

How to Provide an Impactful Internship or Micro-internship

An Employer's Guide



Leeds School of Business
UNIVERSITY OF COLORADO **BOULDER**





CESR

Center for Ethics & Social Responsibility



Business Solutions to
Environmental Challenges



Diversity & Inclusion



Ethical Leadership

Connecting Leeds to the sustainable business community through: the MBA Natural & Organic Pathway, career treks, mentors, speakers, networking events, executive education, case competitions and more.



Natural & Organic MBA Pathway

Center for Ethics & Social Responsibility

We prepare mission-driven MBA students for careers in natural products through:

- Case Competition
- Industry Career Treks
- Natural & Organic Bootcamp
- Food Safety for Business Leaders
- Mentor connections
- Recommended courses
 - Supply Chain
 - Marketing
 - Business Analytics
 - Sustainable Food Systems

— OFFICE OF — **CAREER** STRATEGY

The future of career development is here. As the technological revolution creates massive changes across industries, we're preparing students for **the modern workplace** and for jobs that don't exist yet.

That's why we offer a full suite of programs to propel each student's career journey.



**Industry
Coaching**



**Experiential
Programs**



**Women's
& Leadership
Programs**



**Mentoring
Programs**



**Employer
Relations**



Leeds School of Business
UNIVERSITY OF COLORADO **BOULDER**

Agenda



1. Background on Internships
2. Grads and Undergrads: The Hiring Difference
1. Best Practices
2. Leeds Employer Guidelines
3. Quarterly Micro-internships
4. Impact Internship Program
5. Next Steps

Internships Defined

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.

-National Association of Colleges & Employers (NACE)-

By the Numbers

Nationwide

- 91% employers want new hires to have work experience (NACE 2017 survey)

Undergrads

- 3,500 undergraduate students in 5 emphasis areas
- 81% Leeds undergrads pursue 1+ internships
- 89% are paid and 60% convert to FT offers

Grads

- 90 1st year Full Time MBAs & 81 Evening MBAs
- 201 MS students in Finance, Business Analytics, and Supply Chain Mgmt
- Most MBA students seek summer internships. MS students are looking for full-time opportunities, but some would consider an internship.

CESR

- 100+ students participate in CESR programs

FLSA & Wages

US Dept of Labor Laws

At Leeds, the vast majority of internships are paid, with undergraduate students earning between \$12-15/hour and graduate students earning \$20+/hour. Leeds MBA candidates typically earn between \$25-\$35/hour during summer internships.

The US Department of Labor fact sheet regarding internship programs under the Fair Labor Standards Act can be found [here](#).

Minimum pay requirements for CESR Impact Internship Program:

- **\$14.83/hour for undergrads** (Living Wage in Boulder County)
- **\$18/hour for grads**

Best Practices for Undergrads

Provide interns with real work
assignments

Work should be:

- Related to student's major
- Aligned with student's career goals
- Challenging
- Recognized by the org as valuable
- Immersive with your org's culture
- Relationship building

Work should not be:

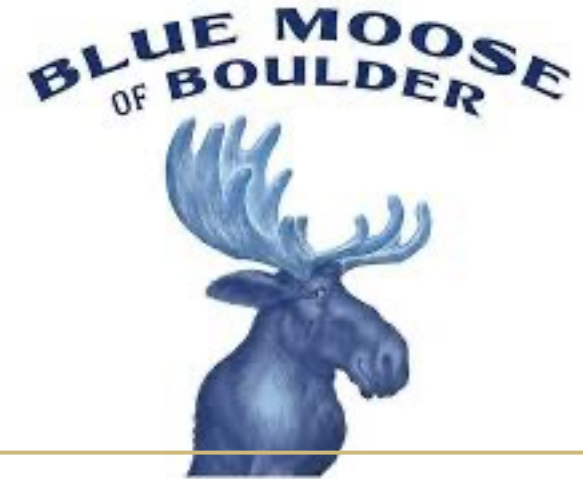
- Relegated to answering phones / filing / emails

The whole point:

- Provide student with experience that bridges the gap between classroom knowledge and real-world application
- Develop your future workforce



Teatulia[®]
ORGANIC TEAS



Project-based Internship

- B-Corp Certification assessment
- Results evaluation
- Analyze the assessment results and help CleanWell develop a plan to increase our score
- Prioritize gaps and recommend next steps

Marketing Intern

- Event and trade show assistance (pulling products, working events)
- Research (getting vendor quotes and seeking out new vendors)
- Social media assistance
- E-commerce assistance (pulling Google Analytics reports and SEO rankings)

Accounting Intern

- Order entry, invoicing customers, check deposit entries, entering and paying bills, and generally tracking daily transactions
- Reporting such as cash management and sales updates
- Month end and ad hoc journal entries

Best Practices for Grads

Employers set summer-long goals

Work should be:

- Linked to a core competency your company uses to evaluate talent
- Cross-functional in nature
- Clear on deliverable expectation and timing, but ambiguous enough to encourage strategic thinking
- Visible to senior leadership
- Complex enough to warrant actionable feedback

The whole point:

- Provide student with experience that allows them to stretch their analytical, creative, and strategic thinking
- Develop your future workforce

Example Project Descriptors (MBA)

Project Name and Description	Expected Deliverables	Key Steps & Dates	Resources	Competencies
[Marketing Program] ROI Analysis <i>Review marketing program goals, current marketing plans, and volume to calculate an ROI of investments and recommend strategy to improve program going forward</i>	<ol style="list-style-type: none"> ROI analysis on marketing vehicles One-page recommendation on ROI findings and key insights/rationale on how to improve the program. Include subsequent charts in Exhibits. 	<ul style="list-style-type: none"> Gather background on marketing program by June 15 Complete ROI analysis on marketing vehicles by July 6 Draft of strategic recommendation by July 31 Final recommendation delivered to Director by August 3 	<ul style="list-style-type: none"> Carrie and Mike – Marketing Directors Bill – S&OP Lead Peter – Brand Manager Jane – Consumer Relations Amy – Finance Erin – Website lead Erik – CRM Strategy Sarah – Sales lead 	<ul style="list-style-type: none"> Analytical Thinking Turning Insights into Action
White Space Opportunity Investigation <i>Determine what options company has to enter into white space category, what business model the company should use, what challenges/risks company will need to overcome, and an implementation plan.</i>	<ol style="list-style-type: none"> Insights-driven presentation that outlines the opportunity, the possible methods of entry, the proposed business model, and key challenges, risks, and next steps 	<ul style="list-style-type: none"> Gather background, insights, participate in cross-functional opportunities by June 18 Outline key findings and hypotheses by June 28 to share with Director Final presentation with recommendation including key next steps by August 3 to share with Directors 	<ul style="list-style-type: none"> Mike – Brand Director (esp for thought starters around current considerations) Mindi – Marketing Nick – Strategic Partnerships Angela – Sales Barb – R&D Kristen – Market Research Kim – Legal 	<ul style="list-style-type: none"> Setting the Vision and Strategy Collaboration

Soliciting ideas from your team can net some great graduate internships.
What are some big picture questions you wish you had time to answer?

Marketing

- Analyze customer data and pain points to identify ways to improve interface
- Identify marketing strategy, planning, and spend for next fiscal year
- Develop an innovation strategy for growing consumer segment

Supply Chain/Operations

- Evaluate shipping data and compare with industry benchmarks
- Develop merchandizing strategy
- Identify product innovation roadmap
- Outline key supplier needs to support new product launches

Analytics

- Leverage analytics software to provide intelligence
- Develop deeper level insights on regional performance
- Innovate and conceptualize new reporting

Finance

- Distribute financial analysis to determine progress against strategic plan and forecast
- Perform analysis that helps improve profitability
- Perform scenario and investment analysis
- Develop and monitor metrics of P&L, balance sheet, and free cash flow

Best Practices

Hybrid & Remote

1. Orientation - Technical Support
2. Written / E-Handbook
3. Introductions to team- schedule 1:1 time
4. Procedures & Schedule expectations
 - Adhere to a schedule
 - Recognize virtual challenges
1. **For grads:** share project descriptors and expectations
 - Students tell us again and again... when they feel included, they work hard!
 - Onboard them just like you would any other employee!



Best Practices

Engaging Students

- Set goals & milestones for students
- Provide feedback throughout
- Encourage team members to be engaged with intern
- Include them in meetings/shadow others
- Pair with an internal mentor/coach with set check-in meetings
- Be inclusive!

For grads:

- Be honest with them. Would you offer them a full-time position if you could?
- Link your feedback back to your company's core competencies.
- Give feedback at a midpoint and final evaluation.



Best Practices

Diversity, Equity and Inclusion - Recruiting Diverse Talent

- Inclusive from the start
 - Review job descriptions and remove biases
 - Ask for preferred pronouns & name pronunciations
 - Blind resumes
- Establish Your Diversity Brand
 - External materials - diverse representation in pictures & check your language
 - Showcase Diversity statements or ERG's
- Partner with ODA / MBSA & student groups
- Attend Diversity Career Fairs
- Internal Employee Referral Program
- Utilize Social Media

Resources

Dr. Stefanie K Johnson, Author of *Inclusify*:: <https://drstefjohnson.com/resources/>

Wednesday, December 9: 12:00-1:30 pm *The Future of Diversity, Equity, and Inclusion in Business* presented by CESR [Register here](#)

Recruitment Cycles - Planning Ahead

Industry Specific Cycles:

- Consulting/Finance - 1.5 years out for some internships & early fall recruitment
- Accounting - Fall recruitment (target sophomores)
- Marketing - mainly Spring recruitment
- Management - both semesters
- Real Estate - both semesters

Spring Recruitment Example for 8-12 week internship

- Handshake posting by end of January (recommend 30 day posting)
- Interviews conducted by mid-March
- Offers extended by end of March
- Late May/early June start date

Leeds Employer Guidelines

[download PDF from web](#)

- **“Exploding Offers” are highly discouraged.** Students should be given a fair amount of time (greater than 72 hours) to accept or decline an offer.
- Employers should not put **undue pressure** on students to accept a job offer.
- Employers should not persuade students to **renege on offers** from other companies under any circumstances.
- According to the NACE Principles of Professional Practice, we must provide **equal access** to all candidates by posting open positions on the campus-wide job board (Handshake) and **cannot make direct referrals** or recommendations of candidates.

Micro-internships Defined

Unlike traditional internships, micro-internships:

- Take place year-round
- Range from five to fifty hours of work
- Have a duration of one week to one month
- Include paid projects in sales, marketing, technology, HR, and finance

2021 First Quarter Fair

Fair Timeline

- Jan. 18th Registration opens for employers
- Feb. 1st Registration opens for students
- Feb. 4th Posting close
- Feb. 8th - 10th Employers host virtual interviews
- Feb. 12th Students notified of their status

Impact Internship Program


Connecting mission-driven business students to **sustainable** and **socially responsible** companies.



CESR offers additional services to support companies and students in the impact space.

- **Receive support crafting job description**
- **Receive support posting to Handshake**
- Students alerted of new opportunities via Handshake
- Leeds Career advertises new opportunities in weekly e-newsletter
- **CESR sends out targeted advertising to students within the program**
- Best to align with academic semester

[Leeds.ly/CESR_internship](https://leeds.ly/CESR_internship)

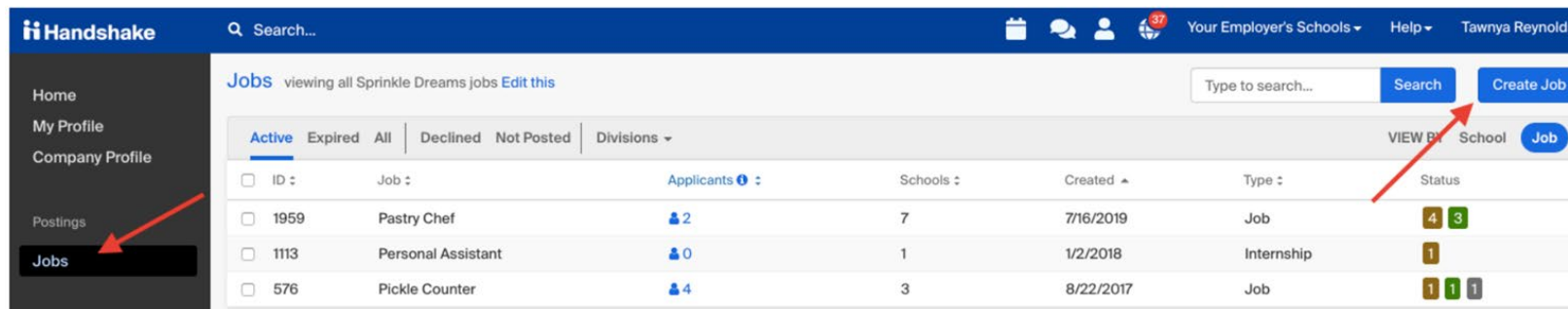
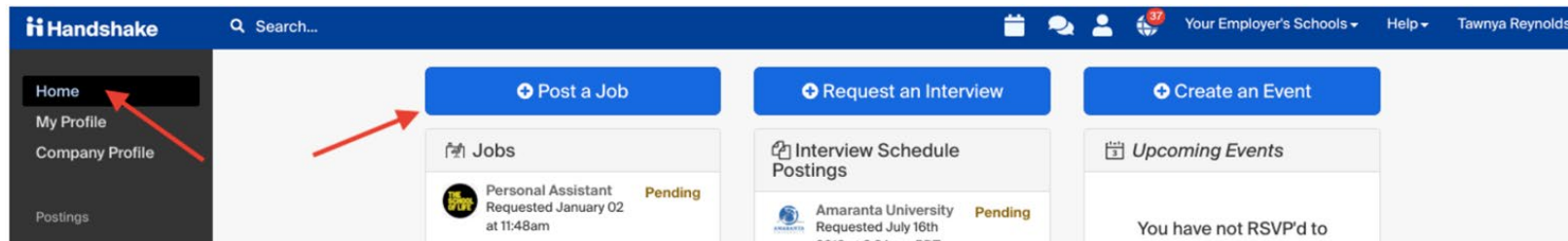


*Our intern was a pleasure to
work with! We really
appreciate CESR supporting
this internship opportunity
for the Bobo's Family.*

Becky Hendee
Bobo's Oat Bars

Handshake Best Practices

- Create an account or join your existing company- <https://app.joinhandshake.com/>
- Fully complete your profile with current contacts listed
- Post your position - include University of Colorado Boulder as selected school!
 - When posting a job, please first select Business Administration as the degree/major you are interested in, and then the specific area(s) of emphasis you would prefer the student to have.
- Let us know!
- For additional help posting: <https://www.colorado.edu/business/employer-relations/post-job-or-internship>



What next?

We are here to help you!

- View additional resources online at [Leeds.ly/CESR_internship](https://leeds.ly/CESR_internship).
- Micro-internships: <https://www.colorado.edu/business/career/micro-internships>
- Ask your questions! Contact information on next slide.
- Sign up for a Handshake account: <https://app.joinhandshake.com/>
- Submit an internship!

Suggested pay requirements:

\$14.83/hour for undergrads (Living Wage in Boulder County)

\$18/hour for grads

Connect

Sara Neuner
Program Manager, CESR
cesr@colorado.edu

Angie Vermillion
Employer Relations Senior Manager, Office of Career Strategy
hireatleeds@colorado.edu

Catherine Erickson
Assistant Director, Graduate Career Management
catherine.erickson@colorado.edu

Stan Hickory
Manager of Internships and Workforce Readiness
Hickorys@colorado.edu