

	Interns	Employers	Schools
Supportive studies from the literature	Hite and Bellizzi (1986); Mihail (2006); Pianko (1995); Rover (2000); Sapp and Zhang (2009); Taylor (1988)	Bailey <i>et al.</i> (2000); Coco (2000); Pianko (1995); Rothman (2007); Scott (1992); Swift and Kent (1999); Tovey (2001)	Feldman <i>et al.</i> (1999); Hall <i>et al.</i> (1996); Knouse <i>et al.</i> (1999)
Potential benefits	<ol style="list-style-type: none"> <li>1. Understanding of how classroom concepts apply practically</li> <li>2. Improved on-the-job knowledge and skills</li> <li>3. Improved knowledge of industry and possible career options</li> <li>4. Improved work habits</li> <li>5. Increased personal and social efficacy</li> <li>6. Reduced shock and increased comfort and efficacy for post-graduation work transition</li> <li>7. Development and crystallization of one's vocational self-concept and work/career values</li> <li>8. Marketable practical job experience</li> <li>9. Higher starting salaries and faster advancement than non-interns</li> <li>10. More job offers and earlier job offers than non-interns</li> <li>11. Opportunity to evaluate company as a potential employer</li> <li>12. Possible direct offer of employment</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased work capacity, freeing FT employees to perform more critical/core tasks</li> <li>2. Low cost, skilled labor with tax and benefit cost advantages</li> <li>3. Generally, high motivation, enthusiasm, and informal social skills exhibited by interns</li> <li>4. Recruiting advantage – low risk, in-depth first look at intern</li> <li>5. Opportunity to begin pre-developing interns as new employees</li> <li>6. Potential “fresh approaches” or ideas from interns hired</li> <li>7. High loyalty and lower early turnover among interns hired than other outside hires</li> </ol>	<ol style="list-style-type: none"> <li>1. Experiential, practical or “bridging” education to supplement and complement classroom pedagogy</li> <li>2. Demonstrated success in preparing students for jobs; assessment benefit for AACSB accreditation</li> <li>3. Improved marketing to/atraction of students based on ability to offer relevant internships</li> <li>4. Improved job placement numbers and related alumni and parent loyalty</li> <li>5. Improved school rankings caused by placement and visibility effects</li> <li>6. Improved/increased relationships with employer organizations and the community</li> <li>7. When for course credit, tuition payments for hours with low/no added faculty labor cost</li> <li>8. Satisfied graduates more receptive and open to various university/school “requests” after graduation</li> </ol>

(continued)

**Table I.**  
Summary of potential benefits and costs for each stakeholder

Table I.

	Interns	Employers	Schools
Potential costs or pitfalls	<ol style="list-style-type: none"> <li>1. Unclear or misrepresented employer standards on internship goals, expectations or duties can lead to frustration and disillusionment</li> <li>2. Many employers do not make it clear that they do not expect to offer interns later job opportunities</li> <li>3. Unchallenging, routine, or irrelevant work tasks</li> <li>4. Inadequate training, monitoring, and feedback by employer</li> <li>5. Inadequate faculty and/or school involvement</li> <li>6. Transportation, time, and other lost opportunity costs</li> <li>7. If for course credit, the intern must typically pay tuition for intern hours</li> </ol>	<ol style="list-style-type: none"> <li>1. Interns may provide too little return on even modest employer investments given the situation or type of company</li> <li>2. Interns often lack skills related to time management, dependability, taking initiative, accepting criticism, and other job skills</li> <li>3. Internships are time consuming and require resources and energy to properly mentor, supervise, and train the intern</li> <li>4. Difficulty of designing meaningful work assignments for typically short-term interns</li> <li>5. Threat of non-compliance with FLSA for unpaid interns; they must meet 6 criteria for being "trainees"</li> <li>6. Threat of legal liability related to compliance with EEO law or failure to provide workman's compensation</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased ongoing administrative oversight required compared to traditional classroom course work</li> <li>2. Faculty internship supervisors give time that could be spent on other production/outputs, e.g. research</li> <li>3. Staff internship program administration and faculty involvement is time-consuming, often underappreciated by the institution and low-paid, which can lead to issues of low motivation and morale</li> <li>4. Some threat of legal liability is possible related to negligence in setting up and/or monitoring the internship</li> </ol>