

Azusa Pacific University's
Young Executive's MBA
Program Overview

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by

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Abstract

This paper discusses a new full-time cohort Young Executive's MBA (YE-MBA) program at Azusa Pacific University (APU). This program recruits recent APU graduates, and was developed to address problems associated with a fluctuating economy that can impact negatively on recruitment, planning, budgeting, and resource allocation. It also addresses issues related to: (1) high marketing and recruitment costs, (2) high attrition, (3) poor cash flow management, (4) lack of industry experience, and ineffectual internships. This program has resulted in lower marketing and recruitment costs, zero attrition, increased cash flow, and minimized the problem of graduates with limited industry experience and ineffectual internships. So far, the program is in its second year and 100% of the first cohort received excellent job offers upon graduation. Templates for forms and contracts are included in the appendices for use by other colleges and universities considering developing a similar program.

Young Executive's MBA Program

Introduction

Enrollment in part-time and full-time MBA programs fluctuate with the economy (Rash, 2004). During downturns, MBA enrollment flourishes, and during times of prosperity and stability, enrollment struggles along. This makes it very difficult for business schools to manage enrollment projections, let alone marketing budgets and resource allocations. In response to this, Azusa Pacific University has launched a full-time Master's in Business Administration (MBA) program, the Young Executive's MBA (YE-MBA, an in house designation) that in many ways mirrors the evening part-time program but addresses issues related to: (1) high marketing and recruitment costs, (2) high attrition, (3) poor cash flow management, (4) lack of industry experience, and ineffectual internships.

Marketing and Recruitment Costs

Traditionally, marketing and recruitment costs associated with MBA programs have increased annually due to the competitive environment and, travel, labor and material cost increases. Azusa Pacific University spends, on average, approximately \$3,000 per student to get them in the door. For other schools, this cost will be higher or lower depending on the geographic region where the school is located and the markets from which they recruit students.

The typical marketing and recruitment process requires schools to purchase or develop demographics information to identify the where, what, and why prospective students might consider attending their school. Schools usually complete a competitive analysis to determine if what they have to offer is unique or if it creates a niche. This

helps schools to determine their market position. Schools also, determine how to reach prospective students through any number of mediums such as print, radio, television, etc. Address lists are often purchased that can run into the tens of thousands of dollars. In addition to targeting prospective students, schools often attend graduate school fairs held at universities around the country. This, along with associated travel, hotels, ground transportation, meals, and shipping of display booths and recruitment materials can be an enormous part of the recruitment budget. In the final analysis, smaller schools find the costs to compete in the larger marketplace often prohibitive. Azusa Pacific University was faced with this situation and recently launched a full-time, Young Executive's MBA program, to address these issues.

The YE-MBA program taps into a pool of prospective students that allows the program to circumvent the usual marketing and recruitment costs. YE-MBA prospects are students who are in their final year of business undergraduate school at the institution sponsoring the program. This is a school's captive audience. These are students whom faculty and staff have built relationships with over the previous four years. These students are a known quantity. Marketing to them requires little more than presenting information sessions. These sessions can be ten minutes at the beginning of a capstone course, or a lunch or evening Q & A session. Marketing costs, at most, include a small in house brochure that lists the key benefits of the YE-MBA program over part-time evening and other full-time programs. Once students begin an MBA program, any number of issues can derail their educational process, from poor attitudes, to costs, and cause them to discontinue their course of study (Cooke, 1995).

Attrition

The loss of students before they complete their MBA can be very frustrating. Schools lose future tuition revenues and alumni donations as well as the initial marketing and recruitment costs. Students leave never having completed programs that they have invested considerable time and money into. And faculty have not had the benefit of fully mentoring these students to completion.

Because the YE-MBA program is a cohort of recent undergraduates, these students enter the program knowing each other and having already built some sense of cohesiveness. Students attend a weekend ropes course and boot-camp experience at the beginning of their program, in order to solidify their relationships. The cohort model helps to reinforce cohesiveness, and attrition in the context of the YE-MBA is reduced to nearly zero (Potthoff, 2001). Certainly, one of the most exciting benefits of the YE-MBA program for the school is in the area of cash flow management.

Cash Flow Management

Azusa Pacific University's YE-MBA program is designed to be completed in a 36 unit, 13 month academic year which includes eight or more local corporate visits, five to seven guest speakers, and a 4 week field trip to China, Japan and Korea. Because students move through the sequenced program rapidly, cash flow is maximized as shown in Table 1. Expenses are estimated based upon the Azusa Pacific University, School of Business and Management annual budget. Naturally, every school will differ but it is apparent that the cash flow benefit to the school can be significant (Harel, 2005). Because of this, the China, Japan, and Korea field-trip is fully funded by the school, which creates an excellent incentive for prospective students to choose the YE-MBA program over other

part-time and full-time programs. Based upon a cohort of 20 students, the full-time YE-MBA program has net revenue of approximately \$200,000 more than the part-time evening program.

Table 1

	Part-time Evening MBA	Full-time YE-MBA
Number of Students	20	20
Tuition Per Unit	\$545	\$545
Total Units	36	36
Total Revenue	\$392,400	\$392,400
Expenses		
Brochures	\$5,000	\$1,000
Travel	\$10,500	\$ 0
Media	\$15,000	\$ 0
Misc.	\$1,000	\$1,000
Attrition 10% of Revenue	\$39,400	\$ 0
Total Expenses	\$70,900	\$2,000
Net Income	\$321,500	\$390,400
Avg. Months in Program	24	13
Revenue Per Month	\$13,396	\$30,031
Revenue Per Year	\$160,752	\$360,369

Industry Experience and Internships

One criticism of full-time programs is that they matriculate students who are younger and without much industry experience. This creates a situation in the classroom where students have a limited pool of real-world knowledge to draw upon in order to take theoretical concepts and understand their impact in the workplace. When students have considerable work experience, it makes a student centered, graduate class come alive. However, full-time programs require students to leave their companies for one to two years, often uprooting well-established families, to move to the geographic location of their schools. This disruption of life, careers, and families limits the pool of available prospects. Students matriculating from undergraduate programs into full-time programs

are younger, less established, often single and have more time to devote to study.

However, they usually lack real world experience. In the YE-MBA program, this gap is addressed through the internship program.

Most full-time programs have short internships of one to three months where students are exposed to various industries. This experience can be good particularly if introduction to industries is the goal. However, employers often complain that because these internships are of such a brief nature, they are reluctant to task MBA students with projects of substance. Therefore, these students are often tasked with limited clerical responsibilities. Students typically move from internship to internship, never moving beyond elementary clerical duties. In the end, companies do not have an in depth understanding of the skill levels of their interns. This makes the internship experience unsatisfying for both the student and the employers.

The YE-MBA program requires a ten-month internship with one company. Students work regular eight to ten hour workdays on Monday, Wednesday, and Friday and go to classes on Tuesday and Thursday, taking from six to nine units per nine week semester. This predictability and length of the internship creates a comfort zone for companies to allow interns to participate in task forces, project teams, and analysis functions. Interns develop deeper working experiences, relationships and networks because of the consistency of their internship program.

For employers to participate in the YE-MBA program, they must compensate the interns no less than \$12.00 per hour and commit to the full ten months. Employers must also fill out internship evaluations twice during the 10 month internship period (Appendix A). One-hundred percent of the graduates in the YE-MBA program have received

substantial job offers upon completion of their MBA program. Employers prefer this internship arrangement because students can be assigned to task forces and projects for a period of time that more approximates full-time involvement. Students, although lacking exposure to a variety of industries, nevertheless, develop critical business skills and network with professionals. Industry exposure is accomplished by including eight or more local corporate visits as well as taking one month overseas visiting companies in China, Japan, and Korea. The students also hear from five or more industry professionals who are invited as guest speakers throughout the program.

Conclusion

MBA programs continue to evolve as business education seeks to find relevance within industry contexts (Epstein, 2006). As industry changes, so must MBA programs. Smaller colleges and universities are often plagued with the costs of recruiting and maintaining MBA programs and new ways to build old models may be an answer. The Azusa Pacific University is attempting to bridge the gaps of costs, retention, and relevance through its full-time, Young Executive's MBA program. The future will tell if this model will truly benefit schools, industry, and most importantly, students.

Included as appendices are examples of the: (A) Student Agreement; (B) Internship Agreement; (C) Student Evaluation of Internship; (D) Employer's Evaluation of Intern; (E) Making the Most of Your Internship; and (F) Guidelines for Hiring and Managing Interns. Permission is granted for these to be used as templates or altered for similar programs at other colleges and universities. Azusa Pacific University does not guarantee the legality of these forms and users should confer with their appropriate general counsel within the State where their college or university is located.

References

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Appendix A

STUDENT AGREEMENT – YEMBA

Students are expected to abide by this contract and the policies of Azusa Pacific University. Failure to do so may arise in the cancellation of the internship and/or academic action.

REGISTRATION FOR INTERNSHIPS

- Students must provide an executed STUDENT AGREEMENT and a CURRENT RESUME to the Director of the YEMBA Internship Program to begin interviewing for internships.

INTERNSHIPS AND OFFERS

- Internships are not automatic nor are they guaranteed.
- Participating employers interview the candidates and make the selection decision.
- The internship will provide business experience, but may not always be in the student's area of specialization or individual special interest.
- Internships must be secured with employers that are not affiliated with APU.
- Except under special circumstances, all internships are commitments for the duration of the YEMBA program.
- One or two internships may be undertaken to satisfy the 9-12 month YEMBA requirement.
- All interviews, offers, and salary negotiations are made by the employer.
- All offers are final. After accepting an offer, a student cannot continue to interview for other positions.
- All internships are based on the needs of the employer. They may not correspond exactly to the dates of the academic semesters.

INTERVIEWS

- Students are expected to respond on a timely basis (within two school days) to all communication from employers.
- A "NO SHOW" for an interview results in removal from participation in the program for 10 days.
- If an interview is canceled with less than TWO FULL WORKING DAYS before the interview, the student becomes inactive in the YEMBA Internship Program.
The student will remain inactive until he/she provides a letter of explanation or apology to the employer. Student must provide a copy of the letter to the Director of the YEMBA Internship Program.
- Two late cancellations will result in removal from participation in the program for 10 days.
- Emergency situations should be handled promptly and must be a valid emergency, such as hospitalization.
- The employer must be notified as soon as possible when an emergency arises.

INTERNSHIP

- The student accepts the responsibility of this internship and recognizes that he/she represents not only him/herself but also Azusa Pacific University and, as such, is an ambassador of the school.
- The student agrees to arrive punctually and regularly at the times designated by the employer.
- In the event of a student's illness or subsequent inability to report to the company at the expected time, he/she agrees to contact the employer.
- The student agrees to alert the employer to college holidays during which he/she may not work or to make the necessary arrangements to attend full-time during such holidays.
- The intern should minimize the amount of time taken off work and should not take time off work to interview with other companies.
- The student must inform the employer two weeks in advance of his/her last day at the internship.
- Each student's performance is reviewed by the employer. It is the employer's prerogative to terminate the intern because of unsatisfactory performance. Interns are responsible for obtaining a new internship to fulfill YEMBA requirements.
- Fringe benefits are not normally given to interns and should not be expected.

AFTER THE INTERNSHIP

- Upon completion of internships, students must complete an evaluation of the employer.
- Students may accept full-time offers and must notify the Director of the YEMBA Internship Program of such acceptance within 1 week.
- Interns may not file for unemployment compensation.

I have read the Student Agreement and agree to abide by it.

Signed _____ Date ____/____/____

Student ID Number _____

Appendix B

INTERNSHIP CONTRACT – YEMBA

This document represents an agreement between _____ (the intern), the internship program at _____ (the employer), and, with respect to the Assumption of Risk Statement, a release of potential liability claims by intern against Azusa Pacific University.

Nondisclosure Agreement

I agree to respect the confidentiality of all business matters of my employer including, but not limited to, materials, policies, procedures, schedules, salaries, business terms, clients, and associates specified as confidential during my internship and to comply with all other reasonable and lawful stipulations and conditions during my internship. In addition, I agree not to publish any article which deals with the internship in any way, without prior approval of the company involved. I realize that any breach of confidentiality may result in immediate termination of the internship, and/or legal action.

Compliance Agreement

While my primary objective is to gain real-world experience for the purpose of furthering my education, the employer's primary objective is to maintain and improve its business. Therefore, despite the fact that the employer has agreed to provide a mutually beneficial arrangement, it may become necessary, upon the direct request of the supervisor, to suspend regular internship duties during times when such duties might interrupt important business activities. I agree that I will not take any actions that would interfere with the normal business operation of the employer. I also agree to comply with all directions given to me by my supervisor as well as all rules and policies established by the employer for its workplace.

Assumption of Risk Statement

I, the undersigned, do hereby acknowledge that before I selected the employer with whom I plan to conduct my internship, I thoroughly investigated the activities involved in the internship as well as the risks inherent in such activities, including work related activities, transportation to and from the internship site, and possible travel for company purposes. These risks include, but are not limited to, temporary or permanent property loss or damage; physical or emotional injury; financial and career damage; and death. I also acknowledge that the company providing my internship is not affiliated with nor governed by Azusa Pacific University. I hereby assume all risks involved in my internship, including, but not limited to, all interview, work, and travel activities, and hereby knowingly and intentionally waive any and all claims, of whatsoever kind or nature, against Azusa Pacific University, its governing board, officers, agents, employees, and any other students which may arise out of these activities. I also understand that participation in the internship set forth above is undertaken by me on a completely voluntary basis.

I have read this Internship Contract in its entirety and understand the terms used in it and their legal significance. This agreement is freely and voluntarily given by me.

Intern's Signature

Date

Supervisor's Signature

Date

Appendix C

STUDENT EVALUATION OF INTERNSHIP – YEMBA

Please respond to the following questions regarding your internship experience. The purpose of this form is to provide opportunity for an honest appraisal of the company and supervisor, and its contribution to YEMBA. This form must be submitted within 1 week of internship completion.

Company: _____

Duration of Internship: from _____ to _____

Location: _____

Supervisor: _____

Please rate the following aspects of your internship experience on the basis of this scale:

(N/A) No Observation, (1) Poor, (2) Fair, (3) Good, (4) Excellent

- ___ Work experience relates to my area of study
- ___ Adequacy of employer supervision
- ___ Helpfulness of supervisor
- ___ Acceptance by fellow workers
- ___ Opportunity to use my training
- ___ Opportunity to develop my human relations skills
- ___ Provided levels of responsibility consistent with my ability and growth
- ___ Opportunity to develop my communication skills
- ___ Opportunity to develop my creativity
- ___ Cooperativeness of fellow workers
- ___ Opportunity to problem solve
- ___ Opportunity to develop critical thinking skills
- ___ Provided orientation to the organization
- ___ Attempt to offer feedback on my progress and abilities
- ___ Effort to make it a learning experience for me
- ___ Ethics of supervisor
- ___ Ethics of company

Feel free to explain any of your responses to the above criteria here (use other side if necessary):

Would you work for this supervisor again? ___ Yes ___ No ___ Uncertain

Would you work for this organization again? ___ Yes ___ No ___ Uncertain

Would you recommend this organization? ___ Yes ___ No ___ Uncertain

Why or why not?

Your Name: _____ Date: _____

Please Return to: Stephen Strombeck, Director of the YEMBA Internship Program

Fax: 626.815.3802

Email: sstrombeck@apu.edu

Appendix D

EMPLOYER'S EVALUATION OF INTERN – YEMBA

Company Name: _____
City/State/Zip: _____
Student's Name: _____

Student's Supervisor: _____
Supervisor's Phone Number: _____
Department: _____

This assessment should be completed by the student's immediate supervisor and then discussed with the student. Please assess the student's performance objectively using the scale provided. Additional remarks may be written on the back of this evaluation. Thank you for your feedback.

1=Unacceptable 2=Below Expectations 3 = Met Expectations 4 = Exceeded Expectations 5 = Exceptional

Part I: Circle the answer that best summarizes your evaluation of the student

- | | | | |
|---------------------------------|-----------|---------------------------|-----------|
| 1. Ability to learn | 1 2 3 4 5 | 7. Leadership Skills | 1 2 3 4 5 |
| 2. Motivation/Initiative | 1 2 3 4 5 | 8. Honesty/ Integrity | 1 2 3 4 5 |
| 3. Written Communication Skills | 1 2 3 4 5 | 9. Attendance/Punctuality | 1 2 3 4 5 |
| 4. Verbal Communication Skills | 1 2 3 4 5 | 10. Teamwork Skills | 1 2 3 4 5 |
| 5. Enthusiasm | 1 2 3 4 5 | 11. Self Confidence | 1 2 3 4 5 |
| 6. Interpersonal Skills | 1 2 3 4 5 | 12. Overall Performance | 1 2 3 4 5 |

Part II: Complete the following statements

1. The student's strengths include:

2. The areas in which the student should strive to improve include:

3. Is the above evaluation based on your direct observation? ____ yes ____no Explain

4. Will this student be considered for permanent employment opportunities? ____ yes ____no Explain

Supervisor's Signature _____ Date _____

Student's Signature _____ Date _____

Please Return to: Stephen Strombeck, Director of the YEMBA Internship Program

Fax: 626.815.3802

Email: sstrombeck@apu.edu

Appendix E

Making the Most of Your Internship

Adaptation of article by Randall S. Hansen, Ph.D.

Career counselors, employers, and others have long touted the importance for college students to work one or more internships during their academic years, and a recent study released by Vault.com shows that college students are listening: almost 9 out of 10 (86%) college graduates reported completing at least one internship, and more than two-thirds (69%) reported completing two or more internships.

So, what are the keys to internship success? Follow the guidelines below and you should be well on your way not only to a successful internship, but also to a successful career.

1. **Set Personal Goals.** While some internships are very structured, others are not, so you need to spend some time before you start the internship setting goals that you want to accomplish. Maybe it's deciding on what area within marketing that you want to specialize, or learning new skills, or building your network. Whatever your goals, you will feel a greater sense of accomplishment once you achieve them. Hint: Setting unrealistic goals could make even a good internship seem bad, so make sure your goals are realistic and attainable in your internship.
2. **Have Regular Meetings with your Supervisor(s).** Sound obvious? Well, maybe, but you may get a supervisor who never schedules meetings with you or travels quite a bit, so you have to make sure to have regular meetings where you can share experiences and lessons learned -- both good and bad -- as well as give progress reports. Hint: While you want to keep your supervisor abreast of your accomplishments, remember to also be a good listener and learn as much as you can during these meetings.
3. **Tackle all Tasks with Enthusiasm and a Positive Attitude.** In just about every company, the new hire/intern is going to have to "pay his or her dues." You will undoubtedly be given some grunt work to do, such as making photocopies, but the key is to complete all your work assignments with the same level of enthusiasm and professionalism. Hint: You might also consider working extra hours (beyond the required number for the internship) to show your work ethic to your supervisor(s).
4. **Avoid Negativity.** The quickest way to kill a good internship is being negative. So, avoid complaining, being rude, disrespecting coworkers, arriving late, leaving early, being closed-minded, missing deadlines, appearing arrogant, wearing improper attire, acting unprofessionally, appearing inflexible, and taking part in office politics. Hint: A common mistake among interns and new hires is treating secretaries and clerks as being beneath them -- avoid this behavior at all costs.
5. **Never Shun a Chance to Learn More About the Company/Industry.** Take every opportunity presented to you to attend company or industry meetings, conferences, and events; participate in training workshops; and read all company materials. Hint: Meetings may appear (and actually be) boring to you, but they can often offer a good chance to increase your knowledge, network, and build relationships.
6. **Get as Much Exposure as Possible.** Some of the best internships rotate you among departments and supervisors, but if yours doesn't, don't let that stop you from tackling

- new tasks, meeting people outside your department, and attending company social events. The more you are exposed to new ideas and new people, the more you'll learn. Hint: Joining the company softball team (or other informal group) is a great opportunity to meet new people in a relaxed and informal environment.
7. **Don't be Afraid to Ask Questions.** Always remember that an internship is a learning experience for you. While the employer expects to get a certain level of work from you, you are not expected to know everything. Seek advice and raise questions whenever you encounter something that is not familiar to you. Be open-minded about new ideas and procedures -- remember that you don't know everything and that your professors didn't teach you everything. Hint: Smart people know that there a naive question is forgotten, but a naïve action can permanently affect your career, so ask before doing.
 8. **Take Initiative.** Employers love employees who dive into tackling tough problems and who think "outside the box" in finding solutions. Just make sure you work with your supervisor(s) so you don't overstep your authority -- and make sure you share successes with him/her. Hint: There is a fine line between taking initiative and being perceived as a "know-it-all," and for interns especially, it is best to err on the side of caution.
 9. **Find a Mentor.** A mentor is someone at a higher level in the organization that looks out for you and makes sure you are learning what you need to know and accomplishing what you need to do. A mentor can also shield you from office politics and be a good sounding board for you to discuss ideas, ask questions, etc. Hint: Your supervisor could be your mentor, but its best to find another person at least two levels above you within the organization.
 10. **Network, Network, Network.** One of the key tools of job-hunting is utilizing your network to find your next career step, whether another internship or a job upon graduation (and beyond). Build professional relationships with your supervisor(s) and other managers in the organization. These people are also a good source for getting other job-hunting advice and tips from their years of experience. Hint: Even if you have a bad experience in an internship, never burn your bridges because you never know when it could come back and hurt you. Always leave on good terms.
 11. **Leave with Tangible Accomplishments.** One of your goals with any internship is leaving it with some tangible results - both for your resume and your career portfolio (if you use one). Maybe you developed a brochure, wrote a press release, organized a sales conference, met with clients, tracked industry trends, etc. Hint: Keeping a journal may help you remember all the things you accomplished on your internship.
 12. **Enjoy Yourself.** Most internships are great experiences, so make sure you have some fun while you're working and learning. Don't be so uptight that you are perceived as something you're not. Hint: Just make sure you don't overdo the fun or become personally involved with a colleague.

Appendix F

Guidelines for Hiring & Managing Interns

Setting Expectations: Discuss with the intern what is expected of him/her. Inform the intern of his/her role in your organization, length of internship, outcome expected, compensation and incentive arrangement, and career path at your business. It is also important to identify who in your firm will be responsible for the intern's progress and serve as the contact.

Developing a Contract: Design the terms of the agreement with timelines, including the responsibilities and expectations of both parties and the compensation as well as non-cash incentive and award arrangement. Include an out clause or trial period in case the relationship does not work out. Have both parties sign and date the agreement.

Establishing Policies & Procedures: Outline your company policy regarding hours, dress code, attendance at regular staff meetings, etc., so the intern is clear on the company's operations. It is important to emphasize the firm's culture and inform the intern of the type of clients the firm deals with as well as the image your company is trying to convey.

Setting Goals: Set realistic goals regarding timelines with your intern. Timelines may be weekly or monthly depending on the term of the internship. Setting goals keeps the intern focused on value-added tasks and provides an excellent indication of how they can contribute to your firm.

Tracking Progress: Tracking the intern's progress becomes an integral step in developing a successful internship program. If goals are established weekly, progress reviews should be held once per week. If monthly, progress reviews should be held monthly. It is important to monitor how the intern is performing against their goals and new goals should be committed to once goals have been achieved.

Feedback Process: On a periodic basis, the supervisor and the intern should be communicating feedback to each other. This helps alleviate future problems with the internship, keeps the intern motivated and keeps the intern informed of what is expected of them. Giving and receiving feedback will help your firm improve the internship program and keep the intern actively involved in the process.

Recognition & Rewards: When goals have been achieved it is important to recognize the intern's accomplishments and reward his/her efforts. Recognizing the intern during internal company meetings and highlighting how he/she has contributed goes a long way in motivating the intern. Rewarding the intern with opportunities to attend industry conferences provides him/her with incentives to build a professional network and further develop specialized expertise in your industry.

Internship Best Practices

- Utilize the strengths/interests of your intern. Have him/her work on important-but-not-urgent projects that your firm needs to have accomplished
- Have interns sit in on client meetings
- Have interns sit with professional staff as they prep for meetings
- Put interns through a basic training program to orient them to your firm: Client management software, forecasting models, strategic plan, etc.

- Hold regular meetings (weekly) to review projects and opportunities to get involved; also an open forum for interns to learn more about the firm
- Integrate the intern in all the regular activities of your firm: staff meetings, training, client meetings, product updates, conferences, vendor presentations, etc.
- Look for the same qualities you'd want in a long-term hire: bright, personable, resourceful, good company fit, great values and work ethic, etc.
- The screening process is key: look for a real interest in areas covered by your business; look at past internship experiences, academic performance, as well as leadership responsibilities
- Know why you're hiring interns: to find future professional staff, to get important-but-not-critical projects done, etc.
- Evaluate interns at least every 6 months
- Hire interns at the end of the internship period if they have become an asset to your business, have great potential, and are committed to your company's success
- Probe for the highest limits of what an intern can do; give this kind of work to an intern and then push him/her to go farther

Supervision

- The intern should report only to one supervisor at the work site. In case of absence, the internship site may designate a temporary supervisor in his/her place.
- The supervisor is responsible for filling out evaluations and other paperwork required by Azusa Pacific University.

Workspace

The employer is responsible for providing appropriate work space and adequate equipment in order for the intern to perform his/her duties.

Length of Internship

The employer must work with each intern to ensure that the length of the internship meets his/her requirements as determined by Azusa Pacific University.

Payment

Payment for the internship should be noted in an offer letter provided to the prospective intern. Unpaid internships are unacceptable.