

Northern Michigan University

Academic Work Experiences

Guidelines

Applies to the following:

Internship, Work Placement, Clinic, Practicum, Student Teaching, Field Placement,
Field Experience, Apprenticeship and any other related terminology

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For further information, contact Academic Affairs or visit share.nmu.edu Work Experiences group

I. INTRODUCTION

The purposes of these guidelines are to provide definitions, parameters for written contracts, NMU academic procedures; and to identify sensitive/legal issues involving academic work experiences.

A. TYPES OF STUDENT WORK EXPERIENCES AT NMU

During a 2011 inventory of work experiences within academic departments, four types (Table 1) of work experiences were found to exist at NMU.

Table 1. NMU Work Experience Types

Type	Description
1	* NMU-arranged, non-paid, credit-earning placements. Through ongoing agency relationships, contracted numbers of students are placed directly by an NMU director at a site. The placement may occur every year or only occasionally; the key factor is that an NMU representative negotiates the arrangement on the number of students assigned to/ placed with an agency and their names. Typically, called a “practicum,” “clinical,” or “student teaching,” these occur most often in Education, Health Services and Social Work disciplines with multiple students at an agency.
2	* Individual student-arranged, non-paid, credit-earning experiences. While these might be obtained through existing NMU-agency relationships, the key factor is that NMU does not directly arrange the placement of the student. Students assume an active role in obtaining the placement by looking for a position through their own means or pursuing a general announcement about an opportunity. Examples are biology field experiences and political science internships.
3	Individual student-arranged, paid, credit-earning experiences. Like Type 2, students pursue these most often through posted job positions or locate opportunities through existing NMU-agency relationships. Examples are hospitality management, business or computer science internships.
4	Individual student-arranged non-credit earning experiences, paid or unpaid. These are experiences where students do not need credit or do not desire to pay for credit, but want the formal work experience. These may outwardly appear to be exactly like Types 2 or 3; the difference is students do not earn credit. The reason for tracking these types is to more accurately report student opportunities to potential students, their parents, accreditation bodies and employers.

** Be certain to read sections below on Legal Issues and Liability and Indemnification.*

B. DEFINITIONS

Work Experience. In this document, “Work Experience” is a generic term that encompasses all discipline-related labels, including but not limited to: Internship, Work Placement, Clinic, Practicum, Student Teaching, Field Placement, Field Experience and Apprenticeship.

A Definition and Criteria to Assess Opportunities And Determine the Implications for Compensation, a National Association of Colleges and Employers (NACE) position statement on U.S. Internships provides the following definition which can be generically applied in this document to “Work Experience.”

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent. (<http://www.nacweb.org/about/membership/internship>, July 2011)

Agency. An “agency” is any organization offering the student work experience; the organization may be non-profit, government or for-profit. The nature and formation of the Agency-University relationship will vary; some agencies regularly accept NMU students while others may do so on an infrequent and ad-hoc basis.

Affiliation Agreement. A formal written contract between the Agency and the University identifying roles and responsibilities. There are different agreement templates depending upon the type of agency relationship and work experience (see Section II).

Agency Site Supervisor. The Agency employee who will directly supervise the work of the student.

Agency Supervisor. This may be the same person as Agency Site Supervisor, but in some organizations there is an administrative overseer responsible for coordination who is not an immediate supervisor.

Director. The NMU Director of a work experience program is the individual within an academic department who is responsible for administration: defining the relationship that will exist between the University and the agency accepting a student, overseeing students, verifying learning outcomes and evaluating the placement. The person may be a faculty member, department head or dedicated staff member. The actual title within the department may vary, e.g. Internship Coordinator, Field Placement Administrator; the term “Director” is used generically within this document. Type 1 work experiences may use other terms as required by accreditation agencies.

Instructing Faculty. The instructing faculty member is the faculty on record responsible for grading the student’s experience. In some programs, the Director does not hold academic status and cannot be the academic overseer.

Learning Outcomes. There are clearly defined and expected learning objectives or a plan of study related to a student’s academic coursework. These outcomes may be common for all students within a discipline, may be uniquely developed for each student-agency placement or fall somewhere in between. Learning outcomes are important for granting credit and for compliance with the Fair Labor Standards Act (FLSA Fact Sheet #7, <http://www.dol.gov/whd/flsa>) and Higher Learning Commission accreditation.

Learning Agreement. An academic plan of study that describes the expected learning outcomes for a student’s work experience.

Paid v. Unpaid Experiences. When a student receives a salary, the student is considered an employee. However, it is unnecessary for the Agency to pay the student to establish an employment relationship. Agencies may provide a living allowance or tuition, which may have the appearance of a salary.

Practicum. In most situations, all students enrolled in a given course are placed by the instructor or director in groups or individually. These courses are part of the curriculum and students are supervised by the NMU instructor.

C. MANAGING A WORK EXPERIENCE – CHECKLIST

It is not essential that students register for academic credit when undertaking a work experience. However, when they do, the NMU Director and instructing faculty have an obligation to provide appropriate oversight and administration in order to minimize any associated liability risks and ensure a quality learning environment. The checklist in Table 2 assists Directors and academic departments with managing credit-earning work experiences.

Table 2. Work Experience Checklist

Questions To Consider	Guideline section
Has a person in an NMU academic department been designated as the Director for the work experience?	V
Has an Agency supervisor been identified at the worksite?	III, V
Is there a signed Affiliation Agreement with the agency providing the work experience opportunity? It should be on file with Academic Affairs and Risk and Insurance Manager (Type 1 only).	II, V
If the student will be paid, does the student have an employment contract?	III, IV
Is a criminal background check required?	III
If feasible, has the Director visited the work site to determine if there are special risks the student needs to know?	IV
<p>Have the Director and Agency supervisor had contact with each other?</p> <ul style="list-style-type: none"> • Is the timing understood (hours worked per day/week and duration)? • Has a Learning Agreement been created for this student and agreed upon by the Agency supervisor? Has the supervisor signed the Agreement and have a copy? • Is the Agency supervisor prepared to brief the student on worksite policies and procedures? • Will the student be required to provide any special equipment or clothing? • Are there any special risks to be made known to the student? • Does a policy/plan exist for dealing with what happens if the placement does not work out? • Has the evaluation procedure been explained to the Agency supervisor? 	III, IV, V
<p>Has the Director been in contact with the student?</p> <ul style="list-style-type: none"> • Does the student understand what he/she will be doing at the work site, who their supervisor will be, and what will be expected of them in terms of work attendance, dress and behavior? • Is there an agreement on the number of hours worked and credit earned? • Has the student received the Learning Agreement to know grading policies and needed artifacts? • Does the student have health insurance? • Does the student understand the risks of any injury that may be inherent in the work or worksite? Has the student signed a consent form, if considered hazardous? • Has the evaluation procedure been explained to the student? 	III, IV, V
Has the Registrar's Course Registration form been completed and sent to Registration & Scheduling?	V
Have a copy of the Learning Agreement and Course Registration been stored in the centralized department files?	V

II. AFFILIATION AGREEMENTS

A. THE NEED FOR WRITTEN AGREEMENTS

The Higher Learning Commission accreditation criteria states under Assumed Practices C.3 that “*The institution has formal and current written agreements for managing internships and clinical placements.*”

Formal Affiliation Agreements between NMU and an Agency are ongoing and do not state students by name. These Agreements do not expire without a written termination notice or an explicit termination date in the Agreement, enabling you to place students in this same Agency, year after year, without the need to renegotiate a new agreement. For example, Biology may routinely refer students to the DNR and Criminal Justice may repeatedly work with U.P. law enforcement agencies.

B. AGREEMENTS TEMPLATES

The actual written Affiliation Agreement varies with the type of work experience (see Table 3). The University has developed three Agreement templates to correspond to the type credit-earning types of work experiences Type 1, NMU-arranged, non-paid, credit-earning placements; Type 2, Individual student-arranged, non-paid, credit-earning experiences; Type 3, Individual student-arranged, paid, credit-earning internships (See Table 1 for definitions).

In some cases, the Agency has their own form they require to be used. These forms are usually acceptable, but you should review the form to make sure the terms are acceptable to you, and then forward it to the Risk and Insurance Manager for review and approval before it is signed by either party. For Type 1 agreements, once approved, if the Agency requests any changes to the agreement, these changes must be reviewed and approved by the Risk and Insurance Manager

See Section V for NMU procedures. All credit-earning work experiences also have a Learning Agreement (see Section V).

III. LEGAL ISSUES (CREDIT EARNING TYPES 1, 2, 3)

A. CONTRACTING AUTHORITY

The Constitution of the State of Michigan gives the Board of Trustees the right to enter into contracts for the purpose of conducting the University's business. To be legally correct, contracts must be with "The Board of Trustees of Northern Michigan University" and not a department, which has no legal existence, nor simply "Northern Michigan University." The NMU Affiliation Agreement templates already have this designation; if you use an Agency form, verify the correct name is used.

By necessity, the Board must delegate its contracting authority, but it does so very carefully. In only a few instances are those other than executive officers granted contracting authority. Whenever such authority is granted, it is done so in writing and for a specific purpose. For the purpose of work experience affiliation agreements, the Risk and Insurance Manager, has been granted authority to sign an Affiliation Agreement on behalf of the University. Should you wish advice on your agreement or what you tell internship Agencies beyond what is addressed in this booklet, contact the University's Risk and Insurance Manager or General Counsel.

Table 3. Need for Written Documents

Type	NMU-Arranged Placement	Individually Arranged by Student	Student Paid by Agency	Credit Earning	Written Agreement Templates and Forms **	Comments
1	Yes	No	No*	Yes	<ol style="list-style-type: none"> Agency Affiliation: NMU-Arranged Template (Appendix A) Ongoing Learning Agreement with Agency for the course, or Learning Agreement Template (Appendix D) Implied Consent (Appendix G) ‡ 	<ul style="list-style-type: none"> Typically practicum or group-based assignments required in curriculum. Contract developed with the NMU Risk and Insurance Manager Agency may have its own template. Have it reviewed by the University’s General Counsel and Risk and Insurance Manager. Risk and Insurance Manager and the Agency must sign the agreement; not the Work Experience Director. A specific written agreement might be required for program accreditation. Learning Agreement may be part of the Agency Affiliation package
2	No	Yes	No*	Yes	<ol style="list-style-type: none"> Agency Affiliation: Individually-Arranged Unpaid Template (Appendix B) Learning Agreement: Template (Appendix D) Work Experience Course Registration Form (Appendix E) Implied Consent (Appendix G) ‡ 	<ul style="list-style-type: none"> Agency may have its own template. Have it reviewed by the University’s General Counsel and Risk and Insurance Manager. Someone with contracting authority for the University and the Agency must sign the agreement; not the Director or Instructing Faculty. The Agency Affiliation agreement is ongoing and not student-specific. The Learning Agreement is specific to each student, though may be similar
3	No	Yes	Yes	Yes	<ol style="list-style-type: none"> Agency Affiliation: Individually-Arranged Paid Template (Appendix C) Learning Agreement: Template (Appendix D) Work Experience Course Registration Form (Appendix E) Implied Consent (Appendix G) ‡ 	<ul style="list-style-type: none"> Someone with contracting authority for the University and the Agency must sign the agreement; not the Director or Instructing Faculty. The Agency Affiliation agreement is ongoing and not student-specific. The Learning Agreement is specific to each student, though may be similar In all paid work experiences, students should obtain an employment contract covering legal and liability issues that is between the student (employee) and the agency (employer).
4	No	Yes	Yes/No	No	<ol style="list-style-type: none"> Employment Agreement Work Experience Course Registration Form (Appendix E) 	<ul style="list-style-type: none"> In all paid work experiences, students should obtain an employment contract covering legal and liability issues that is between the student (employee) and the agency (employer). Employment agreement given to NMU may be job description, job posting,

* **Paid v. Unpaid** (See Definitions in Section I and Fair Labor Standards Act Compliance in Section III)

** Some disciplines may use additional documents or content relevant to their programs or accreditation

‡ Implied Consent is only required in certain circumstances (See Section IV)

B. USE OF TERM “SUPERVISOR”

It is vitally important that you differentiate the responsibilities of the Director who “administers” the work experiences at NMU from the Agency “supervisor” with regard to supervising the student. Unless you are actually willing and able to oversee and give the student instructions on his or her day-to-day activities, do not describe your duties as “supervisory” or indicate that you will “supervise” the student. Rather, you should describe your activities as “administrative” and indicate that you will “plan and administer” the work experience. As indicated in the discussion of “Liability” below, this is more than just a semantic distinction. Note, however, that some programs, e.g. health-related, may have accreditation language that supersedes this section and the Director should discuss this with the NMU Risk and Insurance Manager.

C. FAIR LABOR STANDARDS ACT COMPLIANCE (UNPAID EXPERIENCES TYPES 1 AND 2)

An Agency may want to avoid establishing an employment relationship with the student that entails paying for work done and fringe benefits, such as medical and life insurance, as well as being liable for such things as workers’ compensation and unemployment insurance. The Fair Labor Standards Act includes an internship component to prevent misuse of temporary labor; interns in “for profit” private sector internships or training programs must be paid employees unless the U.S. Department of Labor criteria given in Table 4 can be documented.

**Table 4. Criteria to permit unpaid internships for “for-profit” private sector internships
(Source: Fact Sheet # 71 Internship Programs Under the Fair Labor Standards Act)**

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship;
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

For unpaid (Type 1 and Type 2) experiences, the Affiliation Agreement with your Agency should state, as done in the Appendix A and B templates, that the work experience is for educational purposes and should include a paragraph to clarify that students are not covered by any employee benefits, unemployment compensation, or workers’ compensation of either the University or Agency. (See Section V)

While compliance is the burden of the employer, the university should be prepared to offer academic documentation (see Section V) for credit-earning experiences, especially in unpaid internships, that the work experience is for educational purposes. The Agency may need this documentation if audited for compliance.

It is unnecessary for the Agency to pay the student to establish an employment relationship. Agencies may provide a living allowance or tuition, which may have the appearance of a salary. Before deciding that a work experience is unpaid and classifying it as Type 2, investigate other types of compensation.

D. CRIMINAL BACKGROUND CHECKS

Some Agencies require the student to have a criminal background check completed before beginning their work experience. The NMU Public Safety Department has arranged with an external firm to provide that service for students at a reasonable cost through an online order system. The student can contact Public Safety for the website link, instructions and NMU Package Code.

E. EQUAL OPPORTUNITY COMPLIANCE

Anti-discrimination and Harassment

Federal law, Michigan law and University policy prohibit discrimination in the conduct of educational programs, including work experience programs. This must be made clear to the Agency. The Northern Michigan University's Non-Discrimination Policy can be found at <http://www.nmu.edu/equalopportunity>.

Employers should have widely disseminated anti-harassment policies, and effective complaint, investigation, and remedial procedures. All of these would apply to a student working in an Agency. This information should be made available to a student during the Agency orientation. Definitions of inclusion and policies are at <http://www.nmu.edu/equalopportunity>.

While NMU would not be liable for harassment during a work experience that is optional, the student may choose to report the harassment to the University following the Harassment Policy (see above), as well as Academic Affairs, which should then follow up by attempting to investigate the matter and removing the student from having contact with the offending individual.

When the work experience is a mandatory part of the curriculum or sponsored by NMU in some way, then the requirements of Title IX of the Higher Education Amendments would come into play, and the University would be legally required to make a prompt investigation and remedy the situation when the University has knowledge, regardless of whether the student has complained.

Refusal or Removal of Students

The Agency may request the right to refuse to accept a student; the University will agree to allow the Agency to refuse to take students for legitimate, nondiscriminatory reasons, such as former employees who have been terminated for cause, relieved of responsibility for cause or those who are otherwise not eligible to be employed by the Agency.

The Agency may request the right to remove a student from a placement; the University will agree to remove any student upon receiving a nondiscriminatory written request from the Agency. However, in return for agreeing to the prompt removal of a student, the University insists on the Agency taking responsibility for that removal, should the student sue for damages for loss of grade, loss of time, loss of tuition, damage to reputation, etc.

While NMU would not be liable for harassment during a work experience that is optional, the student may choose to report the harassment to the University, which should then follow up by attempting to investigate the matter and removing the student from having contact with the offending individual.

IV. LIABILITY AND INDEMNIFICATION (UNPAID EXPERIENCES TYPES 1 AND 2)

Primarily for Types 1 and 2 (unpaid) work experiences; however, all Directors should be familiar with the terms presented here in case a problem arises.

A. LIABILITY INSURANCE COVERAGE FOR THE UNIVERSITY AND AGENCY

Some Agencies will insist that the University insure itself against certain risks and provide proof that it has done so. Although, most reasonable risks are already covered by existing policies, the University prefers not to state in agreements the amount of coverage it has or which will satisfy the Agency. The NMU Agency Agreement templates in Appendix A and B address this. If the Agency insists upon an explicit promise of coverage from the University, you should work with the NMU Risk and Insurance Manager to develop language similar to:

The University and the Agency both agree to maintain comprehensive general liability insurance, which covers employees and students whenever liability might exist. Upon request, a certificate of insurance will be furnished to the other party indicating coverage effective dates and liability limits.

B. LIABILITY INSURANCE COVERAGE FOR THE STUDENT

The University carries liability insurance to cover a student when performing services or engaged in activities on behalf of or under the University's direction. The primary control, which our insurance carrier has been informed is operating, is that *Directors only send out students who are responsible and who have been thoroughly briefed.*

As Director it is important that you are confident the student intern is capable of performing all that is agreed to either verbally or in writing. Often only you will be able to determine if job requirements are realistic. There is often a temptation to leave these requirements vague since both you and your contact are "people of good faith" who can "work out any problems as they arise." In the long run, the process of working through the programmatic requirements can only help the student, the Agency and you.

C. LIABILITY FOR INJURY TO THE STUDENT

Conventional wisdom has been that once the student is beyond the direct control of the institution, there is no liability for any injury that may occur. However, recent cases have clouded this issue.

- The question of liability may hinge on the prior knowledge of the institution, which in this case will normally mean the Director.
- If the institution (or its employees) knows, or should have known, of an unusual risk to the student, then the institution and those employees may share the liability. If you are involved in viewing the worksite, make note of any unusual hazards; no student should be placed where danger is great. The Director should check with the Risk Manager if there is any doubt.
- The student must be briefed on possible dangers inherent in the work or the worksite and knowingly consent to undertake the placement. It is unnecessary to get a written waiver from the student and it would probably be unenforceable anyway, but in placements that present danger to a student, a statement of those hazards and a signed Informed Consent form must be included with the student's Learning Agreement. (See template in Appendix G).
- Any student to be placed in a high-risk work experience setting should be asked to show proof of hospital/medical insurance to the Director. In the situation where the student does

not have it, director should get advice from Risk Manager and potentially not authorize the internship.

- If a student is under 18 years of age, contact Academic Affairs.

D. LIABILITY FOR INJURY OR PROPERTY DAMAGE CAUSED BY THE STUDENT

In the event that a student causes an injury or property damage, the University's general position is that liability should flow to those who were supervising or were in charge of the student at the time the incident occurred. (This reinforces the importance of the “supervision” terminology above).

- If the student is under the control of the University and following the instructions of a faculty supervisor, the University may be liable.
- If the student is under the supervision of an Agency's employee, the Agency should be liable.
- If the student acts on his or her own and not under supervision, the student will probably be liable, as will the party, which failed to or should have provided supervision. This makes it vitally important to stress to the student the limits of his or her responsibility and authority.

E. INDEMNIFICATION – COMPENSATING FOR LOSS

Do not verbally assure the Agency that the University will accept the liability for actions of the student. The University would prefer to address the issue of liability and responsibility for indemnification on a case-by-case manner in court. The University includes the following language in its Type 1 and Type 2 agreement templates.

Each party agrees that statutory and common law theories and principles of indemnification, contribution, and equitable restitution shall govern and apply to claims, costs, actions, causes of action, losses or expenses (including attorney fees) resulting from or caused by its actions, the actions of its employees and of students pursuant to this agreement.

If the Agency is unwilling to agree to this language or if it insists on its own language, consult with the Risk and Insurance Manager who may be able to suggest alternative language.

V. ACADEMIC INTEGRITY

A. WORK EXPERIENCE PROGRAM

Each program is free to develop policies specific to their discipline and program accreditation requirements. Samples of actual policies and handbooks are found in Share.nmu.edu under Department Samples. However, at a minimum, a quality work experience program should:

- Align the purpose and goals of the work experience with programmatic academic goals and objectives
- Have a Director (faculty, staff or department head) assigned to the work experience program to facilitate understanding, problem solve and reinforce the academic goals and objectives
- Establish a consistent procedure for managing work experiences with centralized files retained within the department for documentation
- Ensure frequent and scheduled feedback to the student
- Expect the student to learn about the Agency with which they will be placed prior to the start of the experience
- Provide students with an equal opportunity of obtaining work experience credit through an established application, solicitation and selection process

- Clarify the amount of screening and standards for selection used to select students for placement, recommendation, or granting of academic work experience credit. In some placements, the criteria may be the attainment of a certain level, e.g. senior status or having taken prerequisite courses. In other placements, a certain level of skill may be required or judgments made as to suitability.

Confirming the academic integrity of the work experience is important; various means are available.

- In some disciplines, particularly those using Type 3 (paid) work experiences, it is not feasible to visit every Agency location. However, site visits on regularly used Agencies should be conducted by the Director on some interval basis. The Agency and students should have a clear idea of the number and duration of visits. If some or all contact is to be remote, that should be made clear as well.
- Have an instructing faculty member develop a Learning Agreement stating the specific objectives of the work experience and how they are to be accomplished.
- Journals, timesheets, or summary reports written by the student, signed by the Agency supervisor and submitted to the Director serve as documentation and prompts for follow-up.
- Presentations by returning students on skills learned or tasks accomplished demonstrate achieved learning outcomes.

B. COURSE NUMBERING (ALL TYPES)

Credit earning (Credit-earning Types 1, 2, 3)

Excluding practica, clinics, student teaching or any other field experiences required in the curriculum, whenever a work experience course is added to a discipline, it should be numbered 291, 292, 299, 491, 492 or 499 unless there is already a course by that number. In that situation, select a course numbered in the 290s or 490s. This provides easier recognition of internship experiences through increased usage of an established common numbering and labeling system, e.g. 491 Internship, and improved awareness of internship course opportunity by students, faculty, involved staff and possibly employers when searching the Bulletin. Practica, clinics, etc. may use any course number.

A Banner field designation of Practicum (PRA) or Internship (INT) should be included in the course proposal so the Registration & Scheduling System remains current. These internal codes tag the course for detailed statistical reporting and are tied to the Bulletin course description.

Non-credit earning (Type 4)

Students participate in legitimate work experience opportunities, but do not always want or need to earn credit. Why should NMU care about documenting these? It is useful for NMU to collect statistics on all work experiences for tracking Community Engagement and accreditation reporting, and for departments' program recruitment. By using a 091 Internship zero-credit course, Banner can generate a "Vocational Transcript" with an Academic Transcript for the student and NMU gains a means of tracking these numbers.

In a common scenario, a student learns of a summer internship through NMU web postings or department emails; the student independently applies for and obtains the job. If the student completed all electives and does not need additional credits, there was no official way to record the activity at NMU, even if the student mentions the job to their advisor. The number of these cases was unknown, but it is suspected to be quite common, especially for summer semesters. It is to NMU's advantage to be able to capture these numbers.

Establishing an 091 work experience course does not require CUP approval; only Provost approval is necessary. Contact the Academic Affairs office.

C. FAIRNESS IN WORK EXPERIENCE OPPORTUNITY

All eligible students should have the opportunity to vie for a work experience placement that is not a mandatory part of their curriculum. The Career Services website contains an online database for listing work experience opportunities that all students can access. Employers post available academic work experiences to an online form, students locate opportunities through a searchable web interface, and staff generate reports summarizing the types and numbers of work experience postings. The system is available at <http://www.nmu.edu/careerservices>.

Directors may certainly use their departmental webpages, lists, and email notification methods to notify students. Directors are requested to ask employers to post openings on the online database as well. As this common route becomes better known, usage will increase and will provide a means of collecting data for NMU and program accreditation regarding types, numbers and locations of work experiences; numbers of employers; frequency of employer postings; and disciplines sought.

Ask employers to post openings on the Career Services websites using the Internship web posting database. Tell students to use the searchable database for openings in their field.

VI. NMU PROCEDURES FOR A WORK EXPERIENCE

A. AFFILIATION AGREEMENT (CREDIT-EARNING TYPES 1, 2, 3)

Refer to Section II for explanation on which template to use.

- In general, one Agreement covers all instances of work experiences between a given agency and NMU department and continues until explicitly terminated by either party.
- Affiliation Agreements are unique to each department (not program) and Agency, e.g. if CAPS and Business both have an agreement with an organization, they each have their own agreement. It is a simpler system to manage.
- Affiliation Agreements are intended to be general to a department; when a particular program has additional responsibilities they belong in the Learning Agreement.
- There may be an Agreement with a higher-level division within an organization, e.g. a DNR agreement covers an experience with Parks and Recreation.
- Agreements are not needed when the work experience, paid or unpaid, is with an NMU unit, e.g. Dining Services, IT, Public TV, etc.
- All agreements will be on file in Academic Affairs and posted in Share.

The following restrictions apply:

- A Type 1 agreement could cover both Type 1 and Type 2 work experiences with an agency; they are both unpaid.
- A Type 3 agreement should be separately contracted, regardless of whether a Type 1 or a Type 2 already exists with an agency; Type 3 is paid and differently worded.
- A Type 1 agreement must be signed by the Risk Manager.
- Type 2 and 3 agreements must be signed by the Risk Manager, a policy that may be revised in a future version of these Guidelines. The templates use Word Developer mode with the Restricted editing feature and cannot be edited except for identification blanks. If a variation of these templates is needed, contact the Risk Manager.

Procedure

1. Verify with Academic Affairs whether an Affiliation Agreement is on file for this Agency. The share.nmu.edu site for Work Experiences also contains a list.
2. If not:
 - a. For NMU-Arranged (Type 1) practicum experiences, complete Affiliation Agreement (Appendix A) in conjunction with the NMU Risk Manager.
 - b. For Individual Student-Arranged (Type 2 or 3) work experiences, complete Affiliation Agreement (Appendix B for unpaid, Appendix C for paid).
 - c. The departmental Director is the Contact Person for NMU.
 - d. Obtain required signatures. The Risk Manager is the designated signee for NMU.
 - e. File the original with Academic Affairs and distribute copies to all signees, keeping a copy in departmental Director's files.

Note: The procedures on the bottom of the templates can be deleted from the final printed copy of the Affiliation Agreement as they are for internal use only. Only identification text can be typed.

B. LEARNING AGREEMENT AND INFORMED CONSENT (CREDIT-EARNING TYPES 1, 2, 3)

The Higher Learning Commission accreditation criteria Assumed Practices C.3 states, "The institution has formal and current written agreements for managing internships and clinical placements."

Expectations of the student and the Agency should be explained, in addition to the educational requirements of the placement outlined in the Learning Agreement. The academic orientation is the time for the Director to determine if the student has any characteristics, limitations or beliefs, which would affect his or her performance in any way and determine whether reasonable accommodation is necessary.

Learning Agreement

For all credit earning work experiences, the Learning Agreement is a required academic plan of study that describes the expected learning outcomes for an individual student, signed by the student, Agency Site Supervisor, and Instructing Faculty. Appendix D contains a default template containing the minimum requirements. Some Type 1 Affiliation Agreements or Agency packets embed common learning outcomes, e.g. Clinical Sciences, and do not need separate Learning Agreements. Some disciplines have a detailed handbook with a customized Learning Agreement. These alternatives to Appendix D may be used so long as the document contains all components of the template.

Regardless of format, the Learning Agreement should clearly state what the student is expected to learn, the tasks the student is expected to be given by their Agency supervisor, dates and times of the position, criteria for assessment, training provided, intended supervision, reports and the documentation needed for grading and any other related information. Much of this content is included in the application form, a job description or an individualized syllabus.

Type 4 (non-credit) work experiences do not require a Learning Agreement, but the Director should attempt to obtain a copy of the job description to document the validity and ensure our Type 4 counts are accurate as possible.

Informed Consent

The Director should inform the student of the following:

- Any hazards associated with the worksite or the work itself and to seek the student's informed consent (in writing if the placement could reasonably be expected to be considered hazardous by the "responsible person" – use Appendix G as template).
- The necessity of obtaining medical insurance.

See Section IV. C. Liability for Injury to the Student.

Procedure Types 2 and 3

1. Complete Learning Agreement (Appendix D) or discipline equivalent.
2. If deemed necessary, complete Informed Consent (Appendix G) or discipline equivalent.
3. Obtain required signatures.
4. Distribute copies to all signees.
5. Retain original, along with the Work Experience Course Registration form and signed Informed Consent (if needed) in departmental Director's files.

Note: These procedures on the template can be deleted from the final copy of the Learning Agreement prior to printing as they are for internal use only.

C. COURSE ENROLLMENT (ALL TYPES)**Registration**

Most Type 1 experiences are practica using an existing course with designated sections. Students use standard registration procedures to add the course to their schedule. Departments monitor enrollments as with any other course.

For Type 2, 3 and 4 work experiences, a one-page Registrar's Work Experience Registration form (see Appendix E) is used to create course sections, enroll students and collect all needed information.

Use the Work Experience Registration Form for Type 2, 3 and 4 work experiences. Directed Study forms, phone call, email, add card methods are no longer used for work experience.

Procedure

1. Complete Work Experience Registration Form (Appendix E).
2. Obtain required signatures.
3. Submit to Registrar's Office before work begins (or at least before end of the semester)
4. Retain copy, along with the Learning Agreement (Types 2 and 3) or job description (Type 4), in Director's files.

Enrollment Date Restrictions

It is preferred that Directors create work experience course sections *prior* to the start of the work. However, it is acceptable for a student to request a retroactive start date for the current study period, e.g. could request in July that a currently held summer job be used for credit, or in February for winter enrollment.

All work experience courses operate for current or future semester only, i.e. a student cannot request in late August to have a summer job count as a credit-earning course.

Statistical Reporting of Completed Work Experiences

With Directors' use of the Work Experience Enrollment form, the Registrar's Office can generate a standard aggregate report per semester listing department totals for Internships (INT) and Practica (PRA) enrollments, credits, and paid/unpaid counts. Subtotals by course levels (<100, 100-499, 500+) are also generated.

D. STUDENT WORKPLACE ORIENTATIONS (CREDIT-EARNING TYPES 1, 2, 3)

It is recommended that the Director avoid assuming the responsibility for orienting students to the Agency's policies, practices, procedures, rules or regulations, since the Agency is in the best position to do that. The Affiliation Agreement templates have language indicating this is an Agency responsibility.

E. EARLY TERMINATION (CREDIT-EARNING TYPES 1, 2, 3)

The Agency may request the right to remove a student from a placement or terminate a work experience early. This is problematic, particularly when mandatory in the curriculum and an alternative placement is needed. How will the student be graded, what happens to the credit for which the student is enrolled, etc.

Procedure

1. For Type 1 experiences, the University will agree to remove any student upon receiving a nondiscriminatory written request from the Agency. However, in return for agreeing to the prompt removal of a student, the University insists on the Agency taking responsibility for that removal, should the student sue for damages for loss of grade, loss of time, loss of tuition, damage to reputation, etc.
2. For Types 2 and 3 experiences, the Agency should notify the Director. The student should be informed of departmental policies and procedures and his or her due process rights to appeal the removal decision during the orientation. For example, partial credit might be granted for circumstances out of the student's control, but not for student poor performance.

F. EVALUATION (CREDIT-EARNING TYPES 1, 2, 3)

For accreditation, all academic programs should evaluate completed work experiences to validate the learning and provide evidence of assessment. After completion of each work experience the Agency supervisor responsible for overseeing the student's work should evaluate the student. The academic program's assessment of learning could effectively make use of the aggregate results to improve the curriculum and decisions regarding future placements may be informed. In aggregate at the university level, NMU is able to report to accreditation agencies the effectiveness of our work experience

Best Practices

- Use an evaluation tool for the work experience design for clarity of rating scales.
- Conduct the evaluation to occur on a planned, timely basis and allow for student/supervisor interaction and review
- Include the opportunity for self-reflection (student does self-evaluation using the same evaluation the supervisor completes – then compares the two).
- Student evaluates the Agency and work experience

Directors may change and every department needs a mechanism to vet work sites. To avoid sending a student to a site that did not previously work out well, the Director should maintain some evaluative record of Agencies, kept separately from a student’s work experience files. The Agency supervisor might be occasionally asked for some evaluation of the program – beyond the singular student experience. For Type 1, this might occur every few years or to a random sampling of placement supervisors. For Types 2 or 3, this may be done concurrent with the student’s evaluation or, if multiple students are at one site, one per group. Note: if a safety or harassment issue arises, it must be reported (see Section III).

Evaluation Items

A common template for the supervisor’s evaluation of the student and the student’s evaluation of the Agency is in Appendix F. An online Qualtrics version was being piloted at the writing of these Guidelines.. Some disciplines are bound by accreditation requirements to use a particular evaluation form, e.g. Education, Clinical Science, Social Work. To enable a better aggregation of evaluations for assessment purposes, all other disciplines are asked to use the template as a core, adding other items as needed. A longer list of items to assess are given in Table 5.

Table 5. Evaluation Instrument Contents

Evaluation of Student by Agency Supervisor (See Appendix F)	
Professionalism/Ethical behavior	Communication skills
<ul style="list-style-type: none"> • grooming • timeliness • attitude toward work • attitude toward Agency and its employees • compliant with safety and confidentiality 	<ul style="list-style-type: none"> • with supervisors • with peers • with clients, patients, students, etc. • written
Growth and development	Acquisition and application of discipline-specific knowledge and skills
<ul style="list-style-type: none"> • initiative • quality of work • accepts critique of work • cooperation and teamwork 	<ul style="list-style-type: none"> • discipline-specific – preparedness to perform tasks • ability to learn
Overall	
<ul style="list-style-type: none"> • ability to work in field • satisfaction with student 	
Evaluation of Agency by Student	
Academic	Work Site
<ul style="list-style-type: none"> • preparedness to assume duties • level of demands of assigned duties • consistent with learning expectations • relevance of this experience to career goals • overall rating of this work experience 	<ul style="list-style-type: none"> • direction and assistance from supervisor • acceptance as function member of the staff by coworkers • addressed risk and safety issues • overall rating of work site
Evaluation of Program Administration by Agency Supervisor	
Administration	Preparatory
<ul style="list-style-type: none"> • satisfaction with posting a position at NMU • satisfaction with filling a position with NMU • satisfaction with NMU’s processing of work experience 	<ul style="list-style-type: none"> • satisfaction with curriculum preparatory work • reciprocity -willingness to take another student from this program for a work experience

Procedure

1. For each work experience, there should be multiple evaluations: Student by Agency; Program by Agency; Agency by Student; and Agency by Director
2. Retain copies by Director.
3. Annually in November, provide aggregate numbers of common questions to Director of Accreditation and Assessment.

VII. RESOURCES

An inventory of all work experiences was conducted in 2011 as part of an AQIP Action Project on Internships/Work Experiences resulting in a repository of application forms, affiliation agreements, roles/responsibilities guidelines, policy manual/handbooks, and evaluation forms. These are stored in the NMU SHARE server accessed at <http://share.nmu.edu> and requires your NMU login. It is under the group name “Internships/Work Experiences.”

Career Services maintains a website with Internship resources for students and employers located at <http://www.nmu.edu/careers>.

A list of additional readings are also on the Share website.

APPENDIX A – AFFILIATION AGREEMENT NMU-ARRANGED TEMPLATE

This is a sample – download the form from
the share.nmu.edu Work Experiences Group
Filename: WorkExperience-AffiliationAgreementType1-Practicum.docx

NORTHERN MICHIGAN UNIVERSITY AFFILIATION AGREEMENT NMU-ARRANGED PRACTICUM/UNPAID WORK EXPERIENCE

This AGREEMENT is entered into this _____ day of _____, 20__, by and between _____ (name of Agency) located at _____ (address of Agency) hereinafter referred to as AGENCY and THE BOARD OF TRUSTEES OF NORTHERN MICHIGAN UNIVERSITY, hereinafter referred to as the UNIVERSITY.

WHEREAS, the UNIVERSITY has curricula in _____ which require that enrolled students receive internship experience as a part of their professional preparation. The UNIVERSITY therefore wishes to enter into an arrangement with the AGENCY whereby students enrolled in these curricula may receive this experience.

AND, WHEREAS, the AGENCY has an interest in, and the resources for, providing this experience for UNIVERSITY students in _____.

IT IS THEREFORE AGREED that this Affiliation Agreement, hereinafter referred to as AGREEMENT, shall set forth the terms and conditions which will govern this internship of UNIVERSITY students at the AGENCY.

THE UNIVERSITY, in consideration of benefits received, shall:

1. Assign a faculty member to serve as a UNIVERSITY contact and oversee all aspects of this AGREEMENT. This faculty member will coordinate student activities between the UNIVERSITY and AGENCY, make periodic visits/contacts to AGENCY, and hold conferences with students.
2. Plan and administer, in consultation with the representatives of the AGENCY, the educational program for its students assigned to the AGENCY.
3. Provide the AGENCY with its overall plan for the placement of students at the AGENCY at least _____ days prior to the commencement of the academic term. The Plan shall include, as a minimum, the objectives of the academic plan, the number of students to be assigned, the dates and times of assignment, and the level of each student's academic preparation. The UNIVERSITY shall consider any modification necessary to accomplish the reasonable requirements of the AGENCY.
4. Provide the names of students as soon as possible after registration for each semester, but no later than _____ days prior to the beginning of the placement at the AGENCY.
5. Provide adequate pre-placement instruction to each student in accordance with standards agreeable to both parties. To present for placement only those students who have satisfactorily completed the pre-placement instructional program.
6. Instruct its students submitted for placement with regard to general regulations and procedures which the parties have agreed are necessary, including, by way of example, those regulations regarding:
 - a) Confidentiality of AGENCY records and information.
 - b) Authority of AGENCY staff over patient care.
 - c) Uniform standards.
 - d) Health Requirements.
7. Maintain all education records and reports relating to the educational program of its students and to comply with all applicable statutes, rules and regulations respecting the maintenance of and release of information from such records. The AGENCY shall have no responsibility regarding such records and shall refer all requests regarding such information to the UNIVERSITY.
8. Assume responsibility for matriculation, promotion, and graduation of students.

The AGENCY, in consideration of benefits received, shall:

1. Plan and administer all aspects of _____ services at its facilities. The AGENCY has primary and ultimate responsibility for the quality of _____ and AGENCY staff shall have final responsibility, authority and supervision over all aspects of _____ and services. UNIVERSITY students and faculty shall at all times abide by such supervision.
2. Provide qualified supervision of students during their placement. AGENCY supervisory employees may, in an emergency or based upon applicable standards of _____, temporarily relieve a student from a particular assignment or require that a student leave an area or department pending a final determination of the student's future status by the parties.
3. Make available _____ and related services for student experiences in the programs, including necessary equipment and supplies for performing necessary techniques and procedures within AGENCY.
4. Allow students and faculty to participate in selected AGENCY educational programs.
5. Cooperate with the UNIVERSITY in the planning and conduct of the students' placement in order that the placement may be appropriate to the UNIVERSITY's educational objectives.
6. Make available to students and faculty, the use of its cafeteria, space for classroom teaching, conference rooms, dressing or locker rooms, library and any other appropriate facilities as available and required by the educational program without charge, except for food consumed by the student or faculty.
7. Provide the UNIVERSITY with all rules, regulations, procedures and information necessary for pre-placement instruction no later than _____.
8.
 - a) Have the authority to refuse any student who has previously been discharged for cause, relieved of responsibilities for cause or who would not be eligible to be employed by the AGENCY. The AGENCY shall notify the UNIVERSITY of its refusal to accept a student and its reasons for doing so in writing.
 - b) Have the authority to request the withdrawal of any student from the program for reasonable cause related to the need for maintaining an acceptable level of _____ and the UNIVERSITY shall immediately comply with the request. The request shall be in writing and shall state the reason for the request.
 - c) In the event the UNIVERSITY does not agree with the AGENCY's refusal to accept a student or request for withdrawal, it shall provide the AGENCY with a written statement setting forth the reasons for any such disagreement within ten working days after receipt of the written notice.
 - d) Defend, indemnify and hold the UNIVERSITY harmless from any and all claims and costs arising from the AGENCY's request for the withdrawal of, or refusal to accept, any student to which the UNIVERSITY has provided its timely written statement of disagreement, provided that the UNIVERSITY shall promptly notify the AGENCY of any such claim, provide the AGENCY with an opportunity to defend, and provide the AGENCY with all reasonable assistance, except financial, in making such defense. No settlement of any such claim as it relates to the UNIVERSITY shall be effected without the consent of the AGENCY.

THE PARTIES MUTUALLY acknowledge and agree as follows:

1. The students assigned to this field experience should be considered students and not employees of either party and thus are not covered by the AGENCY or UNIVERSITY for purposes of compensation, fringe benefits, workers' compensation, unemployment compensation, minimum wage laws, income tax withholding, social security or any other purpose, because of their participation in the educational program. Each student is placed with the AGENCY to receive experience as a part of his or her academic curriculum; those duties performed by a student are not performed as an employee, but in fulfillment of these academic requirements and are performed under supervision. At no time shall students replace or substitute for any employee of the AGENCY. This provision shall not be deemed to prohibit the employment of any such student by either party under a separate employment agreement. The UNIVERSITY shall notify each student of the contents of this paragraph.
2. Each party agrees to comply with and to be separately responsible for compliance with all applicable laws, including anti-discrimination laws.
3. Unless otherwise set forth in this Agreement, each party agrees that statutory and common law theories and principles of indemnification, contribution and equitable restitution shall govern and apply to claims, costs, actions, causes of action losses or expenses-- including attorney fees, resulting from or caused by its actions, the actions of its employees and of

students, pursuant to this Agreement. This Agreement is not intended to, and does not waive any governmental immunity.

4. Both Parties agree to maintain Comprehensive General Liability Insurance and Professional Liability Insurance, which covers employees and students whenever the liability might exist. A Certificate of Insurance will be furnished to the other party, on request, indicating effective coverage and liability limits.
5. There shall be no monetary consideration paid by either party to the other, it being acknowledged that the program provided hereunder is mutually beneficial. The parties shall cooperate in administering this program in a manner, which will tend to maximize the mutual benefits provided to the UNIVERSITY and AGENCY.
6. This Agreement is intended solely for the mutual benefit of the parties hereto, and there is no intention, express or otherwise, to create any rights or interests for any party or person other than the AGENCY and the UNIVERSITY; without limiting the generality of the foregoing, no rights are intended to be created for any patient, student, parent or guardian of any student, employer or prospective employer of any student.
7. In the performance of their respective duties and obligations under this Agreement, each party is an independent contractor, and neither is the agent, employee or servant of the other, and each is responsible only for its own conduct.
8. Any and all notices given under this Agreement shall be directed to:

AGENCY:
(Name, title, business address and phone number of the Agency contact)

UNIVERSITY:
(Name, title, business address and phone number of the internship director, department chairperson or other person responsible for the internship)
9. This Agreement shall become effective as of _____, and shall continue thereafter until terminated by either party upon forty-five (45) days written notice of termination. Provided, however, that students then receiving instruction in any program shall be given an opportunity to complete the full program during that instructional period.
10. This Agreement constitutes the entire agreement between the parties, and all prior discussions, agreements and understandings, whether verbal or in writing, are hereby merged into this Agreement.
11. No amendment or modification to this Agreement, including any amendment or modification of this paragraph, shall be effective unless in writing and signed by both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first above written.

<p>AGENCY</p> <p>By _____</p> <p>_____</p>	<p>UNIVERSITY</p> <p>By _____</p> <p>_____</p> <p style="text-align: right;">Manager, Risk & Insurance</p>
--	--

Work with the NMU Risk Manager to prepare this form. See internal procedures for this document in Work Experiences Guidelines.

Copies: File original with Academic Affairs; distribute copies to all signees; retain copy in departmental Director files.

Template last updated: January 2013

APPENDIX B – AFFILIATION AGREEMENT INDIVIDUALLY-ARRANGED UNPAID TEMPLATE

This is a sample – download the form from
 the share.nmu.edu Work Experiences Group
 Filename: WorkExperience-AffiliationAgreementType2-Unpaid.docx

**NORTHERN MICHIGAN UNIVERSITY
 AFFILIATION AGREEMENT
 INDIVIDUAL STUDENT-ARRANGED UNPAID WORK EXPERIENCE**

This agreement is entered into this _____ day of _____, 20__, by and between the below agency or business, referred to as AGENCY and Northern Michigan University, Department of _____ referred to as NMU and shall continue thereafter until (date) unless terminated by either party upon 90 days written notice to the other party.

AGENCY (or Business)
 Name: _____
 Address: _____

NMU offers curricula, which permit enrolled students to receive work experience as part of their professional preparation. NMU wishes to enter into an arrangement with the AGENCY where the student may receive this experience and the AGENCY has an interest in, and resources for, providing this experience.

Any and all notices given under this agreement shall be directed to:
 AGENCY contact: _____

NMU contact: _____

GENERAL TERMS AND CONDITIONS

1. Students should be considered students and not employees of either party and thus not covered by AGENCY or NMU for purposes of compensation, fringe benefits, workers' compensation, unemployment compensation, minimum wage laws, income tax withholding, social security or any other purpose, because of their participation in an internship/work experience.
2. For each student placed with Agency there will be a LEARNING AGREEMENT that describes the expected learning outcomes for that student, including the tasks that the student is expected to be given, what the student is expected to learn, dates and times of the position, criteria for assessment, training provided, intended supervision, reports and the documentation needed for grading and any other related information.
3. Each student is placed with AGENCY to receive experience as a part of his or her academic curriculum; those duties performed by the student are not performed as an employee, but in fulfillment of the LEARNING AGREEMENT and are performed under supervision. At no time shall a student replace or substitute for any employee of AGENCY. This provision shall not be deemed to prohibit the employment of a student by either party under a separate employment agreement. NMU shall notify each student of the contents of this paragraph.
4. Each party agrees to comply with and be separately responsible for compliance with all applicable laws, including anti-discrimination and employment laws
5. In the performance of their respective duties and obligations under this agreement, each party is an independent contractor, and neither is the agent, employee or servant of the other, and each is responsible only for its own conduct.
6. Each party agrees that statutory and common law theories and principles of indemnification, contribution and equitable restitution shall govern and apply to claims, costs, actions, causes of action losses or expenses including attorney fees, resulting from or caused by its actions, the actions of its employees and of students, pursuant to this Agreement.
7. Both parties agree to maintain Commercial General Liability Insurance and Professional Liability Insurance, which covers employees and students whenever the liability might exist. A Certificate of Insurance will be furnished to the other party, on request, indicating effective coverage and liability limits.
8. This agreement is intended solely for the mutual benefit of the parties, and there shall be no monetary consideration paid by either party to the other.

RESPONSIBILITIES OF NMU:

1. Provide students in good academic standing and with appropriate preparation in the degree of study for the intended field

experience.

2. Assign a faculty member to serve as a contact that will coordinate student learning activities between NMU and AGENCY, make periodic contacts, as feasible and necessary, with AGENCY and students.
3. Plan and administer, in consultation with the representatives of the AGENCY, a LEARNING AGREEMENT for each student.
4. Maintain all education records and reports relating to the educational program of each student and to comply with all applicable statutes, rules and regulations respecting the maintenance of and release of information from such records. The AGENCY shall have no responsibility regarding such records and shall refer all requests regarding such information to the UNIVERSITY.
5. Instruct each student with regard to general regulations and procedures which the parties have agreed are necessary, including by way of example: Confidentiality of Agency records and information; Authority of Agency staff over patient, client or customer services; Uniform standards; Health Requirements; Importance of carrying their own health insurance.

RESPONSIBILITIES OF AGENCY:

1. Plan and administer all aspects of services provided at its facilities.
2. Provide qualified supervision of the student(s) during the work experience. AGENCY supervisory employees may relieve a student from a particular assignment or require that a student leave an area or department pending a final determination of the student's future status by the parties. AGENCY must notify NMU of its decision to remove a student from any experience prior to the agreed upon time and provide a written report to the NMU noting the reasons entailed in the removal.
3. Provide pertinent policies and procedures to students prior to student beginning the work experience.
4. Cooperate with the NMU in the planning and conduct of the student's work experience to ensure that it will fulfill the accepted LEARNING AGREEMENT.
5. Provide relevant education/training opportunities to student in fulfillment of the LEARNING AGREEMENT.
6. Provide requested verification of student's academic reports for time on task.
7. Complete an end of work experience evaluation of the student's performance.
8. Provide a safe working/learning environment including the necessary office space and other required facilities, equipment and supplies, and travel.

AGREED TO:

AGENCY By: _____ _____ Name & Title Date: _____	Northern Michigan University By: _____ _____ Name & Title Date: _____
---	---

Use this form only to create an agreement with an Agency for unpaid work experiences that will be individually student-arranged. The Director does not formally negotiate the placement, but may aid a student in the process. The Agency might regularly use student interns or it may happen very infrequently. One agreement covers all instances of actual work experiences and continues until explicitly terminated by either party.

See internal procedures for this document in Work Experiences Guidelines

Copies: File original with Academic Affairs; distribute copies to all signees; retain copy in departmental Director files.

Template last updated: January 2013

APPENDIX C – AFFILIATION AGREEMENT INDIVIDUALLY-ARRANGED PAID TEMPLATE

This is a sample – download the form from the share.nmu.edu Work Experiences Group
Filename: WorkExperience-AffiliationAgreementType3-Paid.docx

**NORTHERN MICHIGAN UNIVERSITY
AFFILIATION AGREEMENT**

INDIVIDUAL STUDENT-ARRANGED PAID WORK EXPERIENCE

This agreement is entered into this _____ day of _____, 20__, by and between the below agency or business, referred to as AGENCY and Northern Michigan University, Department of _____referred to as NMU and shall continue thereafter until (date) unless terminated by either party upon 90 days written notice to the other party.

AGENCY (or Business)

Name: _____
Address: _____

NMU offers curricula, which permit enrolled students to receive work experience as part of their professional preparation. NMU wishes to enter into an arrangement with the AGENCY where the student may receive this experience and the AGENCY has an interest in, and resources for, providing this experience.

Any and all notices given under this agreement shall be directed to:

AGENCY contact: _____

NMU contact: _____

GENERAL TERMS AND CONDITIONS

1. AGENCY will be deemed the employer for purposes of this agreement and be responsible for providing compensation for the work performed, making any required income tax withholdings, and making all payments due as an employer’s contribution under Local, State, or Federal Worker’s Compensation laws, Social Security laws and other laws applicable to employees.
2. For each student placed with Agency there will be a LEARNING AGREEMENT that describes the expected learning outcomes for that student, including the tasks that the student is expected to be given, what the student is expected to learn, dates and times of the position, criteria for assessment, training provided, intended supervision, reports and the documentation needed for grading and any other related information.
3. Each party agrees to comply with and be separately responsible for compliance with all applicable laws, including anti-discrimination and employment laws.

RESPONSIBILITIES OF NMU:

1. Provide students in good academic standing and with appropriate preparation in the degree of study for the intended field experience.
2. Assign a faculty member to serve as a contact that will coordinate student learning activities between NMU and AGENCY, make periodic contacts, as feasible and necessary, with AGENCY and students.
3. Plan and administer, in consultation with the representatives of the AGENCY, a LEARNING AGREEMENT for each student.
4. Maintain all education records and reports relating to the educational program of each student and to comply with all

applicable statutes, rules and regulations respecting the maintenance of and release of information from such records. The AGENCY shall have no responsibility regarding such records and shall refer all requests regarding such information to the UNIVERSITY

- 5. Instruct each student with regard to general regulations and procedures which the parties have agreed are necessary, including, by way of example: Confidentiality of Agency records and information; Authority of Agency staff over patient, client or customer services; Uniform standards; Health Requirements; Importance of carrying their own health insurance.

RESPONSIBILITIES OF AGENCY:

- 1. Plan and administer all aspects of services provided at its facilities.
- 2. Provide qualified supervision of the student(s) during the work experience. AGENCY supervisory employees may relieve a student from a particular assignment or require that a student leave an area or department pending a final determination of the student’s future status by the parties. AGENCY must notify NMU of its decision to remove a student from any experience prior to the agreed upon time and provide a written report to the NMU noting the reasons entailed in the removal.
- 3. Provide pertinent policies and procedures to students prior to student beginning the work experience.
- 4. Cooperate with the NMU in the planning and conduct of the student’s work experience to ensure that it will fulfill the accepted LEARNING AGREEMENT.
- 5. Provide relevant education/training opportunities to student in fulfillment of the LEARNING AGREEMENT.
- 6. Provide requested verification of student’s academic reports for time on task.
- 7. Complete an end of work experience evaluation of the student’s performance.
- 8. Provide a safe working/learning environment including the necessary office space and other required facilities, equipment and supplies, and travel.

AGREED TO:

AGENCY

Northern Michigan University

By: _____

By: _____

Name & Title

Name & Title

Date: _____

Date: _____

Use this form only to create an agreement with an Agency for paid work experiences that will be individually student-arranged. The Director does not formally negotiate the placement, but may aid a student in the process. The Agency might regularly use student interns or it may happen very infrequently. One agreement covers all instances of actual work experiences and continues until explicitly terminated by either party.

See internal procedures for this document in Work Experiences Guidelines

Copies: File original with Academic Affairs; distribute copies to all signees; retain copy in departmental Director files.

Template last updated: January 2013

APPENDIX D – LEARNING AGREEMENT TEMPLATE

This is a sample – download the form from
 the share.nmu.edu Work Experiences Group
 Filename: WorkExperience-LearningAgreementTemplate.docx

**NORTHERN MICHIGAN UNIVERSITY
 WORK EXPERIENCE LEARNING AGREEMENT**

STUDENT INFORMATION

First Name	Last Name
Major(s)	<input type="checkbox"/> FR <input type="checkbox"/> SO <input type="checkbox"/> JR <input type="checkbox"/> SR <input type="checkbox"/> Grad
Phone	NMU Email
Address	
City	State Zip
Emergency Contact Name	
Relationship	Phone

AGENCY/ EMPLOYER INFORMATION

Organization Name	
Organization Contact Name	
Site Supervisor Name	Supervisor Phone
Supervisor Title	Supervisor E-mail
Mailing Address	
City:	State: Zip:
Work Site Location (if different from mailing address):	

INTERNSHIP/WORK EXPERIENCE LEARNING INFORMATION

Job Title:	
Semester: <input type="checkbox"/> Fall <input type="checkbox"/> Winter <input type="checkbox"/> Summer	Year:
Start Date (mm/dd/yyyy):	End Date (mm/dd/yyyy):
Hours per week:	# credits:
(If applicable) Pay rate/hour: \$	or Stipend: \$
Experience relates to the Upper Peninsula or region (within approx.200 miles): <input type="checkbox"/> Yes <input type="checkbox"/> No (for community engagement purposes)	

INTERNSHIP/WORK EXPERIENCE LEARNING OUTCOMES

Instructing faculty and/or student complete; please be clear and precise.

Learning Objectives: What are the specific educational goals, e.g. academic knowledge and career skills, to be obtained during this experience? This is unique per student experience.

Job Description: What are the planned responsibilities, e.g. tasks and activities, expected of the student and learning opportunities provided to the student that will help achieve the learning outcomes? (An agency/employer position description may be attached to supplement the answer below.)

Assessment Criteria: What are the required academic assignments / documentation, communication with faculty sponsor and means of assessing student’s academic performance? Examples: activity logs, journals, progress reports, reflective paper, meetings, portfolio, etc. (A syllabus may be attached, but all above assessment components should be included.)

EXPECTED ROLES and RESPONSIBILITIES

University and Agency roles and responsibilities are documented in the signed, ongoing Affiliation Agreement on file with the NMU Academic Affairs Office and/or the NMU Risk Manager.

Student Responsibilities

1. Work in an ethical, courteous, cooperative and otherwise professional manner;
2. Abide by all employer policies, rules, and regulations;
3. Perform all work assigned by the employer and/or director supervisor in a quality and timely manner;
4. Dress appropriately for all assignments and maintain a well-groomed appearance;
5. Complete assignments and maintain contact with the University work experience director/instructing faculty;
6. Pay the University for the credits taken;
7. Accept the decision(s) of the employer and/or the University, if it becomes necessary, due to unforeseen circumstances, to terminate the work experience prior to the expected end date.
8. Provide a signed Informed Consent form, if requested.

Agreed:

Student Signature	Date
Instructing Faculty Member Name	
Instructing Faculty Member Signature	Date
Site Supervisor Name*	
Site Supervisor Signature*	Date

*Preferred signature is the immediate site supervisor of the student, however, the agency/ employer may designate another signee responsible for student duties

See internal procedures for this document in Work Experiences Guidelines
Copies: Retain original in departmental Director file; distribute copies to all signees

Template last updated: January 2013

APPENDIX E – COURSE REGISTRATION FORM

This is a sample – download the form from
 share.nmu.edu Work Experiences Group
 Filename: WorkExperience-RegistrationForm.docx

NORTHERN MICHIGAN UNIVERSITY
Individual Student-Arranged Work Experience/Internship Course Registration

Date: _____

Student:

(last) (first) (M.I.)

NMU IN: _____ E-mail address: _____

To be completed by the instructing faculty member:

Work experience Course ID*: _____ Department: _____

Semester: Fall Winter Summer Year: _____

Credit hours*: _____ Minimum hours required to earn credits listed: _____

Student will be: Paid Not Paid

Instructing Faculty Information: on load for pay

 Department Head Signature Date Print name of Instructing Faculty

 Dean Signature (if required) Date NMU IN of Instructing Faculty

I have read the *Academic Work Experiences Guidelines*, available in share.nmu.edu and Academic Affairs websites, and confirm that an Affiliation Agreement with this organization is on file with Academic Affairs and a Learning Agreement for this student’s work experience is on file in the department office.

 Instructing Faculty Signature Date

Note: The completed form with necessary signatures must be submitted to the Registrar’s Office, 2202 Hedgcock, PRIOR to the start of the work experiences. Work experiences will NOT be added to the student’s record after the work has been completed.

Course CRN: _____

*For non-credit earning (Type 4) work experiences, ID should be < 100 and Credit hours = 0

- Procedure**
1. Complete this form to create a section and enroll a student for an individually arranged work experience (internship, field experience, etc.)
 2. Obtain required signatures.
 3. Submit to Registrar’s Office before work begins (or at least before end of the semester)
 4. Retain copy, along with the Learning Agreement (Types 2 and 3) or job description (Type 4), in departmental Director’s files.

APPENDIX F – WORK EXPERIENCE EVALUATION TEMPLATES

This is a sample of a common NMU form available as an NMU Qualtrics Survey or download the form from the share.nmu.edu Work Experiences Group
 Filename: WorkExperience-SupervisorEvaluationTemplate.docx
 Use of this template is not mandated; some evaluation is expected; see Guidelines VI

NORTHERN MICHIGAN UNIVERSITY					
Work Experience/Internship – Supervisor Evaluation of Student					
Student's Name _____					
Work Experience Dates - From _____ To _____					
Organization Name _____					
Work Experience Location _____					
On-site Supervisor Name _____					
On-site Supervisor Phone _____ Email _____					
<i>This form should be completed by the person in the best position to evaluate the student's performance.</i>					
	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable	Not applicable
Quality of Work Thoroughly performs work that meets goals and deadlines with few, if any, errors. Follows instructions well; requires little supervision to ensure quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written Communication Consistently submits clear, precise and grammatically correct documents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oral Communication Effectively presents ideas; speaks clearly and directly. Practices attentive and active listening with supervisors, peers and others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem Solving / Critical Thinking Identifies problems and issues; develops viable alternatives / solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information and Technical Literacy Knows where to find information and resources and how to use them; able to effectively use technology to complete tasks without assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Learn Seeks feedback and acts on it; learns from mistakes; expands working knowledge; takes advantage of available training opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Work Works cooperatively with and respects opinions of others and respects their opinions; builds consensus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Willing to assume leader role; adapts to situations; demonstrates organizational skills, tactfulness and calm; others respond favorably and with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative Self-learner; works well independently; asks appropriate questions; seeks challenges; asks for and able to handle more work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Judgment Demonstrates ability to make sound decisions, within boundaries, based on knowledge available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Habits Manages times effectively; punctual; attendance is regular; dresses appropriately; adheres to policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Attitudes Demonstrates persistence, integrity, and honesty; is dependable; accepts responsibility and criticism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Work in Field Understands terms and concepts and how to apply them. Well-prepared to perform tasks of an entry-level position in this field.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Performance of Student	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Comments and Recommendations (attach additional sheet, if needed): 					

This is a sample of a common NMU form available as an NMU Qualtrics Survey or download the form from the share.nmu.edu Work Experiences Group
 Filename: WorkExperience-StudentsEvaluationTemplate.docx
 Use of this template is not mandated; some evaluation is expected; see Guidelines VI

NORTHERN MICHIGAN UNIVERSITY Work Experience/Internship - Student Evaluation of Experience						
Name: _____			Major: _____			
Work Experience Dates - From _____ To _____ Credits: _____ Hours per week: _____						
Organization Name _____						
Work Experience Location _____						
On-site Supervisor Name _____						
What resources did you use to find your work experience? (Check all that apply)						
<input type="checkbox"/> College or Department website		<input type="checkbox"/> Faculty				
<input type="checkbox"/> Career Services Staff and/or website		<input type="checkbox"/> Family/Friend				
<input type="checkbox"/> Previous Employer		<input type="checkbox"/> General Internet Sites				
<input type="checkbox"/> Other: _____						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not applicable
ACADEMIC						
Preparedness to assume duties I understood terms and concepts in relation to my work experience and major and were able to apply them. I felt well-prepared to perform the tasks of an entry-level position in this field.	○	○	○	○	○	○
Level of Demands of Assigned Duties I was provided levels of responsibility consistent with my ability and was given additional responsibility as my experience increased.	○	○	○	○	○	○
Consistent with Learning Objectives The objectives of the work experience were clear and my tasks related to the outlined responsibilities.	○	○	○	○	○	○
Relevance of this experience to Career Goals This experience gave me a realistic preview of my field of interest.	○	○	○	○	○	○
Overall Rating of my Academic Work Experience My work experience was an excellent learning experience.	○	○	○	○	○	○
WORK SITE						
Direction and Assistance from Supervisor I had regular meetings with my supervisor and received constructive, on-going feedback.	○	○	○	○	○	○
My supervisor was available and accessible when I had questions/concerns.	○	○	○	○	○	○
Preparedness to assume duties I was given adequate training.	○	○	○	○	○	○
The work I performed was challenging and stimulating.	○	○	○	○	○	○
Acceptance of Function member of the Staff by Coworkers I was treated on the same level as other employees and had a good working relationship with my coworkers.	○	○	○	○	○	○
Addressed Risk and Safety Issues Safety and risk issues were reviewed and addressed when needed.	○	○	○	○	○	○
Ability to Work in Field I feel that I am better prepared to enter the world of work after this experience. I have a better understanding of concepts, theories, and skills in my course of study.	○	○	○	○	○	○
Work Experience Recommendation Would you recommend this experience to other students?	○	○	○	○	○	○
Overall Rating of Work Site This work site provided an effective, exceptional work experience.	○	○	○	○	○	○

Overall Rating of entire <i>Work Experience</i> Overall, my work experience was valuable and a positive experience.	○	○	○	○	○	○
---	---	---	---	---	---	---

Please provide suggestions you may have for future student interns who select this site (attach additional sheet, if needed):

General Comments and Recommendations regarding work experience (attach additional sheet, if needed):

Were you offered a full-time, part-time or permanent position with the organization providing the work experience?

Yes No

What was your reason for completing a work experience? (Check all that apply)

<input type="checkbox"/> Practical experience <input type="checkbox"/> Skills enhancement <input type="checkbox"/> Professional contact/networking <input type="checkbox"/> For college credit/fulfillment	<input type="checkbox"/> Assistance in selection of career direction <input type="checkbox"/> Increased self-awareness/confidence <input type="checkbox"/> Potential future employment with work experience site <input type="checkbox"/> Other _____
---	--

Please return this student evaluation within one week of the conclusion of your work experience to:

[Director contact information]

APPENDIX G – INFORMED CONSENT FORM

This is a sample – download the form from the share.nmu.edu Work Experiences Group
Filename: WorkExperience-InformedConsentForm.docx

**NORTHERN MICHIGAN UNIVERSITY
INFORMED CONSENT & RELEASE FOR WORK EXPERIENCE**

I have been informed and fully realize there are dangers and risks to which I may be exposed while participating in _____. These risks may include the possibility of slight or severe bodily injury, or death, from hazards including but not limited to slips or falls, traffic or other travel accidents, or other damage to my person, delay or inconvenience, and/or damage to my property while participating in this field experience.

I, therefore, freely and voluntarily agree to assume and take on myself all of the risks and responsibilities in any way associated with this activity. I release Northern Michigan University, its Board of Trustees, employees, and agents from all liability, claims, and actions that may arise from injury or harm to me, from my death, or from damage to my property in connection with this activity. I understand that this Informed Consent & Release covers liability, claims, and actions caused entirely or in part by any acts or failures to act of Northern Michigan University or any of its trustees, employees or agents, including but not limited to negligence, mistake, or failure to supervise. I understand that this Informed Consent & Release does not apply to instances of intentional misconduct.

I know that if I become ill or injured while participating in this activity, I am responsible for my health care expenses and I have made arrangements to handle such expenses through insurance coverage, access to cash, or other methods.

I assume full responsibility for any and all claims and costs arising directly or indirectly from any of my activities, acts, or omissions while participating in this activity.

I further release Northern Michigan University, its Board of Trustees, employees or agents from liability for any claim of loss, injury, or damage to me or my property due to any act, omission, or negligence of parties not an agent or employee of Northern Michigan University, including, but not limited to, owners or contractors providing accommodations or other services.

These releases are effective for me, my personal representative, assigns, and heirs.

I HAVE CAREFULLY READ AND UNDERSTAND COMPLETELY THE ABOVE PROVISIONS, AND VOLUNTARILY SIGN THIS RELEASE.

Print Name: _____

Signature: _____ **Date:** _____

See internal procedures for this document in Work Experiences Guidelines
Copies: Retain original in departmental Director file; distribute copy to signee

Template last updated: January 2013