

# 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**



# 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:**

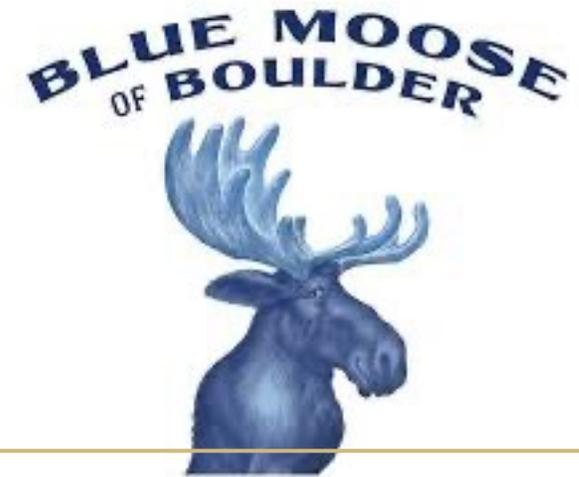
- Relegated to answering phones / filing / emails

## **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
<p><b>[Marketing Program] ROI Analysis</b>  <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></p>	<ol style="list-style-type: none"> <li>ROI analysis on marketing vehicles</li> <li>One-page recommendation on ROI findings and key insights/rationale on how to improve the program. Include subsequent charts in Exhibits.</li> </ol>	<ul style="list-style-type: none"> <li>Gather background on marketing program by June 15</li> <li>Complete ROI analysis on marketing vehicles by July 6</li> <li>Draft of strategic recommendation by July 31</li> <li>Final recommendation delivered to Director by August 3</li> </ul>	<ul style="list-style-type: none"> <li>Carrie and Mike – Marketing Directors</li> <li>Bill – S&amp;OP Lead</li> <li>Peter – Brand Manager</li> <li>Jane – Consumer Relations</li> <li>Amy – Finance</li> <li>Erin – Website lead</li> <li>Erik – CRM Strategy</li> <li>Sarah – Sales lead</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Turning Insights into Action</li> </ul>
<p><b>White Space Opportunity Investigation</b>  <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></p>	<ol style="list-style-type: none"> <li>Insights-driven presentation that outlines the opportunity, the possible methods of entry, the proposed business model, and key challenges, risks, and next steps</li> </ol>	<ul style="list-style-type: none"> <li>Gather background, insights, participate in cross-functional opportunities by June 18</li> <li>Outline key findings and hypotheses by June 28 to share with Director</li> <li>Final presentation with recommendation including key next steps by August 3 to share with Directors</li> </ul>	<ul style="list-style-type: none"> <li>Mike – Brand Director (esp for thought starters around current considerations)</li> <li>Mindi – Marketing</li> <li>Nick – Strategic Partnerships</li> <li>Angela – Sales</li> <li>Barb – R&amp;D</li> <li>Kristen – Market Research</li> <li>Kim – Legal</li> </ul>	<ul style="list-style-type: none"> <li>Setting the Vision and Strategy</li> <li>Collaboration</li> </ul>

# 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. 18<sup>th</sup> Registration opens for employers
- Feb. 1<sup>st</sup> Registration opens for students
- Feb. 4<sup>th</sup> Posting close
- Feb. 8<sup>th</sup> - 10<sup>th</sup> Employers host virtual interviews
- Feb. 12<sup>th</sup> 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)

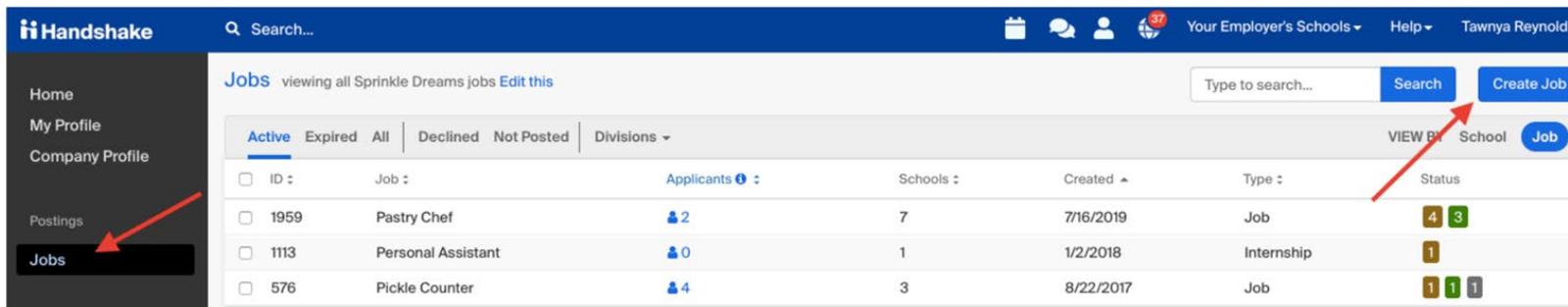
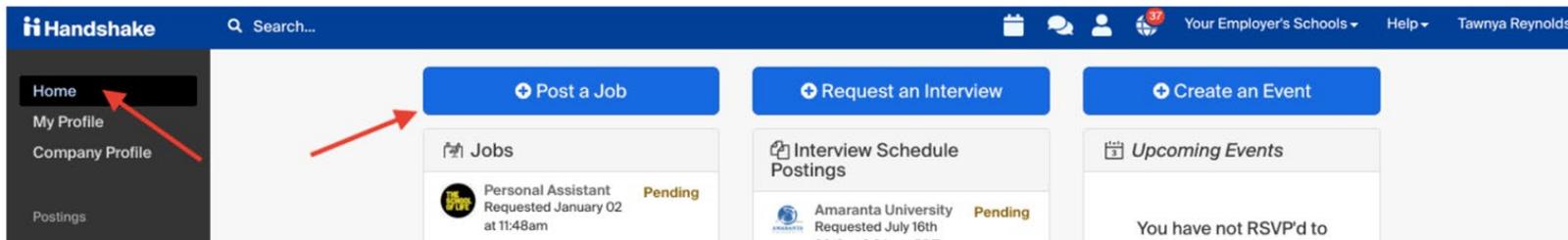


*Our intern was a pleasure to  
work with! We really  
appreciate CESR supporting  
this internship opportunity  
for the Bobo's Family.*

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](mailto:cesr@colorado.edu)

Angie Vermillion  
Employer Relations Senior Manager, Office of Career  
Strategy  
[hireatleeds@colorado.edu](mailto:hireatleeds@colorado.edu)

Catherine Erickson  
Assistant Director, Graduate Career Management  
[catherine.erickson@colorado.edu](mailto:catherine.erickson@colorado.edu)

Stan Hickory  
Manager of Internships and Workforce Readiness  
[Hickorys@colorado.edu](mailto:Hickorys@colorado.edu)