

International Internship Program  
A Proposal for the Madison Initiative for Undergraduates

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With strong support from:

College of Agricultural and Life Sciences Career Services  
Engineering Career Services  
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Wisconsin School of Business Career Center

International internships are in high demand by undergraduate students. Both nationally and locally, career services units and study abroad offices report a marked increase in requests for work abroad opportunities and it is clear that the supply of such opportunities currently made available by our campus fails to meet this demand. This initiative will provide the structure for:

- Developing international employment opportunities for UW-Madison students
- Matching employers' needs for culturally and technically competent graduates
- Preparing students to succeed in international work placements
- Developing stronger ties with industry partners, particularly WI global companies
- Developing stronger ties with UW alumni overseas
- Raising scholarship funds to offset costs associated with international internships

### **Rationale**

Study abroad and internships are two of the high impact educational practices identified nationally and endorsed by our campus community. International internships are the intersection of these two practices and lead to global competence as well as other student outcomes we must offer in order to remain competitive. These competencies include the ability to work effectively in a variety of cultures, effective communicate across cultural and linguistic boundaries, creativity, flexibility, agility, and resilience. In a recent employer survey reported by AAC&U, business leaders urge colleges and universities to place stronger emphasis on learning outcomes associated with global competence. According to a recent National Association of Colleges and Employers (NACE) survey, employers indicated that they hire for core skills sets including the ability to think critically and analyze and synthesize vast amounts of information. Other qualities included intercultural communication skills and an ability to listen and effectively engage others. Most employers responded that this type of experience and these attitudes can only be developed through firsthand experience interacting with people and organizations of diverse backgrounds and perspectives. To succeed in a global marketplace, it is no longer enough for students to travel and study overseas. Graduates must be afforded the opportunities to develop the skills, knowledge, and attitudes that will allow them to navigate in work environments that contend with globalization, outsourcing, and emerging technologies.

This is a collaborative initiative of the UW-Madison Division of International Studies, the Office of Corporate Relations, the College of Engineering, the WI School of Business, the College of Letters & Sciences, and the College of Agricultural and Life Sciences. It is the connection between the schools and colleges through their career services units, Corporate Relations, and the deep relationships with international partners and employers that make it effective, efficient, and unique.

The program aims to develop a global talent pool to serve the needs of the state and the nation. Employers within and outside Wisconsin recognize the value of a globally competent workforce, and, through the Office of Corporate Relations (OCR), the Division of International Studies, and the career service centers, have identified specific needs in international expertise.

Over the past five years, OCR has collaborated with various career service centers across the UW-Madison campus to successfully identify student internship opportunities for target companies. The response has been very favorable, with a number of companies having reported high levels of satisfaction with the level of professionalism and motivation by UW-Madison students. Creating a clear center of expertise focused on developing international internships would add significant value to the relationships UW-Madison currently enjoys with industry, and also expand the scope and breadth of corporate relations through newly identified target companies. Expanding opportunities in international internships for UW-Madison undergraduates is critical to The Wisconsin Idea, and to cultivating a talented workforce in the next generation of Wisconsin leaders and entrepreneurs.

This particular moment is the time for action regarding international internships and career services. As we continue to face the largest economic downturn of our lifetimes, sustainable and deep connections to the global economy and international opportunities are vital for our graduates, our educational institutions and the state of Wisconsin.

### **Program Overview**

Housed in the Division of International Studies, the International Internship Program will provide the structure for developing international internship opportunities, placing students in those internships, and preparing them for the experiences. It is a place where employers will come to find students with global skills such as foreign language proficiency, cross-cultural communication skills, understanding of the global economy, and international standards in addition to their discipline-specific expertise.

The Division of International Studies has begun to place students in international internships through a partnership with campus career services units. The Division has created work abroad opportunities with key corporate partners and international organizations, advertised these opportunities through the career services units, and facilitated the selection of interns through a competitive process including in person and video-conference interviews. These efforts have been extremely successful from both students' and employer's feedback. We are currently limited in the number of opportunities we can develop and provide because of insufficient staffing and funding. Considerable time and effort is needed to develop both the campus infrastructure and the relationships with employers in order to make this program scalable. Additionally, marketing for the program is under-developed, yet is essential to the success of a sustainable program. The current lack of marketing materials for potential employers is a weakness, as pointed out at a recent China Initiative external advisory committee meeting. Without such materials, we are unable to take advantage of the good will of our corporate partners and alumni networks who have pledged to assist us in international internship development.

The program will work with existing campus study abroad units to set up the infrastructure to orient and prepare students for the overseas experience, assist with details such as visa and

housing, address questions regarding academic credit, and provide 24/7 emergency assistance to the students while abroad.

In addition to coordinating internship opportunities, the faculty and staff of this program will also work with employers, students, faculty, alumni, and staff to identify and facilitate new educational activities that develop global professional skills in our students and graduates. These will include lectures and events with corporate/NGO representatives with global responsibilities as featured speakers and guests, a credit bearing course that will prepare students to work overseas and enhance the international work experience, and workshops focused on international employment searches.

Another objective of this initiative is to assist students with the documentation and marketing of their global skill set. The staff will be charged with the creation and implementation of a portfolio program designed to document and certify the achievement of global competencies. This portfolio is one of the main recommendations made by the Global Competence Task Force in their report to the Provost in August 2008 and is directly in line with the UW System Growth Agenda Action Steps that calls for a Student Engagement Portfolio.

### **Successful International Internship Experiences**

In 2009, the Division of International Studies and Engineering Career Services partnered with Plexus, a global Electronic Manufacturing Services (EMS) company with worldwide headquarters located in Neenah, WI, to develop an internship at the Plexus operation in Penang, Malaysia. Plexus representatives selected a senior mechanical engineering student for the position and provided training for him in Neenah before sending him to Penang for 2 months. In Penang, the intern completed a development project for the design of a mechanical testing device while working on an international team. He returned to Neenah at the end of the summer to present the results of his work and received extremely positive feedback from his supervisors and colleagues. Plexus immediately pledged to offer an overseas internship in summer 2010 and recently offered the intern a “fast track” international position following graduation.

Another internship resulted from a series of conversations with a WI School of Business alumnus who is a member of the Division of International Studies advisory board and the CEO of Inmarsat, a world-wide mobile satellite services provide in London. In 2009, we worked with the Wisconsin School of Business Career Services to recruit a marketing student to work on an on line marketing project using multiple forms of social media. 42 students applied for the position and several were interviewed via videoconference and Skype. The intern’s 2 month evaluation was so strong that Inmarsat offered an extension of 3 months, which the intern happily accepted. He reports that the internship has been an amazing professional and educational experience and hopes to have a full-time offer from Inmarsat soon. Inmarsat will also offer an internship (or two) for the summer 2010. This renewed participation in a signal of their satisfaction with the intern and the program.

Another example is the relationship the Division of International Studies has been building with Abbott Labs over the past five years that has expanded and grown into multiple areas of opportunity to engage the campus. Initially starting with an international internship position for engineering students to work with Abbott's Global Citizenship program in Africa, we have now completed our third year of sending students (and faculty) to Tanzania to participate in academic internships funded by Abbott Labs that have included students from engineering, legal studies, public health, and clinical sciences. Other areas of collaboration have grown out of this relationship, including domestic internships, executive education courses, and alumni connections overseas.

### **Identifying the Opportunities and Responding to the Needs of our Stakeholders:**

This initiative has evolved through a combination of proactive research by the Division of International Studies that identifies the opportunity and benchmarks our campus to enhance the student learning experience, while at the same time responds to the clearly articulated needs of our internal and external stakeholders.

We have received explicit and documented support from many of our stakeholders, including long term UW partner companies like Promega, BP, Abbott Labs, Plexus, Kohler, Johnson Controls, Tomotherapy, and the Wisconsin Department of Commerce. These organizations have not only expressed a desire for globally competent students, but recognize the need to provide applied learning experiences in order to develop these skills and perspectives. Several of them have offered their support in terms of internship opportunities and financial support in terms of scholarships, paid internships for students, or gifts to the program. Our campus stakeholders, including the CoE, CALS, the Center for Global Health, Global Legal Studies, the WI School of Business, L & S, and OCR have responded very positively to the concept and have engaged with the Division to create a process that will reach a more diverse group of students and increase the number and access to international internship learning experiences.

### **Program Assessment: Metrics for Success**

While the international internship program has the potential to create a substantial revenue stream to fund itself longer-term, this will not be the primary measure of success.

We expect to see the following high-impact results from this new initiative:

Short –term (Year 1-2):

- Substantially increase participation each year with a growth goal of 25% annually in the number of students participating in international internships; with an emphasis to increase numbers of students from all colleges and campus units

- Substantially increase participation each year with a growth goal of 25% increase companies offering internship positions.
- Increase in student placement (permanent employment upon completion of degree) in companies where students participated in international internships.
- Strengthened relationships with global organizations including founding stakeholder companies like Promega, Johnson Controls, Abbott Labs, Kohler, and Inmarsat. We will continue to nurture these relationships and will track the success of the internship program, expecting them to renew participation from year to year as an indicator of employer satisfaction. These partners will recognize the value of the global talent emerging from UW-Madison.

#### Long – term (Year 3-5)

- Better prepared workforce and therefore improved competitiveness for Wisconsin and its graduates in the global economy. Through an on-going feedback process with employers who participate in international internships program, we will document the results of this feedback and will solicit specific comments addressing this issue. Close relationships with global talent organizations will yield recognition of UW as a leader in global human capital development.
- Create a broad-based budget to fund the program. By year five, the program should be able to fund half of its salaries and functions based on student fees and private gifts, with the ultimate goal to secure and provide additional funding to support student participation in the form of scholarships, grants, and assistance.
- Tie the program to the student portfolios to demonstrate global competence.
- Develop internships that provide applied learning experiences to address sustainability issues globally, including service learning.
- Explore potential to expand program to include international research opportunities.
- Eliminate financial barriers to participating in international internships by providing access to scholarships and assistance to students.

## Budget

\$260,000 annually for salaries, faculty time, marketing, space, and S&E

We are seeking support to do the following:

- 1) Fund a permanent professional internship /program director to develop the infrastructure and program structure to support the increased internship activity. The person will work closely with the career services centers across campus, as well as corporate relations to define the needs and respond to new opportunities. The director will also be responsible creating a revenue stream to support student scholarships as well as the program's staff and functions. The position will require refining the process for working with the career centers to recruit, select and place interns, developing marketing and PR materials and pieces that can be used to widely share information about internship case studies, and developing a feedback and debriefing process with interns and employers to continually improve the quality and outcomes of the program.
- 2) Fund an externally-focused, corporate-relations position to work hand in hand with the Office of Corporate Relations and the corporate relations function of the Division of International Studies. The primary function of this role is to develop international internship opportunities for our students. This individual will proactively develop relationships with organizations' leadership, seeking opportunities to immerse themselves into the organization and understand key areas of opportunity for partnerships. The role will require an ability to develop materials and proposal documents that can be used to expand future revenue and non-revenue based opportunities including grants and research collaborations. On-going assistance to support the corporate relations function will be a required, including market research, an ability to make connections with various campus resources where introductions to employers can be made, and networking with a variety of economic development and regional trade organizations.
- 3) Provide a course release to a professor to develop and teach a course that will help prepare students to work internationally.
- 4) Support faculty advisors for the interns
- 5) Finance travel, marketing, and space
- 6) Provide scholarships for students to offset costs associated with international internships

**International Internship Program  
Proposed Annual Budget, 2009-2010**

<b>Budget Items</b>	<b>Salary/Expenses</b>	<b>Fringe</b>	<b>Totals</b>
Director (Senior Administrative Program Specialist)	70,000.00	27,000.00	97,000.00
Internship developer (Senior Administrative Program Specialist)	70,000.00	27,000.00	97,000.00
Faculty time (one course buy-out)	20,000.00	-	20,000.00
Marketing	20,000.00	-	20,000.00
S&E	11,000.00	-	11,000.00
Travel	15,000.00	-	15,000.00
<b>TOTAL</b>	<b>\$ 206,000.00</b>	<b>\$ 54,000.00</b>	<b>\$ 260,000.00</b>





October 1, 2009

Provost Paul DeLuca  
150 Bascom Hall  
Campus

Dear Provost DeLuca,

On behalf of the College of Agricultural and Life Sciences, I am pleased to support the proposal submitted by International Academic Programs entitled **International Academic Internship Program** for Phase 1 funding via the Madison Initiative for Undergraduates. This proposal meets the request for ideas that “generate faculty and instructional support ... to offer the courses, majors, and experiences students need” and those that “expand best practices and innovation in teaching and learning, curricular design, and student services in order to enhance student outcomes.”

This proposal aims to increase the opportunities available for students to obtain work experience overseas during their undergraduate careers, to better meet the demand of both students and their future employers. The goals of the project meet needs that we have recognized within CALS, and we are happy to partner with IAP to ensure the success of this project should it be funded.

Sincerely,

A handwritten signature in cursive script that reads 'Molly M. Jahn'.

Molly Jahn  
Dean and Director



To: Paul Deluca, Provost  
From: Gilles Bousquet, Dean of International Studies *G.B.*  
Subject: Madison Initiative for Undergraduates Proposal Ranking  
Date: October 1, 2009

I am pleased to offer my enthusiastic support for the following Madison Initiative for Undergraduates proposals submitted to the Division of International Studies. I have ranked the proposals in priority order based on the goals of the MIU and the DIS. I believe the first two proposals listed below will have the broadest and most transformative impact on international undergraduate education.

#### **1. International Studies Major:**

The International Studies Major is a joint endeavor of the College of Letters and Sciences and the Division of International Studies. The College of Letters and Sciences has endorsed this proposal. This complex, interdisciplinary major serves more than 500 students with a total of .75 faculty FTE (a 25% director, and 50% time teaching faculty member with a tenure home in Political Science), one full time advisor and a half time administrative assistant. My highest priority for the MIU is the addition of faculty and staff resources to eliminate bottlenecks and add the high impact learning experiences that are the key to an integrated learning experience, such as FIGS, Capstone courses, internships around the world, the DC International Semester, and more specific career advising. The two requested faculty FTE would dedicate 25-50% time to support the International Studies Major, sharing the remainder of the FTE with a department. The Division has experience in partnering with departments to hire faculty with dedicated teaching for international programs. The addition of an advisor for this large, interdisciplinary, low faculty resourced major is also critical and will have measurable, direct benefits to students.

The International Studies major is a key anchor to UW-Madison's commitment to international education, training students in systematic, integrated thinking about global systems and international issues. It builds on a long tradition of excellence in international engagement, research and training, one of the hallmarks of the UW-Madison, as evidenced by the eight federally supported area and international studies National Resource Centers on our campus. Support for faculty partially dedicated to the IS major will have spillover benefits for the area studies and language programs on campus, adding faculty expertise that

will provide integrative courses to students in language majors and area studies majors and certificates as well.

The International Studies major is also critical to preparing globally competent graduates to advance the international competitiveness of Wisconsin organizations. In fact, to be competitive in the global economy, Wisconsin business and services need graduates with the interdisciplinary, international skills provided by the IS major to assist them in their international endeavors, such as increasing foreign direct investment and export growth.

Success will be measured by the increase in both quantity of students served and increase in high value programming, including options that allow students to practice integrated thinking and apply knowledge in an international setting.

## **2. International Academic Internship Program:**

Another top priority is support for the proposal for an innovative new International Academic Internship Program. Study Abroad and internships are two of the high impact educational practices identified nationally and endorsed by our campus community. International internships are the intersection of these two practices and lead to global competence and other types of student outcomes we must offer in order to remain competitive. International internships are in high demand by undergraduate students. Both nationally and locally, career services units and study abroad offices report a marked increase in requests for work abroad opportunities and it is clear that the supply of such opportunities currently made available by our campus fails to meet this demand.

This collaborative initiative of the UW-Madison Division of International Studies, the Office of Corporate Relations, the College of Engineering, the School of Business, the College of Letters & Sciences, and the College of Agriculture and Life Sciences. It is the connection between the schools and colleges through their career services units, Corporate Relations, and the deep relationships with international partners and employers that make it effective, efficient, and unique.

One of the reasons I have ranked this new initiative as a priority is that I expect that it will have high impact results in numerous areas, and serve students from across campus. We anticipate that this initiative will not only increase the number of students participating in international internships, but strengthen campus relationships with global organizations, and result in more student career placements with the companies and organizations where students participated in internships. For the longer term, we expect that this program will be an important aspect of an integrated set of programs designed to produce a globally competent workforce and therefore improve competitiveness for Wisconsin and its graduates in the global economy. Through an on-going feedback process with companies who participate in international internships program, we will document the results of this feedback, and will solicit specific comments addressing this issue.

We are aware of international internship opportunities, and the benefits of an international internship experience have been demonstrated to be of high value to

students. We now need to make a modest investment in the human infrastructure to meet the increasing demand for international internships, and deepen our relationships with key corporations.

### **3. International Learning Community:**

My third priority for the MIU is the International learning Community proposal for TA support for language learning. The ILC is an immersion language option on campus that provides students with a campus “field” experience to increase language proficiency outside of a typical classroom setting. As a leader in language programs, and as the federal government puts more emphasis on proficiency levels (rather than seat time) in assessing language and area programs, the ILC offers a successful model toward this goal. Currently, it is difficult to get departmental funding for the TA’s, especially in the small departments of less commonly taught languages where this creates a very difficult burden. The ILC makes an important contribution toward our goal of global competence through an integrated learning experience. Support for TAs for language would strengthen the ILC language component, which is a critical element of its innovation and success.

### **4. European Studies:**

The European Studies program requests a student services coordinator to assist with advising students. While I believe this would benefit the program, I have made it fourth on my list because it would not have a transformative impact or improve program quality in a significant way.

### **5. East Asian Studies:**

This proposal requests a faculty associate to help diversify teaching of Chinese language and potentially offer courses leading to a certificate and Business Chinese and Business Japanese. This is a proposal with merit, especially with regard to the Title VI competition. It is not ranked as high as other proposals because it lacks the broad impact of the highest priority proposals, and is not as well developed as those proposals.

### **Endorsements:**

I have endorsed the following proposals on behalf of the Division of International Studies:

1. **Public Health and Global Health:** This proposal builds on the UW-Madison’s position as a leader in Medicine and Public Health, Nutritional Sciences, Global Health, and International Studies to meet the growing demand for training in global public health. This program would have broad impact and I give it strong endorsement.

2. Economics of Natural Resources and the Environment: This proposal, submitted by the Department of Agriculture and Applied Economics requests faculty resources to address a bottleneck in access to high demand courses in economics of the environment. Of particular interest to International Studies is new hiring to increase access to courses such as Environmental and the Global Economy which are in high demand by international studies students.