



Overview of the Internship Program for Mentors/Site Supervisors Lindenwood University NPA Majors

Thank you for considering hosting a Lindenwood University Nonprofit Administration student as an intern in your organization! As you know, being the supervisor of an intern is not the same as supervising other full-time or part-time employees; it's more than that and a major responsibility in and of itself. It is also a major opportunity because internship experiences are often pivotal in the lives of the interns, both at a personal as well as at a career level.

An internship involves at least a two-way relationship – a relationship between the intern and their supervisor. Most often, an internship is a three-way relationship involving the intern, the host agency and the academic institution where the intern attends. In either case, the intern supervisor must begin by recognizing the uniqueness of this relationship and by ensuring full and open lines of communication with the intern and the Campus Internship Coordinator and/or academic advisor.

Interns need regular feedback and an overall evaluation by the agency supervisor. Feedback and evaluations can and should be a part of the grading criteria. Consequently, the Campus Internship Coordinator and/or academic advisors must be in regular contact with the agency supervisor so they know how the intern is doing and how the supervisor is evaluating them.

Evaluating the intern

- Supervisors are encouraged to review the intern's journal, if applicable, and to add their reflections, comments and evaluations. This feedback will enhance the educational value of the student's experience.
- Conduct mid-term and final evaluations and provide copies to the Campus Internship Coordinator and/or academic advisor.
- Ensure that the student is engaged in activities *that reinforce all six core competencies* with at least one supporting activity in each category.
- Arrange an exit interview with the intern to review the completed performance evaluation and discuss the intern's performance and accomplishments. Obtain the intern's signature on the evaluation. This form is forwarded to the Campus Internship Coordinator and/or academic advisor in determining the intern's final grade.
- Return the signed and completed performance evaluation to the Campus Internship Coordinator and/or academic advisor by the date on the form.

Ideally, Campus Internship Coordinators should meet with their interns on a regular basis, at least twice monthly or every other week, either by phone, by e-mails correspondence or face-to-face meetings. These options give both the Coordinator and/or academic advisor and the intern a record of issues raised and progress reports that can go into a record or journal. The amount of contact with interns and Coordinator and/or academic advisors may vary depending on the situation.



Intern supervisors need to understand the basic functions in the internship process if they are to perform their role competently. Listed below are some of the basic functions of intern supervision in the order in which they occur in the internship process:

- Schedule regular weekly meetings.
 - Can you depend on each other?
 - Do you take your role as mentor/supervisor seriously?
 - Does the intern take his/her role as intern/employee seriously?
 - Who can the intern meet with if the supervisor is not there?
- Review the intern's activities and responsibility for the week.
 - How efficiently did they do their work?
 - What can they do better?
 - How did the intern feel about his/her responsibility and the way in which they carried out their assignment?
 - Are there any accountability or professional issues to discuss?
 - Has communication been adequate and effective?
 - Are they following the timeline or plan? Do adjustments need to be made?
 - Are you adhering to the educational contract or do adjustments need to be made?
- Connect activities with theory and develop skills.
 - What staffing/relationship issues took place?
 - What ethical issues came up?
 - How do the student's activities further the agency's mission?
 - What were the budgeting and funding issues?
 - What conflicts/problems took place? How were they resolved?
- Discuss the upcoming week's activities and responsibilities.
 - How do they relate to the previous week?
 - What's the plan for solving any problems that come up?
 - What's on the calendar?

Evaluating the Internship Experience

One key aspect of an internship experience is to evaluate what has been learned. This involves a variety of formal and informal evaluations of the internship. One of these evaluations revolves around the intern and their work performance. Another looks at their internship as a learning experience. A third kind of evaluation considers their internship experience overall.

- Performance evaluations are a critical part of the larger process of good management. Because individuals are the main reason nonprofit agencies succeed or fail, assessing employee performance is crucial to the overall success of the agency.
- Performance evaluations also provide a forum for not only reviewing the intern's past performance but also, assuming that they stay on with the agency, for establishing new performance goals.
- Performance evaluations serve as a communication conduit between the intern and their supervisor.
- Performance evaluations can also serve as a written and permanent documentation of the intern's record and accomplishment during the internship.



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To ensure that an internship program reinforces the program curriculum, student interns must engage in internships that provide at least one activity in each of the six core competency areas. Please ensure that your learning agreement is accompanied by documentation on how this will be accomplished. **This learning agreement MUST be completed before an internship placement can be approved.**

Six Core Competencies for Nonprofit Leaders	Lindenwood University NPA Course Program Learning Objectives
1) Planning	<ol style="list-style-type: none"> 1) Discuss the importance of developing a mission statement, articulating the principles that guide an organization and thus create a realistic vision for the organization's future. 2) Understand the role of the Strategic Plan, an Annual Plan, and a Fund Development Plan for an organization's operations. 3) Explain the role of nonprofit organizations in advocacy and the public policy process. 4) Review the tools to be used in any planning session to help people participate fully and bring ideas forth to create practical solutions. 5) Describe the importance of building inclusive programs for diverse individuals and groups.
2) Governance	<p><u>Board of Directors:</u></p> <ol style="list-style-type: none"> 1) Understand how nonprofit organizations differ in governance structure from government and corporations. 2) Review the basic responsibilities and purpose of a nonprofit board. 3) Understand how boards have and should fulfill responsibilities and their relationship to staff members. 4) Discuss ways to engage board members in goal setting, roles, responsibilities, etc. <p><u>Volunteer Management:</u></p> <ol style="list-style-type: none"> 1) Describe the uniqueness of volunteerism to the nonprofit sector. 2) Explain the motivations for volunteering. 3) Explain techniques for the recruitment, orientation, training, motivation, supervision, evaluation, recognition and retention of volunteers. 4) Explain the importance of fostering volunteer/staff relationships. 5) Describe the components of a volunteer program. 6) Describe the process used to plan, develop and implement a volunteer program.
3) Finance / Legal	<ol style="list-style-type: none"> 1) Understand IRS regulations regarding nonprofit organization status and operations and explain the principles and standards for effective control and monitoring of fiscal operations. 2) Review basics of financial management and nonprofit accounting. 3) Explain components of, and procedures for, developing a budget for a nonprofit agency. 4) Learn how to minimize exposure and risk and consider 'red flag' topics.
4) Fund Development	<ol style="list-style-type: none"> 1) Understand the unique role that fundraising plays for nonprofit organizations. 2) Explore methods for successful fundraising including key strategies and tactics



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	<p>for effective fundraising.</p> <ol style="list-style-type: none">3) Discuss the various forms and methods of fundraising (special events, annual giving, grants, in-kind support, major gifts, planned giving, grants)4) Create a Fundraising Plan that supports organizational efforts.5) Learn how to write a grant proposal.6) Learn how to engage board members and other volunteers in fundraising efforts.7) Understand why different sources of funding give (individuals, corporations, government, etc.) and monitor fundraising effectiveness by measuring and understanding donor behavior and fundraising results.
5) Communication	<ol style="list-style-type: none">1) Clarify mission development.2) Understand the value of and create an organizational case statement.3) Understand community data and developing a needs assessment (understanding audience and market)4) Demonstrate an understanding of public relations and marketing functions in a nonprofit organization; focus on 'message development.'5) Determine best vehicles from media to letters to internet and email.6) Handle outreach during a crisis.7) Craft a Communication's Plan.
6) Evaluation	<ol style="list-style-type: none">1) Review various frameworks and models for evaluation.2) Understand and use evaluation results.3) Describe the process of program development, including conducting a needs assessment for targeted clientele.4) Become acquainted with evaluation design, including logic models, data collection, and analysis methods.5) Identify audiences for evaluation and how to best communicate results.

As a Mentor/Site Coordinator, if you have any questions or concerns, please contact Dr. Julie Turner at 636-949-4652 or jturner@lindenwood.edu.

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Internship Agreement

This form represents an agreement between the Nonprofit Administration Program at and _____ regarding an internship for the following

(Nonprofit Organization)

student: _____

(Student's Name)

It's the responsibility of the student to work with the internship site and supervisor to complete the letter of internship agreement. The completed, signed letter of agreement must be approved by the Campus Internship Coordinator prior to commencing the internship.

COMPLETED AND SIGNED FORM MUST BE SUBMITTED TO THE CAMPUS INTERNSHIP COORDINATOR **PRIOR** TO THE START OF THE INTERNSHIP

Student Name: _____ Graduation Date: _____

Student Work Phone: _____ Student Work E-mail: _____

Agency Name:

Agency Sector: Nonprofit Public Private

Mailing Address of Agency:

City: _____ State: _____ Zip: _____

Mentor/Supervisor Name: _____ Title: _____

Supervisor Phone: _____ Fax: _____

E-mail: _____

Date of Internship: Start _____ End _____

Work Schedule: _____ Rate of Pay: _____



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The agency will recognize the student as an intern and to that end will provide varied experiences and adequate supervision; will ensure as safe and healthy working condition as possible; will notify the Campus Internship Coordinator if, for any reason, termination of the students is necessary. It is not required that interns be paid, but it strongly recommended. This can be an hourly wage or stipend.

Supervisor Signature: _____ Date: _____

Student Signature: _____ Date: _____

Campus Internship Coordinator: _____ Date: _____

Students fulfilling an internship for the NPA program MUST engage in practical experiences that include at least one supporting activity in each of the following core competency areas. Please specify these activities in the space provided or include a separate page.

NPA Core Competency	Student will demonstrate this learning goal by involvement in the following activities
Planning	
Governance	
Finance	
Fund Development	
Communication	
Evaluation	



Mid-Term Evaluation

Student Name: _____

Supervisor's Name: _____

Title: _____ Phone: _____

Agency Name: _____

Address: _____

Please rate the intern in each of the areas listed below. Using the scale provided. If component does not apply, circle NA.

	Poor			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
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
Overall success of internship	1	2	3	4	5	NA
Time management skills	1	2	3	4	5	NA

Additional comments:

Supervisor Signature: _____ Date: _____



Internship Final Evaluation (Mentor/Site Supervisor)

Student Name: _____

Supervisor's Name: _____

Title: _____ Phone: _____

Agency Name: _____

Address: _____

Please rate the intern in each of the areas listed below. Using the scale provided. If component does not apply, circle NA.

	Poor		Excellent			
	1	2	3	4	5	NA
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
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
Overall success of internship	1	2	3	4	5	NA
Time management skills	1	2	3	4	5	NA

Additional comments:

Supervisor Signature: _____ Date: _____