

Student Voices, Stronger Internships

New Internship Resources
& the Interns Who
are Helping
Refine Them

Missy Clemens | Nadia Choi
Suchita Hothur | Mindi Thompson



About CCWT

CCWT Mission

Advance research, programs, & resources that strengthen students' career development & well-being as they transition into the workforce.

Center & elevate the voices of all students—especially those historically marginalized in higher education & the labor market—to drive meaningful institutional & societal change.

Expertise

- College Internships
- Work-integrated learning
- Career wellness
- Career Readiness
- Training & technical assistance

Presenters



*Mindi Thompson,
PhD, HSP
CCWT Director & Professor*



*Missy Clemens
CCWT Associate Director*

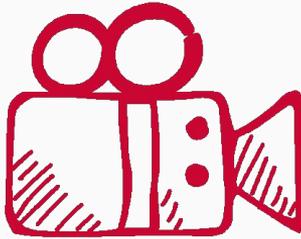


*Nadia Choi
Marketing &
Communications Intern*



*Suchita Hothur
Research Coordinator
Intern*

Webinar Overview



The Problem

WELL Project Overview

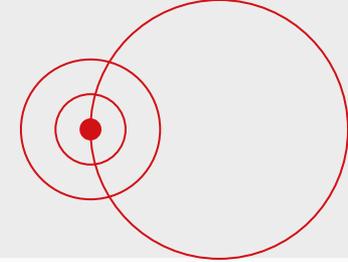
Internship Structure

Internship Resource & Tools

Intern Insights

Next Steps for CCWT

The Problem



8.5

Students rate paid internships 8.5/10 in terms of making “them a stronger candidate for the kind of job they want”



High impact practices, integral to career readiness

Torpey-Saboe, et al, 2024

2X

Applications per posting doubled while positions available decreased 15% from 2023-2025



Supply- demand discrepancy is worsening

2025 Handshake Internship Index

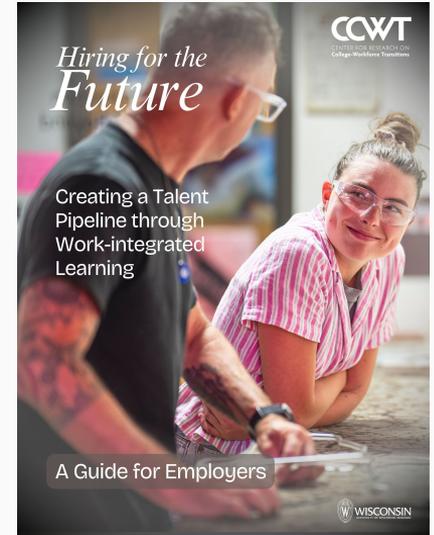
84%

Time & resource investment are barriers to developing & hosting internships

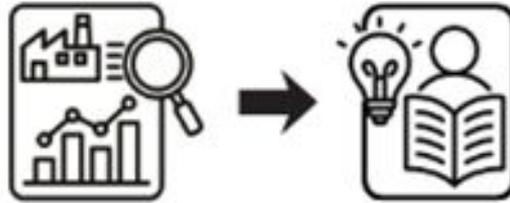


Time-consuming, challenging to develop and scale

Responses at 2025 NACE Session



The Why



Turn research into actionable supports

MISSION

Ensure students have **access to WIL**, tools to **optimize experiences**, & **career development skills** to **navigate their transition** to the workplace.

GOAL

Close the supply-demand imbalance by creating scalable student- centered resources & curriculum to enhance students' career readiness & smooth their transition to the workplace

Internship Ecosystem

Centering Stakeholder Needs

Students

Collaborate in **development & refinement** to meet their most pressing needs

Scholars & Practitioners

Draw upon **best practices, research, & expertise** to understand barriers & supports to develop effective internships

Employers

Identify employer **needs and best practices**

WELL Internship Cohort Program Overview

- Professional development curriculum
 - 7 sessions
 - Modular & adaptable
- Competency Assessments at 3 time points
- Virtual or in-person modality
- Employer supervision tools

Internship Structure



Internship Scorecard Structure

Evidence-informed Needs

- Meaningful tasks
- Academic & career connection
- Skill development



Internship Structure

- Competency Assessments
- Goals & learning plans
- Professional development

(Hora et al, 2020)

Internship Scorecard Structure

Evidence-informed Needs

- Treated like employees
- Coaching & mentorship
- Networking



Internship Structure

- Formal onboarding
- Weekly supervision meetings
- External & internal opps

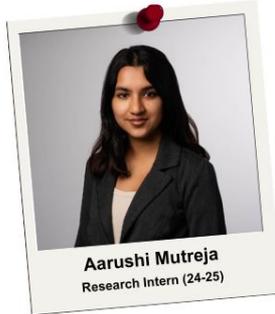
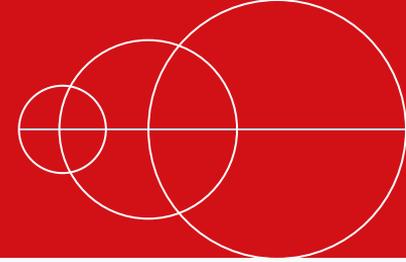
(Hora et al, 2020)

Internship Scorecard Structure

Program Purpose & Format		Internship Scorecard Structure
<ul style="list-style-type: none">• Purpose		<ul style="list-style-type: none">• Program, student development• Project/task completion
<ul style="list-style-type: none">• Modality		<ul style="list-style-type: none">• Hybrid
<ul style="list-style-type: none">• Duration		<ul style="list-style-type: none">• 6 months (extended)
<ul style="list-style-type: none">• Equity		<ul style="list-style-type: none">• Living wage

(Hora et al, 2020)

Student Team Members



Resources & Tools



Competency Assessment Instrument



Competency Assessments



Career Readiness Competency Assessment



Making it easier for you to **build your talent pipeline** while helping students:

- Explore their career options
- Develop their skills
- Build their professional networks
- Advance their careers



ccwt.wisc.edu

Work-Integrated Competency Assessment Tool
A product of the Center for Research on College-Workforce Transitions (CCWT)

CCWT Intern Competency Assessment

Name: Nadia Choi Date: January 27, 2020

Summary & Strengths

Goals

- Develop confidence in and improve skills by co-presenting webinar and working with ECAC Project team.
 - Metric: Evaluations from webinar and ECAC Project team (timing to be decided)
- Social Media & Web.
 - Create 3 job-of-the-day (one/another like we've done so far) posts before the end of your internship.
 - By February 27th, at least one social media post per week will drive users to the CCVT website, as measured by social media and web analytics.
 - Discuss marketing analytics and strategy at check-in meetings at regular intervals.

Learning Plan

- Webinar: Nadia, Suphita, and Missy will present a webinar about the WELL Project.
 - We will collaborate on the content, the slides, and the script.
 - Interns will present on subject matter relevant to them for authority.
 - We will have practice sessions prior to the live event.
 - Our audience will be asked to complete a short evaluation to let us know how we did (we do this after every webinar).
- ECAC Project: Nadia will collaborate with the ECAC Project on the website(s) for their cultural support mapping and survey app.
 - Missy will provide project management tools, resources, and tips.
 - We can check in on this weekly.
 - At the end of your internship or the end of your work on the project (whichever comes first), I will ask them to evaluate your skills using a Google form.
- Social Media & Web:
 - Schedule transforming meetings, as needed, to discuss strategy and content.
 - Obtain approval from Missy, as needed, before posting.
 - Determine appropriate timing of analytics on check-in meeting agendas.

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Work-Integrated Competency Assessment Tool
A product of the Center for Research on College-Workforce Transitions (CCWT)

Career & Self Development Skills

Activities & behaviors that demonstrate this skill category include:

- Show an awareness of own strengths and areas for development.
- Identify areas for continued growth while pursuing and applying feedback.
- Develop plans and goals for one's future career.
- Professionally advocate for oneself and others.
- Display courtesy; seek out opportunities to team.
- Assume duties or positions that will help one progress professionally.
- Establish, maintain, and/or leverage relationships with people who can help one professionally.
- Seek and embrace development opportunities.
- Voluntarily participate in further education, training, or other events to support one's career.

Competency Rating

1	2	3
<ul style="list-style-type: none"> This is an area for growth Rarely displays the behavior Requires assistance/supervision 	<ul style="list-style-type: none"> Meets entry level criteria Other displays the behavior Requires some supervision 	<ul style="list-style-type: none"> Exceeds entry level criteria Consistently displays the behavior Requires minimal supervision
Learner Assessment Rating: <input type="text"/>	Supervisor Assessment Rating: <input type="text"/>	

1. Learner/Worker Comments

Briefly describe your self-rating and how you have demonstrated your skills in this category.

What is one skill in this category in which you feel you need to grow?
What ideas do you have for growing that skill?

2

Work-Integrated Competency Assessment Tool
A product of the Center for Research on College-Workforce Transitions (CCWT)

Supervisor Comments

Explain your rating and provide feedback about strengths and areas for growth.

Set a goal for developing the learner's skills in this category.
(Remember to make it SMART: Specific, Measurable, Achievable, Relevant, Timely)

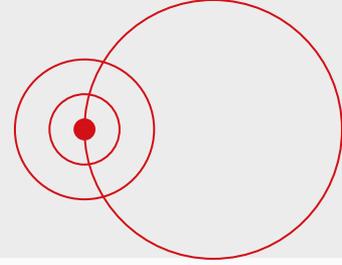
LEARNING PLAN: What is the plan for achieving this goal?
i.e., What steps/tasks will be assigned and how will the learner be coached/mentored to accomplish them?

3



Intern Insights

Competency Assessment Instrument



- Opportunity to understand employer desired skills
 - Concrete examples of displaying
- Reflection on current skill set
 - How can I build skills to meet career goals ?
- Open Feedback Space
- Occupational & Career-Ready Skills
 - Omni channel-marketing
 - Dependability
- Skill Growth Over Time



Outcomes

- Identifying future career goals
 - Quantitative social research
- Defining concrete skills to develop
 - Data management
 - Qualitative research
 - Presentation
- AI workforce project
 - Literature review
 - Zotero library



- Career Interest Exploration
- Project Scope Expansion
 - Newsletter Design
 - Press Release
 - Website Content
- ECMC Website Project
 - Stakeholder communication



Professional Development



Professional Development

WELL Project
Work-Integrated & Experiential Learning Lab

Networking Tips to Address Top 5 Networking Concerns

- 01** I don't understand why it's necessary. *Why?*
- 02** I don't know how to get started. *Uh... hi?*
- 03** I don't like making small talk. *ugh...*
- 04** It makes me anxious.
- 05** It feels exclusive and unwelcoming.

CCWT CENTER FOR RESEARCH ON College-Workforce Transitions ccwt.wisc.edu Author: Melissa Clemens, MEd

WELL Project
Work-Integrated & Experiential Learning Lab

Introduction to Career Exploration



Author: Mindi Thompson, PhD, MSP

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WELL Project
Work-Integrated & Experiential Learning Lab

Approaching Your Internship with a Growth Mindset



Author: Nicole Hamdry, BA

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WELL Project
Work-Integrated & Experiential Learning Lab

Intern Workbook

Communicate with Confidence!

Skills for Self-Advocacy & Navigating Conflict

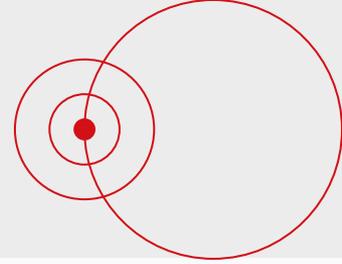
Activity: Exploring Conflict in the Workplace	Page 2
Reflection: Building Confidence	Page 3
Thomas-Kilman Conflict Model Handout	Page 4
Scenario: Mystery Conflict	Page 5
Scenario: Off on the Wrong Foot	Page 6
Scenario: Overworked & Unnoticed	Page 7
Role Plays	Page 8
References	Page 9

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Intern Insights

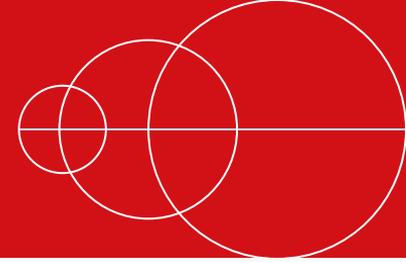
Professional Development



- Unique Workshop Series
 - Peer Intern Perspectives
 - Campus/Global Student Insights
 - “Meeting Needs & Managing Conflict” Workshop
 - Training And Reflection
- Equipped me with theoretical and practical frameworks
 - Career exploration workshop w/ Dr Mindi Thompson
 - Contextualize college experience
 - Understand cultural backgrounds



Networking



Conference

- Meet career professionals
- Learn about employer and intern frameworks

Social Media & ECMC Project

- Network with outward stakeholders
- Expand teamwork skills

Workshops/Intern Cohort

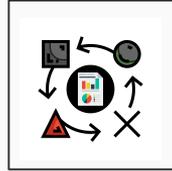
- Work through content together
- Understand diverse perspectives



Next Steps



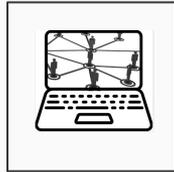
Resource Hub



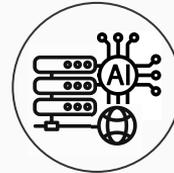
Employer Adaptations & Personalization



National Scan of Employer Best Practices



WBL Career Supports Mapping Tool:
WorkWeb



Leveraging AI & Data Science to enhance
WIL

Thank you!

Questions & Conversation

This presentation is based on research funded by the Gates Foundation. The findings and conclusions contained within are those of the authors and do not necessarily reflect positions or policies of the Gates Foundation.

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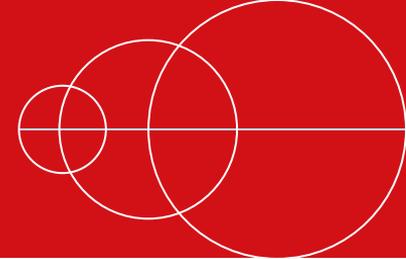
Thompson, M. N. & Clemens, M. (2026). Hiring for the Future: Creating a Talent Pipeline through Work-Integrated Learning. Center for Research on College-Workforce Transitions. University of Wisconsin-Madison.

Torpey-Saboe, N., Grubb, K., & Amankwah-Ayeh, A. (2025). *Internships and Beyond: Strengthening Career Value Across Diverse Models of Work-Based Learning*. Strada Education Foundation.

Appendix
2024-2025 Internship Program
Assessment Summary

2024-25 Program Assessment

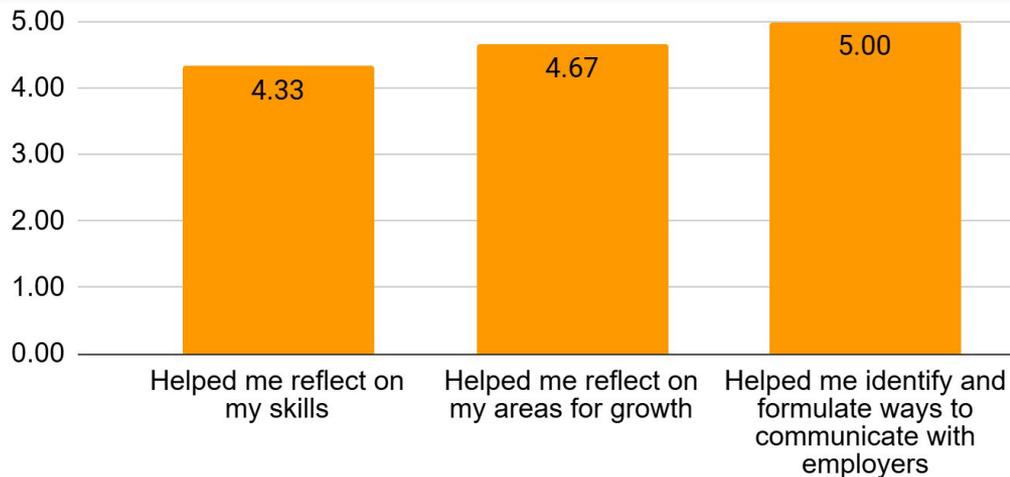
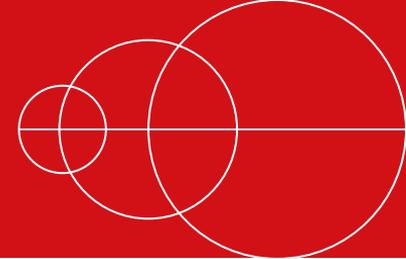
Intern Insights: Task Quality & Support



*It was a **little difficult** in the beginning to get a **sense of the responsibilities** the new position offered for me, but I really **appreciate the weekly meeting and projects check ups** throughout the semester.*

2024-25 Program Assessment

Intern Insights: Competency Assessments



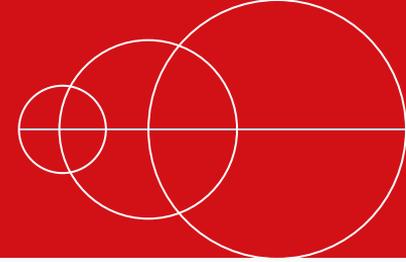
1=Strongly disagree | 3=Neutral | 5=Strongly agree
Average scores.

Increase frequency.

*I really like the feedback [my supervisor] gave on each of my competency answers. It always **allowed me to have a different perspective** on what I'm doing well and what I'm not. I would appreciate it if we can also **get a written document** for these feedback [tools].*

2024-25 Program Assessment

Intern Insights: Professional Development



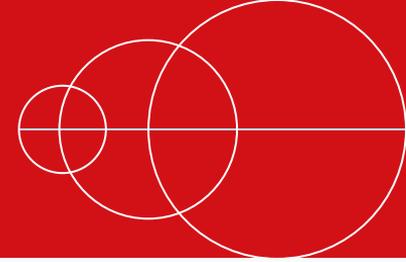
“The monthly professional development sessions provided tools, resources, & information that supported my career development.”

Average score: **4.67**

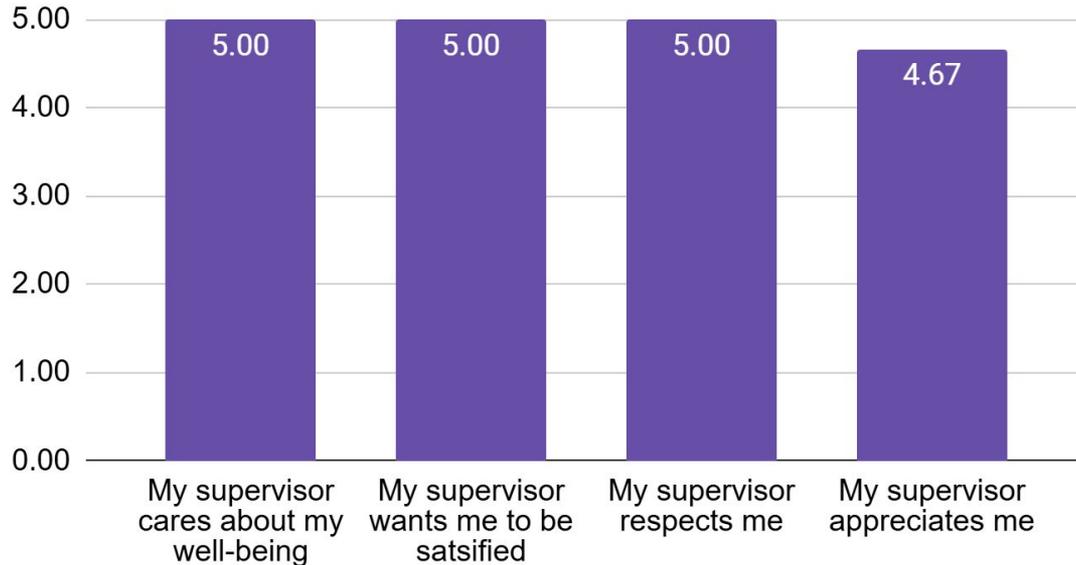
1=Strongly disagree | 3=Neutral | 5=Strongly agree
Average score.

*These are very helpful [workshops]. I had feedback for **spending more time on teaching us how to apply [skills]** in networking event and interviews and we did just that for our next development session, which I really appreciate.*

2024-25 Program Assessment



Intern Insights: Supervision



1=Strongly disagree | 3=Neutral | 5=Strongly agree

Average scores.

*[My supervisor] really set an example and standard for me in terms of **what is a supportive and understanding supervisor**. I really appreciate [their] guidance in the time we worked together.*