

Internship in a Box

NONPROFIT LEADERSHIP ALLIANCE



**Nonprofit
Leadership
Alliance**

Certified to Change the World

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Internship in a Box

The CNP internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and nonprofit competency development in a professional setting. Internships give students the opportunity to gain valuable applied experience, demonstrate commitment and professional impact, and make connections in professional fields they are considering for career paths. This also gives employers the opportunity to guide and evaluate talent.

Creating an internship for an Alliance student does come with requirements, which we will walk you through in the following materials. Review these documents to learn the best practices in developing your internship program and learn how your organization will benefit through your service to a student.

Laying the Foundation

An internship program that provides value to the student and outcomes for the nonprofit are likely to have these features:

1. The nonprofit has an **internship supervisor/mentor** who oversees the intern's daily work and also ensures that the training and accommodations prepare him/her for success. In addition to hiring the intern, the supervisor also ensure requirements from the partnering college or university are met.
2. Internships are more successful for the student and the nonprofit if they are **paid**. If providing a paid position is an obstacle, please read about stipend opportunities through the **Career Development Award Nonprofit Leaders Program** (Page 13).
3. The nonprofit **works with the college or university** to review requirements that students must achieve. The Alliance campuses all require a minimum of 300 hours with some wanting written work and outcomes for students to receive academic credit.
4. **Treat the intern as a staff member**. Write a job description, ensure they follow standard job applications and provide a dedicated work space. Invite interns to staff meetings, expose them to board meetings and give performance feedback regularly.

Examples of Internships

An internship will consist of one full spring, summer or fall semester. To achieve the required hours, students usually work a minimum of 20 hours a week and up to 40 hours a week.

Alliance students traditionally complete their internships at the end of their senior year and are prepared in 10 core competencies:

- Communication, Marketing and Public Relations;
- Cultural Competency and Diversity;
- Financial Resource Development and Management;
- Foundations and Management of the Nonprofit Sector;
- Future of the Nonprofit Sector.
- Governance, Leadership and Advocacy;
- Legal and Ethical Decision Making;
- Personal and Professional Development;
- Program Development;
- Volunteer and Human Resource Management;

Internships require exposure to all competencies, and this can be achieved in all departments in your organization. Students should be tasked with strategic projects, such as developing a **new program**, pioneering a new **financial development** strategy, building a **volunteerism department** or fine-tuning **membership recruitment** efforts. Using the internship contract, nonprofit organizations are asked to document how the student will gain exposure and directly apply 3-5 of the competencies.



Using Internships to Build Your Pipeline

Placement with Intention

There are endless needs in nonprofit organizations and simply not enough time to get them all done. Internship candidates are diverse in their skills and ambitions, so it is best to be open-minded when finding the intern's best fit. While you may have a project or program in mind, being able to listen to the candidate's strengths may leave you creating new ways to produce the same outcomes. Internships should be a win-win for the student and the organization. Focusing on joint success is paramount.

Training Tips

Establishing the Relationship

Taking time on the front end to listen and getting to know your intern will pay off in the long run. The Intern Supervisor has a mentorship role and should create an environment where the intern feels free to offer ideas and questions without fear of rejection. As a mentor, listen with courtesy and tolerance to any views expressed, however absurd they may seem at first. Condescension, sarcasm, intolerance, and intellectual censorship have no place in this role.

Be Cautious: 'War Stories' Can Impede Progress

Your intern will ask many questions and as a mentor you may have answers. Before responding, ask yourself, 'Does this answer the question and lead us to a solution, or will my story fall on deaf ears?' Interns will seek organizational history and have a drive to find solutions to age-old problems. Be thoughtful in your answers and open to the intern's feedback. If you do not have an answer, admit it, and then follow up once you find the answer.

From Intern to Employee

Providing an enriching internship experience now has the potential to provide your organization with competent, bright employees in the future. Invest in interns as you would a staff member, with your time and energy. When the internship comes to a close be sure to keep their contact information; they are the ideal recruits for your next position opening!

Get the Greatest Results

- Challenge your intern with projects that will help him/her think outside the box.
- Do not assume interns will know how your systems operate (Outlook, databases and phones).
- Be honest and open to their ideas. Provide timely feedback and have an 'open-door' policy.
- Make them a part of the team. Introduce them to everyone and invite them to staff outings. The more integrated they feel, the more effective they will be!



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Documentation Requirements

How Students Gain College Credit

Throughout the Alliance's network of colleges and universities, the required internship experience is sometimes a college credit course. These students are required to complete additional documentation throughout their internships to achieve college credit.

This will be evidence that the internship experience has provided a practical learning experience that complements classroom lessons. Students should be able to demonstrate that the internship has provided an opportunity for them to apply the knowledge and skills they have gained for a more promising career in the nonprofit sector.

Requirements may include:

- Periodic status reports
- A final report (see below for sample)
- Copy of the student's final timesheet signed by the internship site supervisor
- Copies of work products generated during the internship experience. Examples of these items include: letters, brochures, flyers, meeting minutes, pictures of events, etc.

Final Report Sample:

- *Length:* The final report should be approximately five pages long.
- *Content:* The final report should include the following items:
 - Brief description of the agency. The student may attach appropriate agency materials (brochures, annual report, and other documents relevant to the project or internship).
 - Functional and activity description and what the student learned. These should reflect the learning objectives in the initial learning contract, including the development, planning and implementation of a project.
 - Application of internship experience to coursework. What did you learn in class that was relevant to the experience? What was similar to what you learned in class? What was different?
 - Description of the student's career and educational goals and a discussion of how this experience will help meet those goals.

If your intern has any of these requirements, he/she will make you aware and they will be outlined in the learning contract from the college or university.



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Sample Position Description

Position Title: Intern

Location: Name and Location of your organization

Duration: Spring 2019 Semester, Summer 2019 or Fall 2019 Semester. 25 hours/week for 12 weeks.

**List the duration in academic calendar terms.

**Internships can be 10 – 16 weeks depending on how you would like to structure the hours.

Job Description

General Functions

Write a paragraph summarizing the priorities of the position. In what department will the intern be working and what other professionals will be on the team?

Knowledge, Skills and Abilities

Degree requirements

Requirements of travel, commute if relevant

Communication skills, analytical skills and technology skills

Essential Functions

Outline the daily and/or weekly functions required of the intern and meetings he/she will be asked to attend.

Include the requirement of completing college or university coursework.

Note:

Include any organizational information that is required for other job descriptions. This position should be held to standard staff expectations, and measureable outcomes should be established. If this position has flexible hours to help the intern meet other student requirements (volunteer work, Greek life, etc.), consider listing your flexible schedule options to broaden your applicant pool.

How to Apply

List the method for application; interns will be prepared to send a cover letter and resume to a contact listed.

Position Closes

List an exact date. If you happen to extend the deadline and keep a position open longer, make sure you update the closing date on any job postings.



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Sample Campus Learning Contract Nonprofit Leadership Alliance

Student: _____ Organization: _____

Internship Supervisor: _____ Position: _____

Site Address: _____ Site Phone: _____

Instructor of Record: _____ Semester: _____

- I. **Description of the Organization.** Please include mission, staff size, target client description and any other pertinent information.

- II. **Student Profile.** Briefly discuss the student's current career/education status, including experiences as a volunteer or paid staff member with nonprofit organizations. Identify classes the student has successfully completed within the academic program and core requirements within the Nonprofit Leadership Alliance Certified Nonprofit Professional (CNP) program.

- III. **Educational Plan.** This portion of the educational contract should be discussed and agreed upon with the internship mentor.

The following are the educational goals that the internship is expected to accomplish.

1. Test theories, concepts and philosophies relevant to nonprofit management.
 2. Test skills in management, supervision and leadership.
 3. Engage in self-evaluation, and assessment of the internship agency, as well as the nonprofit field.
 4. Establish positive interpersonal and professional relationships.
 5. Observe and develop the values and ethics common among nonprofit professionals.
 6. Develop, plan and implement an internship project.
- A. Identify three learning objectives for this internship course. These objectives should be related to the student's educational and career goals and should describe what he/she specifically wants to get out of the internship experience.
- 1)
 - 2)
 - 3)



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B. Describe the internship's functions and specific activities or tasks that will allow the student to reach a better understanding of the Nonprofit Leadership Alliance core competencies for the CNP credential:

1. Communication, Marketing & Public Relations
2. Cultural Competency & Diversity
3. Financial Resource Development & Management
4. Foundations & Management of the Nonprofit Sector
5. Future of the Nonprofit Sector
6. Governance, Leadership & Advocacy
7. Legal & Ethical Decision Making
8. Personal & Professional Development
9. Program Development
10. Volunteer & Human Resource Management

IV. **Employment Details.**

Work schedule (days and hours)

Holiday and sick leave arrangements

Other requirements/arrangements to be made

Compensation

V. **Evaluation Procedures.**

The student will submit a written status report to the Instructor of Record after each 100 hours completed. The first two reports will be a narrative description of the activities in which he/she has been involved, what he/she is learning through the experience and any questions the intern has regarding the experience or the sector. The final status report will be a reflective paper covering the complete internship experience and how it has contributed to the student's educational goals. (See detailed description of final paper.) Students are also encouraged to contact the Instructor of Record immediately if any problems arise.

VI. **Agreement.**

I (student) _____, agree that it is my intention to complete this internship to the best of my ability according to the outlined guidelines and procedures.

_____	_____
<i>(Student)</i>	<i>(date)</i>
_____	_____
<i>(Intern Mentor)</i>	<i>(date)</i>
_____	_____
<i>(Alliance Campus Director)</i>	<i>(date)</i>
_____	_____
<i>(Instructor of Record)</i>	<i>(date)</i>



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Sample Intern Orientation Checklist

Before Arrival

Send the intern:

- Directions and/or a simple map to the facility
- Dress code expectations
- Instructions for arrival on the first day (name and phone number of supervisor, where to go first, map of facility)

Have Ready for the Intern

- Dedicated computer and work area
- Onboarding/training agenda
- Assigned telephone extensions and training in using the phone system
- Security cards/codes and written procedures (if applicable)
- New-hire paperwork (if applicable)

Upon Arrival

- Introduce to other staff in the building
- Orientation to his/her workspace
- Review onboarding and training agenda
- Review of organization's strategic plan, mission, vision etc.
- Review of organizational chart
- Review security and emergency procedures

Facility Tour

- Cafeteria or break room, restrooms
- Resource room – printer, paper, office supplies
- Program space, if applicable



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STUDENT INTERN LOG OF HOURS				
DATE	HOURS	WORK COMPLETED	INTERN'S SIGNATURE	SUPERVISOR'S SIGNATURE



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Host Site Final Evaluation

Intern Name: _____

Supervisor's Name: _____ Title: _____

Email: _____ Phone: _____

Organization: _____

Please rate the intern in each of the areas listed below.

Using the scale provided. If component does not apply, please circle NA.

	Poor	Below Average	Average	Above Average	Excellent	
Dependability of student intern	1	2	3	4	5	NA
Ability to work with others	1	2	3	4	5	NA
Ability to take directions	1	2	3	4	5	NA
Ability to work independently	1	2	3	4	5	NA
Professional attitude	1	2	3	4	5	NA
Appropriate attire	1	2	3	4	5	NA
Decision-making skills	1	2	3	4	5	NA
Problem-solving skills	1	2	3	4	5	NA
Communication skills	1	2	3	4	5	NA
Organizational skills	1	2	3	4	5	NA
Timeliness of work	1	2	3	4	5	NA
Quality of work	1	2	3	4	5	NA
Time management skills	1	2	3	4	5	NA
Overall success of internship	1	2	3	4	5	NA

Additional comments:

Supervisor Signature: _____ Date: _____

Please return to:

Nonprofit Leadership Alliance, Career Development Award Administration
1801 Main Street, Suite 200 | Kansas City, MO 64108

Office: (816) 561-6415

Email: alondra.avala@nonprofitleadershipalliance.org



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Contact a Campus Near You!

Campus	First Name	Last Name	Email	Phone
Antioch University (Los Angeles)	Bob	Lazzarini	rlazzarini@antioch.edu	310-578-1080 ext. 291
Arizona State University	Robert	Ashcraft	ashcraft@asu.edu	602-496-0183
Aurora University	Jacqueline	Babb	jbabb@aurora.edu	630-844-7556
Brigham Young University (Provo)	Brad	Harris, CNP	brad_harris@byu.edu	801-422-3698
Central Michigan University	Emma	Powell	emma.powell@cmich.edu	989-774-1309
Coppin State University (Baltimore)	Tenyo	Pearl	tpearl@coppin.edu	410-951-3522
Dixie State University	Robert	Oxley	roxley@dixie.edu	435-652-7892
Eastern Michigan University (Ypsilanti)	Tucker	Staley	tstaley2@emich.edu	734-487-1612
Georgia College (Milledgeville)	Sara	Faircloth	sara.faircloth@gcsu.edu	478-445-3209
Georgia State University (Atlanta)	Christine	Robinson	crobinson63@gsu.edu	404-413-0002
Indiana State University (Terre Haute)	Nathan	Schaumleffel, CNP	nathan.schaumleffel@indstate.edu	812-237-2189
Indiana University at Bloomington	Brian	Seavey	bseavey@indiana.edu	812-856-2037
Kennesaw State University	Jennifer	Wade-Berg, CNP	jwadeber@kennesaw.edu	678-797-2878
Louisiana State University in Shreveport	Stacie	Hargis	stacey.hargis@lsus.edu	318-795-4245
Madison College	Maureen	Reilly	mtreilly@madisoncollege.edu	608-828-7913
Maryville College	Amy	Gilliland, CNP	amy.gilliland@maryvillecollege.edu	865-981-8122
Missouri Valley College (Marshall)	Heather	Troth, CNP	trothh@moval.edu	660-831-4231
North Park University	Gianfranco	Farruggia	gfarruggia@northpark.edu	773-244-6200
Northwood University				
Rockhurst University (Kansas City)	Jennifer	Rinella, CNP	jennifer.rinella@rockhurst.edu	816-501-4615

Salisbury University	Carolina	Bown	cdbown@salisbury.edu	410-543-6254
South Dakota State University (Brookings)	Kimberly	Gustafson	kimberly.gustafson@sdstate.edu	605-688-4684
University of Arkansas at Little Rock	Nichola	Driver	nddriver@ualr.edu	501-682-8263
University of Central Florida (Orlando)	Stephanie	Krick, CNP	skrick@mail.ucf.edu	407-823-0661
University of Colorado-Denver	Wendy	Bolyard	wendy.bolyard@ucdenver.edu	303-315-0199
University of Houston	Melanie	Barr Fitzpatrick	mbarrfi@central.uh.edu	713-743-8018
University of Memphis	Candace	Walsh, CNP	cmwalsh1@memphis.edu	901-678-4394
University of North Dakota (Grand Forks)	Heather	Helgeson, CNP	heather.helgeson@email.und.edu	701-777-3741
University of North Texas at Dallas	Shelia	Lumar	shelia.lumar@untDallas.edu	972-338-1377
University of Northern Iowa (Cedar Falls)	Julianne	Gassman, CNP	julianne.gassman@uni.edu	319-273-2204
University of San Diego	Teresa	VanHorn, CNP	Tvanhorn@sandiego.edu	619-260-4760
University of South Carolina Upstate (Spartanburg)	Charles	Harrington, CNP	charrington@uscupstate.edu	864-503-5545
University of the District of Columbia	Sylvia	Benatti	sbenatti@udc.edu	202-274-5794
Western Carolina University (Cullowhee)	Jill	Thompson	jcthompson@wcu.edu	828-227-7397
Western Michigan University (Kalamazoo)	Vickie	Edwards	vickie.lee.edwards@gmail.com	269-387-8945
Wright State University (Dayton)	Jennifer	Subban	jennifer.subban@wright.edu	937-775-3650



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Career Development Award Nonprofit Leaders Program

The Career Development Award Nonprofit Leaders Program is a program of the Nonprofit Leadership Alliance that provides internship stipends to students seeking the Certified Nonprofit Professional Credential (CNP).

The Career Development Award program works to support the completion of the CNP by eliminating the barrier of an unpaid internship. The program will produce high quality internship experiences for nonprofit partners, students and campuses. By fostering a culture of partnership and buy-in with internship sites, the Career Development Award will build stronger relationships with our national and local partners. It is also designed to promote diversity of CNPs in the workforce.

The program is developed in reflection of The Alliance's commitment to positive internship experiences for aspiring nonprofit professionals. Funding is a barrier to internship programs at nonprofit organizations, and the Nonprofit Leadership Alliance is striving to increase the number of internships in your office.

The funding model supports \$2,000-\$3,000 stipends for Alliance students. The Alliance provides a stipend of \$2,000 to each recipient.

The Alliance pays the stipend to the student in two checks; one before the internship and one at the completion of the internship. The funding from the nonprofit organization is provided to the student directly, in an agreed-upon timeframe between both parties.

To utilize this program

- Develop a job description for a potential internship.
- Post your internship opportunity to the Alliance's Career Services page by [filling out this form](#).
- Your organization may also contact one of our academic partners to promote your opportunity – see campus contact information beginning on Page 11.



Letter of Intent

Career Development Award - Nonprofit Leaders Internship Program

This letter serves as a commitment to participate as an internship host site for a Nonprofit Leadership Alliance student. For the student to receive full consideration in the Career Development Award Nonprofits Leader Program please complete this form for submission in their application.

_____ (Nonprofit Organization) expresses an interest in hosting student intern _____ (First, Last Name).

The nonprofit internship site understands that the Career Development Award program stipend is provided directly to the student.

The nonprofit organization understands that the internship must be for a minimum of 300 hours. In some cases, the nonprofit and student may agree to more hours.

This letter does not bind either the nonprofit organization or the student to an employment contract, but grants the student the opportunity for consideration in Career Development Award.

Student Signature Date

Nonprofit Organization Supervisor Signature Date

Organization Address

Organization Supervisor Email Address Phone Number

If your organization is an affiliated partner and does not have a student candidate, please complete your section of the document and send to: alondra.ayala@nonprofitleadershipalliance.org

Please return to:
Nonprofit Leadership Alliance, Career Development Award Administration
1801 Main Street, Suite 200, Kansas City, MO 64108
Office: (816) 561-6415
Email: alondra.ayala@nonprofitleadershipalliance.org