



**Student Handbook
for Enrollment-Based
Internships in the Community**

2024-2025

Table of Contents

Introduction	3
Contact Information	3
What is an Enrollment-Based Community Internship?	4
Benefits of Enrollment-Based Community Internships.....	5
General CASE Guidelines for Enrollment-Based Community Internships	6
Preparing for an Internship	7
How to Find an Internship	7
You Are Offered an Internship, What's Next?.....	8
Important Deadlines.....	9
Enrollment-Based Community Internship Program Roles and Responsibilities.....	10
Intern Responsibilities	10
Internship Site Responsibilities	10
Internship Supervision	11
Internship Instructor Responsibilities.....	11
International Students	11
Checklist for Interns	11
Key Internship Terms.....	12
Appendix 1 Offer Letter Template	13
Appendix 2 Enrollment Request.....	14
Appendix 3 Internship Student Survey	15
Appendix 4 Internship Site Survey	16

Introduction

Internships provide students with several benefits, including work experience, professional networking, and skill development, all of which can give students a competitive edge when entering the job market. For these reasons, the College of Arts, Sciences & Education (CASE) seeks to encourage and support the efforts of its academic units to provide their students with internship opportunities.

Students have various options for obtaining an internship. This handbook offers guidelines and procedures for those looking to have their internship experience recorded on their academic transcript by enrolling in an internship course—whether for credit or zero credit—and completing their internship at a non-FIU community site.

There are internship opportunities that don't require course enrollment. If you're pursuing an internship without enrolling in a course, or if your internship is at an FIU site (on or off campus), this handbook does not apply.

References:

[Intern Hiring Up More Than 9% for 2022-23 Academic Year \(naceweb.org\)](https://www.naceweb.org/2022-23-academic-year/)

[Internship-co-op-survey-executive-summary.pdf](#)

Contact Information

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What is an Enrollment-Based Community Internship?

An enrollment-based community internship is an opportunity to gain hands-on work experience aligned with your academic studies at a non-FIU community-based organization and have this experience formally documented on your academic transcript by enrolling in an internship course—whether for credit or zero credit. Some academic units offer zero-credit courses, allowing the internship to appear on your transcript without incurring tuition fees.

According to the National Association of Colleges and Employers (NACE), for an experience to be considered an internship, it must provide:

- A learning experience with a real-world opportunity to apply the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or replace the work that a regular employee would routinely perform.
- Learned skills and knowledge that are transferable to other employment settings.
- A defined beginning and end that is mutually agreed upon and consistent with institutional sponsor guidelines and schedules.
- A position description with clear responsibilities and required/desired qualifications.
- Clearly defined learning objectives/goals supportive of the student's academic program goals and institutional requirements.
- Direct supervision by a professional(s) with relevant expertise and educational and/or professional experience who provides productive feedback, guidance, and the resources and equipment necessary to successfully complete the assignment.

Internships may be paid or unpaid. While paid internships may offer more advantages, research shows that both paid and unpaid internships benefit students and employers (Rothschild & Rothschild, 2020). The Fair Labor Standards Act specifies the conditions an unpaid position must meet to be considered an internship:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern's formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern's academic commitments by corresponding to the academic calendar.
5. The extent to which the internship's duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

The student, rather than the employer, should be the primary beneficiary of the internship.

References:

[NACE's Guide to Internships \(naceweb.org\)](http://naceweb.org)

[Internship Meaning and Definition: A NACE Guide \(naceweb.org\)](http://naceweb.org)

Fact Sheet #71: Internship Programs Under The Fair Labor Standards Act
<https://www.dol.gov/whd/regs/compliance/whdfs71.htm>

Benefits of Enrollment-Based Community Internships

An enrollment-based community internship combines classroom learning with real-world experience in a professional setting at a non-FIU community organization. This experiential learning opportunity allows you to apply the knowledge and skills gained in the classroom while advancing your professional development and earning credit toward your degree. Benefits include:

Real-World Experience: Apply what you've learned in class to actual work situations, helping you gain practical skills you can use no matter where your career takes you.

Career Exploration and Professional Growth: Discover potential career paths, learn from industry professionals, and enhance your skills, all while gaining insight into your chosen field.

Mentorship: Benefit from the guidance of mentors both at FIU and in your workplace, who will support your growth and development throughout your internship.

Networking: Build connections with professionals in your field, which can lead to valuable references and potential job offers.

Competitive Edge: Internships are one of the primary tools employers use to recruit entry-level college graduates. Your experience will help you stand out in the job market.

Academic Credit: By enrolling in an internship course, you can earn academic credit that counts toward your degree.

References:

<https://www.naceweb.org/internships>

General CASE Internship Guidelines for Enrollment-Based Community Internships

The following guidelines apply to CASE majors seeking enrollment-based internships at non-FIU community sites for academic credit or zero credit.

1. Students are responsible for identifying internship opportunities and securing a placement.
2. Internship periods are usually one semester, with dates corresponding to FIU's official calendar. For internships extending beyond one semester, students must register for each term during which they are participating to earn academic credit.
3. Students must be enrolled in an internship course during the semester they are completing their internship. Academic credit is earned during this enrollment period.
4. The student must complete the agreed-upon work schedule as approved by the program and/or internship site.
5. The objective of the internship is for the student to have practical experience related to their FIU coursework.
6. Students should meet with their internship instructor before the start of the internship semester to discuss an internship learning plan, including the internship's goals and objectives, and to ensure alignment with their coursework.
7. Once an internship is secured, the student must submit the enrollment request, which is available on the CASE Enrollment-Based Internships website.
8. Students must submit their enrollment requests by the specified deadline to ensure they are processed and approved in time for enrollment in the desired semester.
9. Before the internship begins, the student, faculty supervisor, and on-site supervisor should sign an Internship Agreement. The student must also sign a Release of Assumption of Risk form. These forms are required for each separate internship experience.
10. Enrollment in internship courses is by permission.
11. A qualified employee should supervise students at the internship site.
12. The on-site supervisor should provide the student performance feedback and complete an evaluation of the student intern before the semester ends. The evaluation may contribute to the student's final grade in the internship course.
13. The internship instructor is responsible for assigning the final grade.
14. Internships may be paid or unpaid.
15. Students must adhere to FIU's Student Code of Conduct during their internship.

For detailed information on course requirements, supplemental department forms and processes, recommended internship sites, major-specific credit limitations, and other guidance, please contact your internship instructor or your academic unit's internship liaison. A list of internship liaisons by academic unit can be found on the CASE Enrollment-Based Internships website.

Preparing for an Internship

Before you start looking for an internship, it's important to take some time to think about your goals. Ask yourself these questions:

1. What are your career interests?

Internships are a great way to explore different career paths and see if they're the right fit for you. An internship lets you witness and participate in the daily activities of a specific field, helping you understand what the job is really like and providing you with real-world experience. You'll also get the chance to work with people in different roles, which can help you figure out if the career you're considering is right for you.

2. Why do you want an internship, and what do you hope to gain?

People choose internships for many reasons. Maybe you want to gain new skills, build your professional network, or add experience to your résumé. For some, internships can be a stepping stone to a full-time job after graduation. You'll also have flexibility, as you and your site supervisor will set your work schedule together.

3. What type of organization are you interested in?

Internships are available in various settings, like government agencies, non-profits, or businesses. Think about what type of organization fits your interests. Do you prefer working with a large company or a small start-up? What kind of mission or values matter to you?

As internships become more competitive, sharpening your job-search skills is essential. Here are some key areas to focus on:

- Writing a solid cover letter
- Preparing a professional résumé
- Mastering interview strategies

The [FIU's Career and Talent Development](#) team can guide you through the process and help you build these essential skills.

How to Find an Internship

Finding an internship requires proactive planning and careful consideration of your goals. Here are some effective strategies to help you find the right opportunity:

1. **CASE Searchable Internship Database:** Use the CASE Enrollment-Based Internships website's searchable database to find internships that match your interests and career goals.
2. **Career Services:** Visit FIU's [Career and Talent Development](#) to access career fairs and other events that feature community-based organizations.
3. **Handshake:** Explore internship listings through [Handshake](#).
4. **Networking:** Connect with faculty, alumni, and industry professionals who may have insights into available internships or can provide referrals to community-based organizations.
5. **Community Organizations:** Contact local nonprofits, government agencies, and other community organizations directly to inquire about internship opportunities.
6. **Online Job Boards:** Search for internships with community-based organizations on Indeed, LinkedIn, and other job boards.
7. **Professional Associations:** Explore internship listings through professional associations related to your field of study, many of which partner with community organizations.
8. **Volunteering:** Engage in volunteer work with community-based organizations, which can often lead to internship opportunities.

Remember, some organizations start recruiting interns a year in advance, so it's a good idea to begin your search early and plan ahead!

You Are Offered an Internship, What's Next?

Once you've secured an internship, follow these steps:

1. **Obtain an Offer Letter:** Request an offer letter from your internship site. You can download a template from the CASE Enrollment-Based Internships website [see Appendix 1].
2. **Download Your Unofficial Transcript:** Follow the instructions on the OneStop website to [download your unofficial transcript](#).
3. **Submit the CASE Internship Enrollment Request:** Complete and submit the enrollment request form on the CASE Internships site (Appendix 2). You'll need to upload your internship offer letter and unofficial transcript. The internship liaison in the academic unit offering the course will review and approve the request. The form requires the following information:
 - Course you are seeking to enroll in.
 - Anticipated graduation semester.
 - Internship course and number of credits you plan to enroll in. You can search for available undergraduate internship courses in the [FIU Course Catalog](#).
 - Organization name, address, and website.
 - Site supervisor's name, email, phone number, and position.

- Your intern job title.
 - Internship dates and duration (hours per week and total weeks).
 - Date of employment with the organization (if applicable).
 - Internship type (in-person, remote, or hybrid).
 - Compensation details (paid or unpaid).
 - An overview of the organization or company you will be working for.
 - A description of your internship duties. Note that your internship should offer a new and valuable experience, not just support the organization's operations or replace regular employee tasks. Therefore, internships cannot be based on your existing employment or completed retroactively. However, you may complete an internship with your current employer if it involves new responsibilities distinct from your regular duties, such as tasks in a different department or on new projects.
4. **Consult with Your Internship Instructor or Faculty Liaison:** Contact your internship instructor or the academic unit's faculty liaison to ensure that your proposed internship aligns with your major and has their approval. Develop a learning plan with your internship instructor or faculty liaison, review the Internship Agreement, and discuss the enrollment process. If you plan to enroll in an internship course outside your home department, consult with your home department first.
 5. **Complete Required Paperwork:** If your request is approved, the internship faculty liaison will send you and your internship site the necessary paperwork, including:

FIU Release of Assumption of Risk: This form acknowledges the risks involved and is required for all students participating in community-based internships at non-FIU sites and enrolling in an internship course for academic credit or zero credit.

Internship Agreement: This agreement, signed by you, your internship instructor, and your on-site supervisor, details the internship's start and end dates, location, weekly hours, work schedule, learning objectives/goals aligned with the academic program, duties, supervision details, and additional requirements.
 6. **Enroll in the Internship Course:** Once your request is approved and the necessary paperwork is completed, you will receive permission to enroll in the internship course.

As a student intern, you may have a demanding and non-traditional schedule. Community internship partners should be flexible in accommodating adjustments to your internship schedule during midterms, final exams, and academic breaks or holidays. You are responsible for communicating any scheduling conflicts with your supervisor in advance to ensure a smooth adjustment.

Important Deadlines

Enrollment requests should be submitted by the following deadlines to ensure that you receive permission to enroll during the standard enrollment period:

- For Fall Semester Internships: Submit by August 1
- For Spring Semester Internships: Submit by November 15
- For Summer Semester Internships: Submit by April 1

Enrollment-Based Community Internship Program Roles and Responsibilities

Intern Responsibilities

- Follow company policies and rules.
- Fulfill responsibilities assigned by the company, including the agreed work schedule.
- Adhere to the FIU Student Code of Conduct at all times.
- Report any concerns during the internship experience to the program.
- Meet the minimum hour requirement as established by the program.
- Regularly communicate with their on-site supervisor and internship instructor.
- Complete all academic requirements outlined in the internship course syllabus.
- Complete the end-of-semester internship experience student survey [see Appendix 3].

Internship Site Responsibilities

- Provide the student with an orientation of the company's facilities, policies, and procedures, including, without limitation, policies that relate to the company's confidentiality and other requirements.
- Provide the student with meaningful work experience related to the student's program. Activities that do not constitute a meaningful work experience include but are not limited to clerical work (making copies, filing, organizing, etc.), making coffee, running errands, and tasks unrelated to the student's program of study. The student may not be assigned to these activities as part of their regular duties with the company.
- Designate a qualified professional to supervise the intern.
- Provide the program information needed to determine the student's grade in the course, which may include a student evaluation survey.
- Provide resources to support the student in completing assigned duties/tasks.
- Provide supervision of the student's work and feedback to aid in the student's professional development.
- Be responsible for determining if the student meets screening or other eligibility requirements.
- Communicate concerns or problems with a student to the internship instructor or liaison.
- Provide a safe and structured work environment.
- Ensure compliance with [FIU's internship policies](#).

Internship Supervision

Your internship experience will be most valuable when you have a dedicated and accessible supervisor who can answer questions, provide guidance, and share their expertise. Your supervisor should be committed to mentoring and clearly understand your role and the organization's goals.

A successful internship requires careful planning and the support of a committed on-site supervisor. This individual will oversee your daily activities, guide your tasks and responsibilities, and provide regular feedback. Additionally, the academic unit overseeing your internship course may require your supervisor to complete an end-of-semester evaluation of your performance (Appendix 4).

Internship Instructor Responsibilities

- Facilitate student enrollment in internship courses.
- Define the academic requirement(s) for the internship.
- Develop and maintain the course syllabus.
- Develop a learning plan with the student.
- Review and sign the internship agreement.
- Calculate and submit final grades for interns.
- Maintain communication with students and the internship site(s) as necessary.
- Address and resolve any issues or concerns related to internship placements.

International Students

If you are an international student, it is important to consult with the [International Student and Scholar Services Office \(ISSS\)](#) before beginning your internship search. ISSS advisors can provide guidance on immigration requirements, visa regulations, and your eligibility to participate in internships. Understanding these guidelines in advance will help ensure you comply with all regulations and avoid any issues that could impact your legal status or future opportunities.

Checklist for Interns

- ☐ Secure internship.
- ☐ Submit the CASE Enrollment Request Form.
- ☐ Meet with the internship instructor to discuss the learning plan and internship details.
- ☐ Complete and sign the Internship Agreement and the Release of Assumption of Risk.
- ☐ Enroll in the internship course.
- ☐ Complete assigned tasks and projects.
- ☐ Submit the required student exit survey at the end of the semester.

Key Internship Terms

Academic Unit: Free-standing schools, colleges, or the library at FIU that oversee academic programs.

FIU Site: An internship site located on an FIU campus or at an FIU facility off campus.

Community Internship Partner: A company or organization not part of FIU that serves as an internship site.

Internship Instructor: The instructor responsible for teaching the internship course and assigning the final grade.

Internship Faculty Liaison: The representative from the academic unit who oversees all internship-related matters, including student placements and course enrollment approvals.

[Date]

[Intern's Name]

[Intern's Street Address]

[City, State, Zip Code]

Subject: Internship Offer – [Title of Intern Position]

Dear [Intern's Name],

On behalf of [Organization Name], I am pleased to offer you an internship position within our [Department Name]. Your role as a [Title of Intern Position] will be based at our [Street Address, City, State, ZIP Code] office, and this position is [in-person, hybrid, or remote].

The internship will begin on the first day of the [Semester] [Year] semester and end on the last day of the semester. The duration of the internship may be extended to additional semesters. This [paid/unpaid] opportunity requires [X hours per week] over [number of weeks]. You will report to [Supervisor's Name, Title] in this role.

As an intern, you will be responsible for the following duties:

[List key responsibilities]

Please note that this offer is contingent upon completing [position requirements, e.g., background check]. Should you have any questions regarding this offer or your role, please contact [Contact's Name, Phone Number, and Email Address].

We are excited to welcome you to our team and look forward to your contributions during your internship. Best wishes for a rewarding and successful experience with [Organization Name].

Sincerely,

[Supervisor's Name]

[Supervisor's Title]

[Supervisor's Email Address]

[Supervisor's Phone Number]

Q1 You are completing this form because you have secured an internship at a community-based site and wish to enroll in an internship course. Once submitted, the internship faculty liaison from your academic unit will contact you to guide you through the next steps. Please be sure to upload both your unofficial transcript and the internship offer letter from your host site before submitting this request.

Q2 First Name

Q3 Last Name

Q4 Panther ID

Q5 FIU Email

Q6 Phone Number

Q7 Please select the internship course you are seeking to enroll in. If your course is not listed, please select "Other" and enter the course prefix and number (e.g., PSY 4941) in the space provided.

☐ BSC 3941

☐ CHM 3949

☐ ENG 4949

☐ EVR 4941

☐ FIL 4940

☐ GLY 4947

☐ IDS 3949

☐ IDS 4949

☐ MAT 4943

☐ MET 4941

☐ PHI 4945

☐ PHY 3941

☐ PSC 3941

☐ PSY 4940

☐ PSY 4941

☐ WST 4940

☐ Other _____

Q8 Please enter the number of credits you plan to enroll in as a numerical value.

Q9 Is this internship related to a specific area within your major? If so, please select "Yes" and enter the specialty area in the space provided.

☐ Yes _____

☐ No

Q10 Please select your anticipated graduation semester and enter the year.

☐ Fall _____

☐ Spring _____

☐ Summer _____

Q11 Please select your desired semester for this internship and enter the year.

☐ Fall _____

☐ Spring _____

☐ Summer _____

Q12 Name of Organization

Q13 Organization Address

☐ Address Line 1 _____

☐ Address Line 2 _____

☐ City _____

☐ State _____

☐ Zip Code _____

Q14 Organization Website (Enter None if the organization does not have a website).

Q15 Name of Internship Site Supervisor

Q16 Supervisor's Position in the Organization

Q17 Supervisor's Email Address

Q18 Supervisor's Phone Number

Q19 Is your supervisor a family member?

☐ Yes

☐ No

Q20 Intern Job Title

Q21 Internship Duration

☐ Start Date (mm/dd/yyyy) _____

☐ End Date (mm/dd/yyyy) _____

☐ Average hours per week you will be working _____

☐ For how many weeks _____

Q22 Are you currently employed with the organization?

☐ Yes

☐ No

Display This Question:

If Are you currently employed with the organization? = Yes

Q23 Is your current employment with the organization temporary?

☐ Yes

☐ No

Display This Question:

If Is your current employment with the organization temporary? = Yes

Q24 Please enter the end date of your current employment with the organization (mm/dd/yyyy).

Q25 Do you or a family member own the company or organization?

☐ Yes

☐ No

Q26 Internship Modality

☐ In Person

☐ Hybrid

☐ Remote

Q27 Internship Type

☐ Paid

☐ Unpaid

Q28 Description of Organization/Company (Provide an overview of the organization/company you will be working for. What type of company is this? What services do they provide?)

Q29 Internship Description and Responsibilities (Provide details about the duties for which you will be responsible.)

Q30 Please upload your unofficial transcript.

Q31 Please upload your internship offer letter from the company or organization as a Word or PDF file.

CASE Internship Student Survey

Q1 You enrolled in the internship course below this semester. Please answer the survey questions about your internship experience related to this course. The information you provide us will be important in determining the value of your internship experience, both for you and for future student interns.

If you enrolled in multiple internship courses or with two different professors, you will receive a separate survey for each. Please complete all surveys.

Course:

Course Section:

Course Description:

Professor:

Enrollment Term:

Q2 Did you complete your internship at an on-campus facility of Florida International University (e.g., FIU lab, research facility, office, classroom, or sports facility)?

☐ Yes

☐ No

Q3 What is the name of the company or organization where you completed your internship this semester?

Q4 Please provide the name and email address of your supervisor at the internship site.

☐ Site Supervisor Name

☐ Site Supervisor Email

Q5 Survey Questions

	Please select the best answer				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The internship was a good match for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I was assigned was what I expected to be doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received sufficient support in the form of supervision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received sufficient training and guidance during my internship.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I acquired skills and information that will help me reach my academic goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I acquired skills and information that will help me reach my professional goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I made connections that will help me reach my professional and/or academic goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt valued while working at the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6

Any additional comments to the questions above:

Q7 Would you recommend this internship to other students?

☐ Yes

☐ No

Display This Question:

If Would you recommend this internship to other students? = No

Q8 Please explain why you would not recommend this internship to other students.

Q9 Overall, I rate this internship experience as (select one below).

☐ Excellent

☐ Very Good

☐ Good

☐ Fair

☐ Poor

Q10 Did you receive an employment offer from your internship site?

☐ Yes

☐ No

Display This Question:

If Did you receive an employment offer from your internship site? = Yes

Q11 Did you accept the offer?

☐ Yes

☐ No

Q12 What did you like best about this internship experience?

Q13 What would have made this internship better?

CASE Internship Site Supervisor Survey

Q1 Dear ,

You are identified as the internship site supervisor for the FIU student below. Kindly take a few moments to answer the questions in this survey and indicate your level of satisfaction with the FIU internship experience. Your responses will be used to improve the experience for future students and internship sites. The Internship Performance Evaluation section will assist in determining the student's final grade in the course.

If you supervised multiple students this semester, you will receive an email for each student. Please complete the survey for each student.

Thank you!

Q2 Enrollment Term:

Student Name:

Internship Site:

Q3 Internship Performance Evaluation:

Please use the following section to evaluate the student's performance in the following areas:

The scale is 1-10. 1 being extremely unsatisfied, 5 being extremely satisfied.

	1	2	3	4	5
Attendance and participation in training and meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The intern followed the rules, policies, and requirements of the site/internship experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with clients, parents, and staff was done professionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implemented programs and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data collection and graphing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Please use the scale below to answer the following questions.

	Scale:				
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
The intern's conduct was professional.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The intern's work was satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you hire this intern if a position was available?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you feel like you received sufficient support from FIU during the internship hiring process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Please use the scale below to answer the following questions. : Scale: [The intern's conduct was professional.] (Recode) < 3

Q5 Please describe any problems with the intern's work or professional conduct.

Display This Question:

If Please use the scale below to answer the following questions. : Scale: [Did you feel like you received sufficient support from FIU during the internship hiring process?] (Recode) < 3

Q6 Please provide any suggestions you have for improving the internship supervisor experience.

Q7 What did you like most about your experience as an internship supervisor?

Q8 What did you like least about your experience as an internship supervisor and how might it be improved?

Q9 Other Comments:
