours a week)</td>
<td>8 credits (240 hours = 24 hours a week)</td>
</tr>
<tr>
<td>10 credits (300 hours = 30 hours a week)</td>
<td>12 credits (360 hours – 36 hours a week)</td>
</tr>
</tbody>
</table>

Note: A&S 3191.01 can be repeated up to a maximum of 12 total credits.

3. **Internship/Co-op Information**

<table>
<thead>
<tr>
<th>Business /Organization Name</th>
<th>Internship/Co-op Supervisor’s Full Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing Address</td>
<td>City, State, Zip</td>
</tr>
<tr>
<td>Telephone Number</td>
<td>E-mail address</td>
</tr>
</tbody>
</table>

4. **Academic Component Information**

<table>
<thead>
<tr>
<th>Faculty Supervisor Name</th>
<th>Academic department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Office number</td>
</tr>
<tr>
<td>Telephone number</td>
<td>E-mail address</td>
</tr>
</tbody>
</table>
5. Internship duties and responsibilities *(to be determined with internship site supervisor)*

6. **For Credit:** Academic component *(be detailed and specific)  For Non-Credit: Objectives and Expectations*
- Employer’s Evaluation of Student Intern -

** Employer Instructions:**
*Complete and return this evaluation upon completion of the student internship to the Coordinator of Career Services - Ohio State University at Marion - 1465 Mount Vernon Avenue - Marion, OH 43302-5628.*

<table>
<thead>
<tr>
<th>Student’s Name</th>
<th>Supervisor’s Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Name</td>
<td>Contact phone number or e-mail</td>
</tr>
<tr>
<td>Business Mailing Address</td>
<td>City, State &amp; Zip</td>
</tr>
</tbody>
</table>

On a scale of 1 – 5 (1 = Poor, 2 = Fair, 3 = Good, 4 = Good, 5 = Excellent), evaluate the student’s performance in the following areas:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>______</td>
<td>Relations with others</td>
</tr>
<tr>
<td>______</td>
<td>Judgment</td>
</tr>
<tr>
<td>______</td>
<td>Learning ability</td>
</tr>
<tr>
<td>______</td>
<td>Attitude / Enthusiasm</td>
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<td>______</td>
<td>Dependability</td>
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<tr>
<td>______</td>
<td>Quality of Work</td>
</tr>
<tr>
<td>______</td>
<td>Attendance / Punctuality</td>
</tr>
<tr>
<td>______</td>
<td>Overall Performance</td>
</tr>
</tbody>
</table>

Please describe the student’s duties:

__________________________________________________________________________

__________________________________________________________________________

How successfully did the student fulfill these responsibilities? Please describe specific strengths and weaknesses you noticed.

__________________________________________________________________________

__________________________________________________________________________

Additional comments:

__________________________________________________________________________

__________________________________________________________________________

Please review this evaluation with the student.

Student’s Signature ___________________________ Date ___________________________

Supervisor’s Signature ___________________________ Date ___________________________
- Employer Responsibilities -

When you extend an offer to a student, provide them with a letter to specify dates of assignment (including starting date and time), compensation (if/when available), location, and the person to whom the students should report.

At that time, you should also inform the students of any conditions of participation such as physical exams, security clearances, etc. If your organization has a dress code, be sure to inform the students before they come to the work location.

Alert key personnel that intern students should receive some training prior to beginning their duties.

**Provide an orientation** at which time:
- give a tour of the facility
- offer information on your organizational structure your expectations of the students, including work hours, dress code, and safety and security procedures
- discuss organization policies
- explain students' responsibilities and your expectations for their performance
- set specific and measurable objectives agreed upon by student and their immediate supervisor

**During and after the internship experience:**
- give student regular briefings and guidance
- assign student meaningful assignments – projects that they can develop and complete
- provide performance feedback. Candid, constructive performance feedback is an important part of a student's professional development. A written performance appraisal from the student's immediate supervisor that is then discussed with the student will enhance their learning experience.
- offer a letter a recommendation if you believe the student warrants your positive appraisal.

**Evaluating the Experience**
Just as you evaluate professional staff on an on-going basis, you should evaluate the intern periodically during the internship, not just at the end of the experience. However, once the process is complete, a meeting with the student and the faculty advisor to evaluate the internship experience is crucial.

Use this meeting to find out if the orientation was adequate, if the internship met the student’s expectations, if the assignment schedule was realistic, and if the college would likely send students to your organization in the future. This wrap-up is an ideal opportunity to discuss ways to improve the staff/intern/advisor relationship.

You should provide documentation to the college so that the intern’s advisor can assign a grade. The college will provide you with the evaluation forms you need to complete in order for the student to receive credit.
- Faculty Supervisor’s Evaluation of Student Intern -

**Faculty Supervisor Instructions:**
Complete and return to the Office of Career Services by the last day of the regularly scheduled classes.

<table>
<thead>
<tr>
<th>Student’s Name</th>
<th>Student Identification Number</th>
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<tbody>
<tr>
<td>Co-op Job Title</td>
<td>Academic Rank</td>
</tr>
<tr>
<td>credits</td>
<td>Semester</td>
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<tr>
<td>Major / Minor</td>
<td>Date</td>
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<td>Organization Name</td>
<td>Date</td>
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<tr>
<td>Organization Address</td>
<td>City, State, &amp; Zip</td>
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</table>

**Academic Content Objectives:** *(to be mutually agreed upon by faculty supervisor and student)*

| Method of Assessment / Measurement: | *(to be mutually agreed upon by faculty supervisor and student)* |

| Student Signature | Faculty Supervisor Signature | Date |

Faculty supervisor observations, comments, reflections, etc. on student’s attainment of set objectives

Please indicate the grade earned by this student for this internship experience: ____ Satisfactory  ____ Unsatisfactory

| Faculty Supervisor Signature | Title | Date |
- Faculty Supervisor Responsibilities -

The chosen faculty supervisor for an internship/co-op should have an initial meeting with the student during which expectations for the academic project portion of the internship are discussed, agreed upon by both parties and documented.

Minimally, the student needs to submit a written report at the end of their experience to the faculty supervisor. The content, length, and format will be pre-determined by the faculty member. Other methods of assessing the academic component of the internship/co-op are open for consideration between the student and faculty supervisor. The faculty supervisor should keep a copy of the agreed upon expectations and make a copy for the student.

Require the student to contact you at least once during the internship to discuss how the academic component is progressing and whether any adjustments need to be made. Additional contacts by e-mail, phone, or in person are encouraged. Final written reports are due to the faculty member at the end of the experience on the day that was stated in the original expectations agreement. ARTSSCI 3191.01 Internships/Co-op experiences are graded S/U.

At the end of the internship/co-op experience the faculty supervisor will complete the Faculty Supervisor’s Evaluation (other side) and return it the Career Services Office.
- Intern Self-Evaluation -

**Instructions:**
Complete and return to the Office of Career Services by the last day of the regularly scheduled classes.

__________________________________________  ____________________________________________
Student’s Name                                Student Identification Number

__________________________________________  ____________________________________________
Internship/Co-op Job Title                    Academic Rank

__________________________________________  ____________________________________________
Major / Minor                                 Semester

__________________________________________  ____________________________________________
Business / Organization Name                 Date

__________________________________________  ____________________________________________
Business / Organization Address              City, State, & Zip

On a scale of 1 – 5 (1 = Poor, 2 = Fair, 3 = Good, 4 = Good, 5 = Excellent), evaluate the following aspects of your experience.

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<th>Rating</th>
<th>Comments</th>
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<td>Appropriateness of job expectations</td>
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<td>Quality of supervision</td>
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<td>Working conditions</td>
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<td>Staff collegiality</td>
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<td>Compensation</td>
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<td>General degree of satisfaction</td>
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<td></td>
<td>Educational/Career enhancement</td>
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Briefly explain how you located, applied for, and got this internship agreement

____________________________________________________________________________________________________________________________________________________________________

Describe the duties involved in your position

____________________________________________________________________________________________________________________________________________________________________

What should prospective interns know about this experience (high points, difficulties, etc.)?

____________________________________________________________________________________________________________________________________________________________________

__________________________________________  ____________________________________________
Student’s Signature                          Date
- Intern Activity Log -

This activity log is to be completed weekly either by the student intern or supervisor as agreed upon between the two parties throughout the internship.

**Student Intern Instructions:** Return this Activity Log with the Employer’s Evaluation form to the Career Services upon completion of internship time period.

| Student’s Name       | Supervisor’s Signature |

<table>
<thead>
<tr>
<th>Week</th>
<th>Breakdown of Activities</th>
<th>Approximate Hours</th>
<th>Skills Learned or Used</th>
<th>Proficiency Level</th>
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**Employers / Site Supervisors**

**About the Liberal Arts & Sciences Majors**

"In my opinion, a liberally educated person is still the type of individual needed at the highest levels of corporate life... It is that peculiar mix of the behavioral sciences, natural sciences, mathematics, history, and English that produce a mind capable, in later life, of bringing mature judgment to complex—and sometimes great--issues."

Robert J. Callendar
President, Chemical Bank

A liberal arts education is broad-based, preparing individuals for professional positions which require excellent communication, teamwork, and decision-making skills.

Liberal arts graduates are:

- Effective communicators
- Appreciative of diversity
- Critical thinkers
- Analytical problem solvers
- Computer proficient

Arts and Sciences students from The Ohio State University will bring to your organization a vast array of academic backgrounds, ranging from Anthropology to Zoology. We number over 16,000 students. Our 75 academic departments include more than 100 majors, minors and pre-professional programs. Such a vast array of academic areas demonstrates the variety of skills and knowledge our students can bring to you.

Liberal arts students can respond. Their course of study provides them with opportunities to hone writing and communication skills, interpersonal skills, learn to critically analyze the theories and principals presented to them, and delve into the complexity of such patterns. Their ability to take action has been sharpened through advanced research programs, project analysis, and the realization that persistence and motivation spell success.

At OSU Marion students can complete an undergraduate degree in General Business (Fisher College of Business), Elementary Education (College of Education), English, History, Psychology (College of Arts and Sciences) and Nursing (R.N. to B.S.N. program for registered nurses who are graduates of an associate degree or diploma nursing program and wish to earn a Bachelor of Science in Nursing BSN through the College of Nursing)
Employer Internship Agreement

Company Information

Name of Student: ________________________________

Name of Organization: ________________________________

Name of Supervisor: ________________________________

Mailing Address: ________________________________ Suite/Unit _________

City: ________________________________ State: _________ ZIP Code: ____________

Phone: (____) ________________________________ Extension: ____________________

E-mail Address: ________________________________

Internship Start Date: ________________________________ End Date: ____________________

Total number of work hours during semester: ________________

Compensation

In compliance with the U.S. Dept. of Labor’s (DOL) Fair Labor Standards Act (FLSA), interns must be paid at least minimum wage and overtime compensation for the services that they provide to “for-profit” private sector employers. Internships in the “for-profit” private sector will most often be viewed as employment, and thus are subject to the minimum wage and overtime provisions of the FLSA.

Exception to the Above
If all six of the following criteria are satisfied the internship can be classified as un-paid.

1. 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;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under closer supervision of existing staff;
4. 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;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.
If the internship is being offered as un-paid, please complete the following and sign where appropriate:

I, _________________________________________ (internship supervisor), an authorized representative for ________________________________________ (“employer”) hereby affirm that the internship with our company meets ALL six criteria (listed above) of the DOL’s test for unpaid interns and will continue to meet ALL six criteria for the duration of the internship. I further affirm that I have read and understood the entire U.S. Department of Labor, Wage & Hour Division Fact Sheet #71 (April 2010) regarding “Internship Programs Under the Fair Labor Standards Act.” I understand that if the intern is engaged in the operation of the employer’s business or performs productive work, then the fact that the intern may be receiving some benefits in the form of a new skill or improved work habits will not exclude the intern from the FLSA’s minimum wage and overtime requirements because the employer will benefit from the intern’s work. I also agree that this document does not constitute as legal advice from The Ohio State University and that I will consult with an attorney in the event that employer has any questions regarding the FLSA.

Employer Signature: ___________________________ Date: _____________

* * * *

Student:

I, __________________________________________ (“intern”), a student at The Ohio State University agree to work for __________________________________________ (“employer”) as an un-paid intern.

Student Signature: ___________________________ Date: _____________

### Site Supervisor’s Responsibilities

After an offer is extended and accepted by the student, provide them with a letter to specify dates of assignment (including starting date and time), compensation (if/when available), location, and the person to who the students should report.

At that time, you should also inform the students of any conditions of participation such as physical exams, security clearances, etc. If your organization has a dress code, be sure to inform the students before they come to the work location.

Alert key personnel that intern students should receive some training prior to beginning their duties.

**Provide an orientation at which time:**

- give a tour of the facility
- offer information on your organizational structure your expectations of the students, including work hours, dress code, and safety and security procedures
- discuss organization policies
- explain students' responsibilities and your expectations for their performance
- set specific and measurable objectives agreed upon by student and their immediate supervisor

**During and after the internship experience:**
• give student regular briefings and guidance
• assign student meaningful assignments - projects that they can develop and complete.
• provide performance feedback. Candid, constructive performance feedback is an important part of a student's professional development. A written performance appraisal from the student's immediate supervisor that is then discussed with the student will enhance their learning experience.
• offer a letter a recommendation if you believe the student warrants your positive appraisal.

I have read and agree to the site supervisor responsibilities.

Typed/Printed Name: ____________________
Signature: ______________________________ Date: ________________

<table>
<thead>
<tr>
<th>Skills and Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>We anticipate that you will offer an internship that is educational by design and is intended to extend the student’s classroom learning to practical applications. With that understanding please list <strong>four</strong> specific tasks that the intern will be assigned that will help them develop business related skills (for example: communication skills, analytical skills, teamwork skills, etc.). For each task please identify the skill you think will be developed.</td>
</tr>
<tr>
<td>1. ____________________________________________________________________________</td>
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</tbody>
</table>
- Please identify specific tasks where students will:

1. **Increase knowledge of industry/products** (*Example: train on company’s products/services; heightened awareness of external factors impacting the industry or company):*

   ____________________________________________

   ____________________________________________

   ____________________________________________

2. **Develop career awareness of opportunities and career paths** (*Example: increase knowledge of professional associations; receive performance feedback on specific behaviors; opportunities for personal discussions with employees about career paths):*

   ____________________________________________

   ____________________________________________

   ____________________________________________

We, the employer and student intern, are in agreement with the above skills and tasks.

Employer Signature: ___________________________ Date: ____________

** ** **

Student Signature: ___________________________ Date: ____________

---

**OSU Marion Campus**
Career Services
The Ohio State University at Marion
1465 Mount Vernon Avenue
Marion, OH 43302-5695
Voice: (740) 725-6344
Fax: (740) 725-6133
E-mail: smith.4818@osu.edu
Web: www.osumarion.osu.edu/career_services

**OSU Columbus Campus**
http://www.careers.ohio-state.edu