



Center for Transformational
Learning and Leadership

Internship Handbook 2015

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Dear Students and Internship Mentors,

Thank you for being a part of the College of Agricultural, Human and Natural Resource Sciences (CAHNRS) internship program! We are excited about the professional growth our students will gain through having a direct connection to real world experiences with support and guidance from a mentor within their field of study. We are also hopeful that mentors will benefit from contributing to the development of the next generation of experts in their industries.

This program is designed to be mutually beneficial. Student interns will spend an academic term or summer with a mentor to acquire meaningful hands-on experience that expands their understanding of how the industry works, exposes them to essential skills they must acquire or develop to be successful in the field, and allow them to gain insight into the mentor's business. In return, mentors will have access to an energetic, enthusiastic, and creative worker, who may become a future employee or colleague. This is more than a task oriented job a student executes for a wage. It is intended to be a professional development opportunity in which the intern learns how to execute these duties, while expanding their understanding of the purpose of these tasks in the overall scheme of success for the company. By accessing the wisdom of the mentor, the intern will not only learn how to do things, they will also understand the rationale behind the strategies that are being used.

To facilitate a win-win scenario, we ask that you review these guidelines and communicate with personnel from the CAHNRS Center for Transformational Learning and Leadership (CTLL) if you need assistance at any time throughout the process. Please contact Herb Lengel (herbert_lengel@wsu.edu) or by telephone 509-335-0049 with questions, comments, and/or concerns.

Again thank you for participating in this program. We look forward to working with you.

Sincerely,

Kimberlee Kidwell
Executive Associate Dean

Melissa Bean
Associate Director of Development

Herb Lengel
Internship & Career
Development Coordinator

INTERNSHIP BASICS

What You Should Know

An internship is an on-site, pre-professional experience designed to provide students with exposure to skills, duties, and responsibilities associated with a job opportunity in their intended career path. Students enrolled in a B.S. or a B.A. degree within the College of Agricultural, Human, and Natural Resource Sciences (CAHNRS) are either required or strongly recommended, depending on the major, to complete an internship. See Attachment A for a complete list of majors and internship credit requirements.

Internships consist of a minimum of 45 contact hours per credit, and students must enroll in the appropriate number of credits of Internship/Professional Experience under a CAHNRS prefix directly related to the student's major during the time period in which the internship is executed. To determine the number of internship hours please see Attachment A of the Handbook. Contact hours include work time, as well as meetings, seminars, conferences, etc. associated with the internship. As a general rule, students must work three (3) hours per week per academic credit received for the duration of the semester.

Seven mandatory assignments must be completed at various times throughout the internship process. Five of these must be completed by the student intern and two are completed by the Internship Mentor. Further information, including website links and guidelines, is provided in the "Documentation" section of this handbook on page 10.

Language associated with internship experiences is used throughout this handbook. The following list defines the terminology:

Student Intern: An undergraduate student pursuing a CAHNRS major who is participating in an internship experience for course credit that will fulfill the requirements of their degree program or be counted as elective credits toward a CAHNRS major that does not require an internship.

Industry Partner: The Industry Partner is the organization, company, or affiliate that the Student Intern will be working for during the internship experience.

Internship Mentor: Industry Partners are required to assign an Internship Mentor to the Student Intern to support and guide them through the internship experience. The Internship Mentor is normally the individual that directly oversees the student's work on projects, or is paired with the student based on common career goals or interests.

Internship Coordinator: The Internship Coordinator serves as the main point of contact for the Student Intern, the Industry Partner, and the Internship Mentor before, during, and after the internship process. This person also should be contacted by the Industry Partner and Internship Mentor to address concerns, questions, or comments about the process or the Student Intern. All internship documents, both mandatory and optional, will be submitted by the Student Intern and Internship Mentor to the Internship Coordinator. Internship Coordinators for each CAHNRS major are listed in Attachment A.

INTERNSHIP GUIDELINES: STUDENT INTERNS

The Student Intern Experience

Student Interns: Internship opportunities provide you with a practical application of what you are learning in an academic setting to real world scenarios. Internships take you beyond the realm of what someone is exposed to in a job where you are simply paid to execute a task. You are challenged to expand your learning beyond the mechanics of the responsibilities in order to gain an understanding of the goals, objectives, and operations of the business or organization you are interning with. It is vital that you prepare well for this internship in order to gain maximum value from the experience. The following list describes what you are required to do to prepare for and complete your internship:

Finding an Internship

- 1.) Utilize resources to identify available internship opportunities.
 - a. CougLink
 - i. CougLink How-To for Students
<https://www.youtube.com/watch?v=aWYPEIzYB20&feature=youtu.be>
 - b. Career Fairs & Networking Nights
 - c. The Academic Success and Career Center (ASCC)
 - i. <http://ascc.wsu.edu/>
 - ii. Lighty, Room 180
 - d. The Center for Transformational Learning and Leadership
 - i. <http://ctll.cahnrs.wsu.edu/>
- 2.) Discuss options with your Academic Advisor and Internship Coordinator to determine which internships best suits your needs and interests.
- 3.) Network with faculty, friends, and family members about opportunities in organizations that they are associated with that interest you.

Applying for the Internship

- 1.) Create a current resume and cover letter. For assistance, visit WSU Career Services located in the ASCC (Lighty, Room 180).
- 2.) If needed, obtain a copy of your current official transcripts from the [Registrar's Office](#) or access your unofficial transcripts through zzusis.
 - a. Online Transcript Ordering System
 - i. <https://transcripts.wsu.edu/>
- 3.) Complete the appropriate paperwork to apply for the internship, or if you found the internship on CougLink, input your information online.
- 4.) Check email, phone messages, and CougLink for communication from potential employers, and respond in a timely manner.
- 5.) If an interview is required for the internship, dress professionally in business attire and be prepared to answer questions about your experience level, what you are looking for in an internship, your work ethic, why you are well suited for the position, etc. For interview tips, please visit WSU Career Services located in the ASCC (Lighty, Room 180).

Preparing for the Internship

- 1.) Confirm your plans with your Academic Advisor and Internship Coordinator.
- 2.) Register for the appropriate internship course and the appropriate number of credits using zzzsis (see Attachment A for course and credit information).
- 3.) Review Student Internship Requirements at a Glance (Attachment B).
- 4.) Work with your Internship Coordinator to complete the CAHNRS Internship Agreement (Attachment C). The Student Intern should complete the Internship Plan Attachment as well as the Statement of Intent outlined in the “Documentation” section of the Handbook and return to their Internship Coordinator before the start of the internship. It is the responsibility of the Internship Coordinator to send the Internship Agreement (including the Student Intern’s documents) to the Internship Mentor for information and signatures.
- 5.) Consider purchasing Student Liability Insurance. For more information, see the “Documentation” section of the Handbook.

During the Internship

- 1.) Meet with your Internship Mentor regularly to become familiar with the day-to-day responsibilities and duties associated with their position and to discuss your progress in fulfilling their expectations of you during the internship experience.
- 2.) Keep a journal to document your experiences, including descriptions of what projects you are working on, what appeals to you about the work, what you find challenging about the work, and what you are learning about the duties and responsibilities associated with this position. Note specific, essential skills you feel like you must acquire while you are still in college to be successful in this field.
- 3.) Complete the Mid-Way Check-In at the halfway point of your internship, and submit the completed paper to your Internship Coordinator via email. Guidelines can be found in the “Documentation” section of the Handbook.
- 4.) Remind your Internship Mentor to complete and submit the Mid-Way Evaluation as well.

Completing the Internship

- 1.) The Final Report is to be submitted to your Internship Coordinator upon the completion of your internship. Final Report Guidelines can be found in the “Documentation” section of the Handbook. **Remember that your Internship Mentor must review the report and sign the Final Report Cover Page prior to submittal** (Attachment D).
- 2.) Complete the CAHNRS Student Internship Evaluation Form. Links to this form can be found in the “Documentation” section of the Handbook.
- 3.) Remind your Internship Mentor to fill out the Internship Mentor Evaluation using the link found in the “Documentation” section of the Handbook.
- 4.) Send your Internship Mentor and Industry Partner a thank you letter or card to acknowledge them and show your appreciation for the opportunity as a follow-up to your internship experience.

INTERNSHIP GUIDELINES: MENTORS

The Internship Mentor Experience

Internship Mentor: An ideal mentor is someone who is a professional in the field who is committed to, and capable of, providing structure for the internship experience and constructive feedback to the Student Intern. An excellent mentor will take the time to interact with the Student Intern in a meaningful way so that the intern can learn from your wisdom and experience. Part of your responsibilities is to convey and role model the core values and goals of your organization to the intern in an impactful way.

Internship Mentor Requirements:

- 1.) Please read, complete, and sign the components of the CAHNRS Internship Agreement (Attachment C) and return to the Internship Coordinator. If necessary provide Student Intern feedback on his/her Statement of Intent.
- 2.) Provide the Student Intern with an orientation to the workplace. Explain the activities involved in the experience and define workplace expectations.
- 3.) Arrange a suitable time for regular meetings with the Student Intern to allow for mentoring and discussion regarding his/her progress throughout the internship.
- 4.) Please complete the Mid-Way Evaluation at the halfway point of the student's internship experience to document progress, make comments, or identify concerns. Guidelines for completing this evaluation are found in the "Documentation" section of the Handbook.
- 5.) Sign the Final Report Cover Page after reviewing the student's Final Report and complete the Mentor Survey to evaluate the internship experience overall. The link to the evaluation is found in the "Documentation" section of the Handbook.

Optional Mentoring Activities:

The challenge for the Internship Mentor is to provide a well-rounded, productive experience that supports the student intern with gaining professional competence and confidence in a modern, diverse workplace. Please consider incorporating the following activities into the experience as appropriate:

- If the student intern completes the responsibilities of the project in a timely manner, please provide the intern with a wider array of more challenging tasks.
- Tour the facilities to explain how the entire operation functions.
- If the organization has multiple locations, allow the student to visit another job-site.
- Discuss policies and procedures for completing tasks, assessing productivity, quality assurance, etcetera with the Student Intern.
- Introduce the Student Intern to other people they will be working with at the internship site.
- Have the Student Intern attend a conference, seminar, or discussion related to the job.
- Assist the Student Intern with networking with colleagues to learn about other jobs, experiences, and perspectives within the industry.

INTERNSHIP GUIDELINES: DOCUMENTATION

Achieving Excellence

Specific information and guidelines surrounding the four documents and two surveys that are to be completed by the Student Intern and Internship Mentor are found below. The guidelines are provided in the same order that the documents are expected to be completed. For convenience, please use the one page “Student Internship Requirements at a Glance” in Attachment B to monitor progress.

All papers submitted by the student should be free of grammatical errors. The basic guidelines for all papers are:

- Font Size: 11-12 pt.
- Font: Times New Roman or Calibri
- Double-Spaced
- Page requirements are listed in the specific descriptions of each paper

1.) CAHNRS Internship Agreement and Statement of Intent

Due: Before the Start of Internship

The Internship Agreement is a legal document and a cooperative agreement stating the duties and responsibilities that the Industry Partner/Internship Mentor and WSU, more specifically CAHNRS, are going to provide with respect to the internship experience.

The Internship Agreement also includes the Student Interns Statement of Intent for the Internship Experience. The Statement of Intent is a **one to two page** paper that provides a brief description of the internship, including specific job responsibilities with expected timelines for completion and expected outcomes if known. In this document, please address or demonstrate competency in each of the six goal areas listed below if applicable to your internship:

- 1) An understanding of professional and ethical responsibility.
- 2) An ability to communicate effectively.
- 3) The broad knowledge base required to understand the impact of agricultural, human, and natural resource solutions in global, economic, environmental, and societal contexts.
- 4) A recognition of the need for, and an ability to engage in, life-long learning.
- 5) A knowledge of current issues.
- 6) An ability to use appropriate techniques, skills, and knowledge to address real world problems.

The Internship Agreement can be found in Attachment C and needs to be completed, reviewed, and signed by the Student Intern, the department’s Internship Coordinator, Internship Mentor, and the CAHNRS delegate. The Internship Coordinator will provide the Internship Agreement to the Internship Mentor for completion and signature on behalf of the Industry Partner. The Internship Mentor is responsible for returning the Internship Agreement to the Internship Coordinator to be sent to the CAHNRS Internship and Career Development Coordinator for final approval from the CAHNRS Delegate.

2.) **Student Experiential Liability Insurance**

OPTIONAL Due: Before the Start of Internship

The Student Experiential Liability Insurance form can be found via the [Risk Management Services](#) website. Liability insurance is an option that students have to cover for any accidents that occur while at the internship site. After filling out the form, students must take the form to the Cashier's Office on campus for payment. The form will be stamped by the Cashier's Office and the student should return the form to their Internship Coordinator.

- 1) The Student Experiential Liability Insurance document is available here:
 - a. <http://riskmanagement.wsu.edu/PDFForms.html>

3.) **Mid-Way Check-In and Mid-Way Evaluation**

Due: Halfway Point of Internship

Communication between the Student Intern and Internship Mentor is vital to maintaining and completing a meaningful internship. A Check-In and Evaluation is required from both the Student Intern and Internship Mentor mid-way through the internship experience. See below for specific requirements for the Student Intern and Internship Mentor.

STUDENT INTERN: Email a **one to two page** paper answering the following questions to your Internship Coordinator. There is no signature requirement on this document.

- What is working well for you as far as achieving the six goals outlined in your Statement of Intent?
- What is not working well or what obstacles have you encountered that are hindering your success?
- What adjustments will you make to improve your ability to achieve these goals between now and the time the internship is completed?
- What is your action plan and timeline for implementing these adjustments?
- How will you know that the adjustments you made improved the situation?
- Other comments or concerns?

INTERNSHIP MENTOR: Submit an email to the Internship Coordinator answering the following questions.

- What is working well for you when serving as a mentor for this Student Intern?
- What is not working well or what obstacles have you encountered that are hindering success?
- What adjustments can you make, could the intern make, or can we assist with in order to make this experience more successful?
- How will you know the adjustments that you make or request from the Student Intern improved the situation?
- Other comments or concerns?

4.) **Final Internship Report**

Due: Upon Completion of the Internship or Before the Last day of the Semester*

The Final Report includes a summary and assessment of the internship experience. This report should describe the internship activities and explain how the experience improved your skills, knowledge, and abilities. The report should be **three to four pages** in length and must be submitted to your Internship Coordinator within two weeks of completing the internship experience. The primary requirements of the Final Report should sufficiently cover the six main goals addressed in the Statement of Intent. The student should indicate which, if any, of the six goals were not covered or addressed during the work term, providing appropriate detail or explanation as needed. Refer to the Final Internship Report Guidelines (Attachment E) for more details about the six goals.

Complete the Final Report Cover Page (Attachment D) in its entirety. The Student Intern should sign this cover page, and give it, along with the Final Internship Report to the Internship Mentor for review. The Internship Mentor must sign the Final Report Cover Page to signify approval of the report. The Student Intern must revise the report as needed until the Internship Mentor agrees to sign off on the document. The Student Intern will submit the signed Final Report Cover Page, along with the Final Report, to the Internship Coordinator.

*Please note that the completion of your internship experience and the due date of your final report may not be the same. Due dates coincide with the end dates of semesters or summer session depending on the time of your internship. If you are enrolled in an internship course during Summer Session, but your internship will continue past the end of the term, please prepare your Final Report based on experiences you had up to the last day of “class” for Summer Session. Notify the Internship Coordinator that your internship extends past the Summer Session dates. Also make your Internship Mentor aware of the Final Report deadline. In your Final Report, please address what you hope to accomplish during that time remaining in your internship experience after grades have been submitted. Not completing your final report by the end date of the semester or summer session could result in an “Incomplete” grade for the internship credit as well as delays in financial aid allocation or postponement of graduation.

5.) **Internship Evaluations**

Due: Upon Completion of the Internship

There are two Internship Surveys, one completed by the Student Intern and one completed by the Internship Mentor. The Student Intern will evaluate their personal experience, and will assess their professional growth and career preparedness. The Internship Mentor will evaluate the progress that the Student Intern made as a result of the experience, and will provide an overall assessment of the internship experience.

STUDENT INTERN:

- CAHNRS Student Internship Evaluation
 - https://wsu.co1.qualtrics.com/SE/?SID=SV_0uBoe6uryhSMxxj

INTERNSHIP MENTOR:

- Internship Mentor Evaluation of CAHNRS Student
 - https://wsu.co1.qualtrics.com/SE/?SID=SV_0HcII9Y5PxBMOj3

INTERNSHIP GUIDELINES: GRADING

Evaluating the Internship Experience

Internship courses are graded based on departmental requirements. The Internship Coordinator would be able to provide further information on how Internship Academic Credits are graded.

Instructors are asked to review the “Rubric for Assessing Internship Experiences” in Attachment F prior to evaluating the Final Report.

Internship courses are assessed as follows:

- 1.) Demonstration of understanding of professional and ethical responsibility.
- 2.) Effective communication. Ability to communicate with supervisors and co-workers, clients, government regulators, etcetera. Can involve both written and verbal communication.
- 3.) Demonstrated understanding of discipline and work assignments.
- 4.) Recognition and willingness to engage in life-long learning.
- 5.) Knowledge of current issues affecting business and internship assignment.
- 6.) Ability to use appropriate techniques, skills, and knowledge to address real world problems.
- 7.) On time submission of the Final Internship Report and Surveys.

Attachment A

CAHNRS Internship Courses/Credits and Internship Coordinators

School or Department	Degree Program	Major or Option	Course	# of Credits	Internship Coordinator	Phone #	Email Address	Physical Address
CAHNRS Academic Programs	Agricultural & Food Systems	Agricultural & Food Business Economics	ECONS 497*	1-3 credits	Karla Makus	509.335.1667	makusk@wsu.edu	Hulbert Hall 103K, PO Box 646210, Pullman, WA 99164-6210
		Agricultural Education	AG_ED 497*	1-3 credits				
		Agricultural Technology & Production Management	AGTM 495*	1-3 credits	Herb Lengel	509.335.0049	herbert_lengel@wsu.edu	
		Agriculture & Food Security	CROP_SCI 495*	1-3 credits				
		Organic Agriculture Systems	CROP_SCI 498*	1-3 credits				
		Organic Agriculture Certificate	SOIL_SCI 498	3 credits				
CAHNRS Academic Programs	Integrated Plant Sciences	Agricultural Biotechnology	CROP_SCI 495	3 credits	Herb Lengel	509.335.0049	herbert_lengel@wsu.edu	Hulbert Hall 423, PO Box 646243, Pullman, WA 99164-6243
		Field Crop Management	CROP_SCI 495	3 credits				
			CROP_SCI 498					
		Turfgrass Management	CROP_SCI 495	3 credits				
			CROP_SCI 498					
		Landscape, Nursery, & Greenhouse Management	HORT 399	1 credit	Herb Lengel	509.335.0049	herbert_lengel@wsu.edu	
		Fruit & Vegetable Management	VIT_ENOL 399	1 credit				
		Viticulture & Enology	VIT_ENOL 496	2 credits	Herb Lengel	509.335.0049	herbert_lengel@wsu.edu	
School of Economic Sciences	Economic Sciences	Agricultural Economics	ECONS 497	3 credits	Karla Makus	509.335.1667	makusk@wsu.edu	Hulbert Hall 103K, PO Box 646210, Pullman, WA 99164-6210
		Business Economics						
		Economics, Policy, & Law						
		Environmental & Resource Economics						
		Financial Markets						
		International Economics and Development						
Quantitative Economics								
Department of Animal Sciences	Animal Sciences	Animal Management	AS 399*	1 credit	Valorie Fisher Angela Reitmeier	509.335.5274 or 509.335.6416	fishervk@wsu.edu angela.reitmeier@wsu.edu	Clark Hall 116, PO Box 646310, Pullman, WA 99164-6310
		Pre-Veterinary Medicine/Science	AS 398*					
School of Food Science	Food Science	Food Science	FS 495*	2 credits	Jodi Anderson	509.335.4763	jlanderson@wsu.edu	FSHN 106, PO Box 646376, Pullman, WA 99164-6376
			FS 496*					
Human Development	Human Development	Human Development	H_D 497 or H_D 498	2 credits or 1-8 credits	Pullman: Mary Wandschneider Rayna Sage Online: Jeanne Pittman	Pullman: 509.335.8685 509.335.8659 Online: 509.335.2772	Pullman: wandsch@wsu.edu rsage@wsu.edu Online: jpittman@wsu.edu	Johnson Tower 514, PO Box 644852, Pullman, WA, 99164-4852 Johnson Tower 525, PO Box 644852 Pullman, WA 99164-4852 Online: Johnson Tower 614, PO Box 644852, Pullman, WA, 99164-4852
		Family & Consumer Sciences Education	N/A	N/A				
Department of Apparel, Merchandising, Design, & Textiles	Apparel, Merchandising, & Textiles	Apparel Design	AMDT 490*	3-6 credits	Shanna Pumphrey	509.335.3823	s.pumphrey@wsu.edu	C30 Johnson Hall Annex Pullman, WA 99164-6406
		Merchandising	AMDT 490	3-6 credits				
School of the Environment	Environmental Sciences	Environmental Science	ENVIR_SCI 495* or NATRS 479*	1-12 credits or 2-12 credits	Marlene Guse	509.335.6166	mguse@wsu.edu	Johnson Hall 115, PO Box 646410, Pullman, WA 99164-6410
		Geology						
	Natural Resource Sciences	Natural Resource Sciences						
		Wildlife Ecology						
	Earth & Environmental Sciences**	Earth Science						
		Environmental & Ecosystem Sciences						
Wildlife Ecology & Conservation Sciences								
School of Design & Construction	Interior Design	Interior Design	ID 490*	1-5 credits	Bob Krikac	509.335.6845	rkrikac@wsu.edu	Daggy 312, PO Box 642435, Pullman, WA, 99164-2435
	Landscape Architecture	Landscape Architecture	LND_ARCH 399	1-4 credits	Jolie Kaytes	509.335.7331	jolie@wsu.edu	Carpenter Hall 520, PO Box 642220, Pullman, WA 99164-2220

*Recommended/Optional
6 April 2015

Student Internship Requirements at a Glance

Keep in Mind:

- Keeping a journal during your internship can help when writing the “Mid-Way Check-in” and “Final Internship Report”.
- Stay in contact with your Internship Mentor and Internship Coordinator to discuss how your internship is going.
- Be certain all assignments are completed and submitted by the due dates listed below.
- Contact your Internship Coordinator if you have any questions or anticipate an issue meeting a deadline.

Student Intern		
Action Item	Further Description in Internship Handbook	Due Date
CAHNRS Internship Agreement & Statement of Intent	<p>CAHNRS Internship Agreement</p> <p>The Internship Agreement is a legal document and a cooperative agreement stating the duties and responsibilities that the Industry Partner/Internship Mentor and WSU, more specifically CAHNRS, are going to provide with respect to the internship experience.</p> <p>The Student Intern should work with the Internship Coordinator to complete and sign the document before sending the CAHNRS Internship Agreement and Student Intern’s Statement of Intent to the Internship Mentor.</p> <p>The Statement of Intent</p> <ul style="list-style-type: none"> • 1-2 pages explaining your internship (formatting guidelines provided in the Handbook). • See the “Documentation” section of the Internship Handbook for details about what to address in your paper. <p>The signed and completed agreement, including the Student Intern’s Statement of Intent should be returned to the Internship Coordinator by the Industry Mentor.</p>	Prior to the start of semester enrolled in internship course Due Date:
Mid-Way Check-In and Mentor Evaluation	<p>Mid-Way Check-In and Mentor Evaluation</p> <ul style="list-style-type: none"> • 1-2 pages answering the six questions outlined in the “Documentation” section of the Internship Handbook. • The Internship Mentor is also responsible for answering five questions outlined in the “Documentation” section of the Internship Handbook. <p>Both the Student Intern and Internship Mentor should submit their answers to the Internship Coordinator via email.</p>	Halfway between the beginning and end of the internship Due Date:
Final Internship Report	<p>Final Internship Report</p> <p>The Final Internship Report is a 3-4 page summary written by the student. Reference the following pages found in the Internship Handbook for more details:</p> <ul style="list-style-type: none"> • “Documentation” section of the Handbook • “Grading” section of the Handbook • “Final Report Cover Page” Attachment D (<i>signed and approved by Internship Mentor</i>) • “Final Internship Report Guidelines” Attachment E • “Rubric for Assessing Internship Experience” Attachment F <p>Submit your Final Report, including signed Cover Page, to your Internship Coordinator.</p>	Within 1-2 weeks of completion of the internship* Due Date:
Online Evaluations	<p>CAHNRS Student Internship Evaluation Form</p> <ul style="list-style-type: none"> • https://wsu.co1.qualtrics.com/SE/?SID=SV_0uBoe6uryhSMxxj <p>Internship Mentor Evaluation of CAHNRS Student</p> <ul style="list-style-type: none"> • https://wsu.co1.qualtrics.com/SE/?SID=SV_0HcII9Y5PxBMOj3 	Upon completion of the internship Due Date:

*If your internship ends after the Summer Session term, refer to the “Documentation” section of the Internship Handbook.

Attachment C

WSU Contract # _____

Washington State University
College of Agricultural, Human, and Natural Resource Sciences
Internship Agreement

This Agreement is between _____ (the "Industry Partner") and Washington State University ("WSU"), by and through its College of Agricultural, Human, and Natural Resource Sciences ("CAHNRS"), regarding an internship ("Internship") for the following WSU student: _____ ("Student") who is enrolled in the _____ Program at WSU ("Program"). The parties agree as follows:

1. Purpose: The Program includes a requirement or recommendation for the Student to acquire experience in a professional setting prior to graduating from WSU. The Industry Partner has suitable experiences, supervisors, and facilities available for the educational experience of the Student. It is mutually beneficial to WSU and Industry Partner to have the Student participate as intern/practicum student at the Industry Partner's site. Therefore, the purpose of this Agreement is to outline the cooperative arrangements, duties and responsibilities for the Internship.

2. Internship Plan: In conjunction with this Agreement and with the CAHNRS Internship Handbook ("Handbook") (a copy of which has been provided to the Industry Partner, and which is incorporated by this reference), WSU, the Student and the Industry Partner will develop an Internship Plan in the form of or substantially in the form of the sample included as Attachment C-1 to this Agreement, setting forth the specifics of the Internship, including details such as duration of the Internship, Student responsibilities, and Industry Partner responsibilities.

3. Coordination and Communication: WSU and Industry Partner will coordinate and cooperate regarding the Student's Internship. Each party will designate a liaison for such communications. Unless the parties decide otherwise, the liaison for the Industry Partner is the person who will serve as the Internship Mentor (as described in the Handbook) and the liaison for WSU is the person who will serve as the Internship Coordinator, as described in the Handbook. Those persons are as follows:

Liaison/CAHNRS Internship Coordinator for WSU:

Name: _____
Department: _____
Address: _____

Phone: _____
Fax: _____
Email: _____

Liaison/Internship Mentor for Industry Partner:

Name: _____
Department: _____
Address: _____

Phone: _____
Fax: _____
Email: _____

Either party may change the designated liaison or his or her contact information by notice in writing.

4. Orientation and Supervision: The Industry Partner will orient the Student to the policies, rules and schedules of the Industry Partner's site. The Industry Partner will assign a direct supervisor (who may also be the Internship Mentor) who will be on-site or readily available by phone or other electronic means for consultation, supervision and direction for the Student.

5. Professionalism: The Industry Partner will provide the Student with adequate workspace and resources needed to conduct Internship activities. The Industry Partner will treat Student as a professional.

6. Student Status; Compensation: While engaged in the Internship, the Student shall retain the status of a student working towards the fulfillment of a degree requirement. The Student is not an employee or agent of WSU. The Student shall not displace regular employees of the Industry Partner.

(Choose One)

- a. _____ Compensation shall be negotiated between the Student and Industry Partner.
- b. _____ The Student is not entitled to any monetary or other remuneration for services performed at the Industry Partner's site.

Responsibility for payment of taxes lies with the Student and Industry Partner, as determined by applicable law.

7. Evaluation: Evaluation of the Student will follow the guidelines set out in the Handbook. Further information, including website links and guidelines, is provided in the "Documentation" section of the Handbook.

8. Removal of Student: The Industry Partner may remove the Student from placement for violating Industry Partner rules and regulations or for such actions as the Industry Partner views as detrimental to its operations. The Industry Partner will consult with WSU before final action is taken.

9. Inspection: Industry Partner will permit, on reasonable notice and request, the inspection of the Industry Partner's facilities by agencies charged with responsibility for accreditation of WSU.

10. Compliance With Laws, Nondiscrimination: Each party will each comply with all state and federal laws applicable to this Agreement, including but not limited to the Family Educational Rights and Privacy Act (FERPA). Each party certifies that it will not discriminate in the performance of this Agreement on the basis of any legally protected characteristic, including but not necessarily limited to race, color, national origin, gender, sexual orientation (to include gender identity), religion, veteran or military status, or the presence of any sensory, mental or physical disability or the use of a trained guide dog or service animal by a person with a disability, will not maintain facilities which are segregated on the basis of race, color, religion or national origin, and will comply with the Americans with Disabilities Act of 1990, as amended, regarding programs, services, activities and employment practices.

11. Liability Provisions:

- A. Each party to this Agreement will be responsible for the negligent acts or omissions of its own employees, officers, or agents in the performance of this Agreement. Neither party will be considered the agent of the other and neither party assumes any responsibility to the other party for the consequences of any act or omission of any person, firm, or corporation not a party to this Agreement.
- B. WSU and its officers, employees, and agents, while acting in good faith within the scope of their official WSU duties, are covered by the State of Washington Self-Insurance Program and

the Tort Claims Act (RCW 4.92.060 et seq.), and successful claims against WSU and its employees, officers, and agents in the performance of their official WSU duties in good faith under this Agreement will be paid from the tort claims liability account as provided in RCW 4.92.130. The parties expressly acknowledge and agree that WSU's liability and indemnification obligations hereunder, if any, shall not exceed WSU's coverage limits (as to type and amount) as described in the State of Washington Self-Insurance Liability Program and the Tort Claims Act.

- C. The Industry Partner maintains liability coverage for its employees, officers, and agents in the performance of this Agreement, and further provides the means for defense and payment of claims that may arise against the Industry Partner or such individuals.
- D. WSU's insurance does not cover Students, nor may WSU require Students to obtain insurance. Students participating in the Internship may, at their discretion or in order to satisfy a requirement of Industry Partner, obtain coverage in the form of an experiential student policy offered through Washington State University or acquired by the Student through another source.

12. Entire Agreement: This Agreement, including documents incorporated by reference, and any Internship Plan to be attached hereto constitute the entire agreement between the parties. The parties may modify this Agreement by a subsequent written agreement executed by the parties.

13. Governing Law: This Agreement is entered into pursuant to and under the authority granted by the laws of the state of Washington. The provisions of this Agreement shall be construed to conform to those laws.

14. Notices: All notices, requests, or other communications given from one party to the other will be in writing and will be emailed, mailed by first-class mail, or transmitted by hand delivery or facsimile, addressed to the respective party liaison specified above. All notices, requests or communications that are not hand delivered will be deemed received three (3) days after deposit in the U.S. mail, postage prepaid; or upon confirmation of successful facsimile or email transmission.

15. Authorized Signatures: The parties executing this Agreement below hereby certify they have the authority to sign this Agreement on behalf of their respective parties and that the parties agree to the terms and conditions of this Agreement as shown by the signatures below.

FOR WASHINGTON STATE UNIVERSITY

FOR INDUSTRY PARTNER:

Recommended by CAHNRS Internship Coordinator:

Recommended by Internship Mentor:

Signature: _____
Printed Name: _____
Title: _____
Date: _____

Signature: _____
Printed Name: _____
Title: _____
Date: _____

Approved by CAHNRS Delegate:

Recommended by Supervisor:

Signature: _____
Printed Name: _____
Title: _____
Date: _____

Signature: _____
Printed Name: _____
Title: _____
Date: _____

Attachment C-1
INTERNSHIP PLAN

I. **Parties:**

STUDENT INTERN

Name: _____ WSU ID: _____
First Last

Phone: _____ Email: _____

Certified Major: _____ Proposed Graduation Date: _____

Academic Advisor's Name: _____

Dates of Internship: _____ to _____

Internship Course: _____ Number of Credits: _____
Prefix Number

Internship Coordinator's Name: _____

Phone: _____ Email: _____

INDUSTRY PARTNER

Name: _____

Address: _____

Phone: _____ Website: _____

INTERNSHIP MENTOR

Name: _____ Title: _____
First Last

Phone: _____ Email: _____

II. **Credit Hours:**

Specify weekly work schedule on-site. (e.g. Mon: 2-5, Wed: 11-3). _____

As a general rule, Student must work three (3) hours per week per academic credit received for the duration of the semester. Credit hours (at a minimum of 45 internship hours completed per credit hour earned) will be awarded at the end of the term based on successful completion of the Internship (final evaluation score) and all written assignments.

III. **Student Learning Goals:**

Specify in the Statement of Intent the professional and career development goals this Internship will help Student achieve and list them in priority of importance. Include general learning objectives (understanding of industry, etc.) and specific goals (observing techniques, strengthening specific skills, improving communication skills, etc.). Refer to the "Documentation" section of the CAHNRS Internship Handbook:

IV. **Student Responsibilities:**

- A. The Student Intern should initiate contact with the Industry Partner to schedule orientation and training for the Internship. Student Intern should schedule regular meetings with the Internship Mentor to become familiar with the day-to-day responsibilities and to discuss the progress in fulfilling the expectations during the Internship.
- B. Student Intern should maintain documentation of his/her Internship experiences. For example, keep a journal including descriptions of projects, challenges, appealing tasks, and what was learned about the essential skills that must be acquired to be successful in this field.
- C. Complete Mid-Way Check-In
 1. The Student Intern must complete the Mid-Way Check-In at the halfway point of the Internship, and submit the completed paper to his/her Internship Coordinator via email. Guidelines can be found in the CAHNRS Internship Handbook in the "Documentation" section.
 2. The Student Intern should remind the Internship Mentor to complete and submit the Mid-Way Check-In.
- D. Completion of Internship Experience
 1. The Final Report is to be submitted to the Internship Coordinator upon the completion of the Internship. Final Report Guidelines can be found in the "Documentation" section of the CAHNRS Internship Handbook. The Internship Mentor must review the report and sign the Final Report Cover Page prior to submittal (Attachment D of the Handbook).
 2. The Student Intern will complete the CAHNRS Student Evaluation form. The Student Intern should remind the Internship Mentor to complete the Evaluation of CAHNRS Student Intern. Links to these evaluations can be found in the CAHNRS Internship Handbook.
 3. Student Interns are encouraged to send the Industry Partner and Internship Mentor a thank you to show their appreciation for the Internship experience.

V. **Internship Mentor Responsibilities**

- A. Industry Partner should structure an orientation to the site and training for the specific role to be assumed. Student attendance at on-going staff meetings is desirable, if possible.
- B. Specify responsibilities to the Student Intern to be completed during the Internship. A manageable project or focus is most desirable (e.g. assist in the production of a deliverable, assist with a specified process or project, assist with sales and marketing, etc.). These tasks should be negotiated with the Internship Mentor and Student Intern in a clear and concise fashion to avoid uncertainty during the course of the Internship and at the time of the final evaluation. Responsibilities should assist Student in achieving the above-stated learning goals

and should not be clerical in nature. The Student Intern should meet with the Internship Mentor regularly to become familiar with the day-to-day responsibilities and duties associated with the position and to discuss the progress in fulfilling the expectations during the Internship.

C. Internship Mentor should complete the Mid-Way Check-In at the halfway point of the Internship to document progress, make comments, or identify concerns. Email this information to the Internship Coordinator (Refer to the “Documentation” section of the Handbook).

D. Completion of Internship Experience

1. Student Intern will complete a Final Report documenting the Internship experience. The Internship Mentor must review the report and sign the Final Report Cover Page prior to submittal to the Internship Coordinator (Attachment D of the Handbook).
2. The Internship Mentor will complete the Evaluation of CAHNRS Student Intern. A link to this form can be found in the Handbook.

VI. **Signatures:**

Please make sure all of the following persons sign the original document

Student Intern's Signature *Date*

Academic Advisor's Signature *Date*

Internship Coordinator's Signature *Date*

Internship Mentor's Signature *Date*

STUDENT INTERN: *Submit this Internship Agreement and Internship Plan along with the Statement of Intent to the Internship Coordinator prior to beginning the Internship experience.*

INTERNSHIP COORDINATOR: *Send completed Internship Agreement, Internship Plan, and the Statement of Intent to the Internship Mentor for completion and signature on behalf of the Industry Partner.*

INTERNSHIP MENTOR: *Upon completion please return to the Internship Coordinator.*

Attachment D

Final Report Cover Page

STUDENT INTERN INFORMATION

Name: _____ WSU ID: _____
First *Last*

Certified Major: _____ Proposed Graduation Date: _____

Internship Course: _____ Number of Credits: _____
Prefix *Number*

Dates of Internship: _____ to _____

Job Title: _____

Activity Description (Please describe activities/responsibilities of your position in 3-5 sentences):

INTERNSHIP MENTOR INFORMATION

Name: _____ Title: _____
First *Last*

Name of Organization: _____

Address: _____

Phone: _____ Email: _____

As the Internship Mentor for the above named Student Intern, I am signing below to acknowledge that I have read the student's Final Internship Report.

Internship Mentor's Signature

Date

Print this completed form and attach it to your Final Report for your Internship Mentor to review. After your Internship Mentor signs to acknowledge he/she has read and approved the report, submit your report to your Internship Coordinator.

Attachment E

Final Internship Report Guidelines

The Final Internship Report is a summary and assessment of your internship experience. To help assess your experience, refer to the six learning objectives below. Describe the experience you gained in each area and explain how that experience improved your skills, knowledge, and abilities. To help facilitate the completion of your Final Internship Report, it is recommended that you keep a personal journal during your internship experience to note activities which fit into one of the six goals below and/or were important to your work.

1. An understanding of professional and ethical responsibility. Describe how you framed responsibilities and initiated resolution, and who you communicated with to most effectively complete your work (stakeholders, workers, administrators, etc). Ethical consideration should also be discussed such as safety, reliability, and ‘doing what is right’ for all involved.
2. An ability to communicate effectively. Explain how your work experience utilized and aided in developing your communication skills. Examples are communication with supervisors, co-workers, clients, or government regulators, and can involve written communication (such as reports and letters) and oral and visual communication (such as presentations).
3. The broad education necessary to understand the impact of agricultural, human, and natural resource solutions in global, economic, environmental, and societal contexts. Consider the global, economic, environmental, and cultural/societal impact of the work assignment and/or proposed solution.
4. A recognition of the need for, and an ability to engage in, life-long learning. Describe your experiences with having to learn new skills and processes. Explain how you retrieved and organized information. Include your observations of the ways by which professionals in your field adapt to changes in the profession.
5. A knowledge of current issues. Describe some significant current issues that affected the business or activities of the organization with which you were involved.
6. An ability to use appropriate techniques, skills, and knowledge to address real world problems. The activities in this topic area depend on the nature of the experience, but could include the following: problem/system analysis, design/synthesis of a problem/system process, testing methods, or implementation of a system (such as cost/benefit studies).

The Final Report Cover Page (Attachment D) should be completed and attached to your report. Your Internship Mentor’s signature is required on the Cover Page before submitting your report to your Internship Coordinator.

Attachment F

Rubric for Assessing Internship Experiences (6 Goals)

Washington State University

Office of Assessment and Innovation & College of Agricultural, Human, and Natural Resource Sciences

1. Understanding of professional and ethical responsibility. Can clearly frame work task(s) and responsibilities and initiate resolution. Understands who to communicate with to most effectively engage the work task(s) (e.g. stakeholders: workers, administrators, etc.). Can identify related ethical considerations, such as health and safety, fair use of funds, and doing “what is right” for all involved. 0 = not able to rate based on this work. *(Aligns with University goals: Critical and Creative Thinking; Disciplinary Specialty)*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
<p>Issue ID/Resolution Thoroughly understands anticipates and accepts expectations and job responsibilities.</p> <p>Consistently initiates action and demonstrates professional, self starting, self-disciplined attention to meet new challenges.</p> <p>Can clearly frame the work task professional challenges and embedded issues.</p> <p>Develops appropriate, concrete approaches when resolving issues.</p> <p>Performance demonstrates commitment and a fresh approach to solving problems or initiating new strategies. Sees difficult challenges through to conclusion.</p> <p>Anticipates others' needs; meets and beats timelines.</p>	<p>Issue ID/Resolution Rarely misunderstands expectations and takes responsibility to initiate and complete job duties.</p> <p>Evidence of professionalism and self-discipline, though it may be limited at times. Evidence of growth on the job.</p> <p>Ability to frame the work task, although key details are often glossed over.</p> <p>Can discuss one or more approaches when resolving issues.</p> <p>Performance shows evidence of original thinking and problem solving, and/or acknowledging, synthesizing or extending other perspectives. May backslide on occasion.</p> <p>Respects others by fulfilling obligations in a timely way.</p>	<p>Issue ID/Resolution Requires high levels of supervision. Constantly unaware of expectations.</p> <p>Exhibits unprofessional behavior and lack of discipline. Fails to rise to new challenges.</p> <p>Unable to frame identify or summarize the work task.</p> <p>Does not discuss approaches when resolving issues.</p> <p>Work effort is perfunctory, little personal commitment, fails to adapt to changing circumstances or respond to new opportunities. Does not deliver work in a timely fashion.</p> <p>Misses deadlines that negatively impact team.</p>			
<p>Ethics Clearly identifies relevant ethical considerations and addresses them.</p>	<p>Ethics Shows some recognition of relevant ethical considerations, but doesn't adequately address them.</p>	<p>Ethics Cannot identify related ethical considerations.</p>			
<p>Stakeholders Thoughtfully considers perspectives of diverse stakeholders. Demonstrates ability to balance, and often even integrate, ideas from multiple perspectives.</p>	<p>Stakeholders May consider perspectives of one or more stakeholders. Demonstrates tolerance to alternative perspectives and approaches.</p>	<p>Stakeholders Does not consider stakeholder positions on various issues, focuses only on own perspective. Works with a singular perspective and fails to consider other possible perspectives, especially those held by others.</p>			

2. Ability to communicate effectively. Can work collaboratively and build on other's ideas to accomplish work responsibilities. Invites and encourages participation of all participants. This definition focuses on all forms. 0 = not able to rate based on this work. *(Aligns with University goal: Communication)*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
<p>Can collaboratively build on other ideas to form a team approach.</p> <p>Shares the floor and encourages participation of all team members.</p> <p>Encourages others regardless of organizational position by listening and responding appropriately and without prejudice to their contributions.</p> <p>Can clearly present and justify own view or hypothesis while respecting other views.</p> <p>Encourages team to engage one another in a critical analysis of the challenges and exploration of new procedures. A good leader when appropriate, and enhances leadership skills by listening, learning from others, and asking useful questions.</p>		<p>Occasionally builds on other ideas.</p> <p>Attempts to share the floor, although this may not always be successful.</p> <p>Is an adequate team player. Shows sensitivity to the values and feelings of others. Okay with feedback from supervisors but sometimes short with peers or subordinates.</p> <p>Engages challenging ideas tentatively or in ways that overstate conflict. May dismiss alternative views too hastily.</p> <p>Works well with group, occasionally encourages team to engage one another in a critical analysis of the job challenges. Follows well and shows some leadership potential</p>		<p>Can pose personal opinions but does not build on other ideas.</p> <p>May monopolize discussion or become argumentative.</p> <p>Needs occasional reminders to be sensitive to the values and feelings of others. Ignores or dismisses feedback from others.</p> <p>Engages ideas that are obvious or agreeable. Avoids difficult, challenging, and discomforting ideas.</p> <p>Sees ideas in black and white; does not probe, question, or encourage critical consideration of alternative perspectives and resources. Neither a good follower nor leader.</p>	

3. Understanding of the impact of potential solutions in global, economic, environmental, and cultural/societal contexts. Considers the work assignments impact on global, economic, environmental, and cultural/societal contexts. The Intern should address all relevant contexts below to receive a high score. 0 = not able to rate based on this work. *(Aligns with University goals: Self and Society; Disciplinary Specialty)*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
Can deeply examine the impact of an approach on relevant contexts.	Can discuss the impact of an approach on 1 or 2 relevant contexts.	Can discuss the impact of an approach on 1 or 2 relevant contexts.	Can discuss the impact of an approach on 1 or 2 relevant contexts.	Does not relate the work assignment or the approach to relevant contexts.	Does not relate the work assignment or the approach to relevant contexts.
Can deeply examine the impact of contexts on the issue and/or proposed solutions.	Can briefly consider the impact of contexts on the work assignment and/or proposed solutions.	Can briefly consider the impact of contexts on the work assignment and/or proposed solutions.	Can briefly consider the impact of contexts on the work assignment and/or proposed solutions.	Does not consider the impact of contexts on the work assignment and/or proposed solutions.	Does not consider the impact of contexts on the work assignment and/or proposed solutions.
Approaches job with a clear sense of scope and context of the organizational mission, including an assessment of the relation of that job to own and others' learning.	Approaches job by exploring the implications of organizational mission, how that mission relates to own ambitions, though perhaps in a limited way.	Approaches job by exploring the implications of organizational mission, how that mission relates to own ambitions, though perhaps in a limited way.	Approaches job by exploring the implications of organizational mission, how that mission relates to own ambitions, though perhaps in a limited way.	Does not demonstrate dedication to the team or to the context of the organizational mission.	Does not demonstrate dedication to the team or to the context of the organizational mission.
Approach to work acknowledges complexity and balanced view of organization's mission and values, makes and sees opportunities to better self, work environment.	Approach to work includes some outside verification, but primarily relies on single source of information or feedback.	Approach to work includes some outside verification, but primarily relies on single source of information or feedback.	Approach to work includes some outside verification, but primarily relies on single source of information or feedback.	Approach to work is grounded in absolutes with little evidence or recognition of learning opportunities presented in the job.	Approach to work is grounded in absolutes with little evidence or recognition of learning opportunities presented in the job.

4. Recognition of the need for, and ability to engage in, life-long learning. Considers what needs to be learned (what is understood and not understood), creates a plan to retrieve and organize data and evidence. Addresses biases and assumptions related to this data. 0 = not able to rate based on this work. *(Aligns with University goals: Information Literacy; Self and Society; Disciplinary Specialty)*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
Seeks and evaluates outside sources (possibly including personal experience).		Acknowledges outside sources, and has some ability to discern fact from opinion.		Does not consider outside sources of data/evidence, or these sources are seen as irrelevant.	
Can identify what needs to be learned.		Can identify what is known as well as gaps in knowledge.		Cannot identify gaps in knowledge.	
Deeply examines the biases and assumptions underlying the source of information or the approach to the work assignment.		Can briefly discuss assumptions or biases underlying a source of information or the approach to the work assignment.		Ignores assumptions or biases underlying the source of information or the approach to the work assignment.	
Continuously finds information to understand the job and enrich self. Brings good information to the job; questions are surprising and relevant.		Seeks information necessary to understand the job, the potential to enrich self on the job or to improve the way the job is done. Asks appropriate questions. Gathers information to complete work but does not investigate the information for completeness or correctness.		Uses little evidence or simplistic information to inform work. Does not ask questions, or asks same questions and does not learn. Operates on faulty assumptions. Fails to gather or use necessary information to complete work.	
Examines the evidence and source of evidence; questions accuracy and relevance.		Use of evidence is qualified and selective, though perhaps unintentional.		Repeats feedback provided without question, forgets or dismisses it.	
Demonstrates understanding of bias and balance. Professional in recognizing implications and consequences when dealing with confidential information		Discerns facts from opinions and may recognize bias in evidence; recognizes sensitive or confidential information.		Approach does not distinguish between fact, opinion, and value judgments. Lacks sensitivity to confidential or sensitive information.	

5. Knowledge of current issues. The intern considers contemporary issues in their discussion and identification of possible approaches to the work assignment. 0 = not able to rate based on this work. *[Aligns with University goal: Disciplinary Specialty]*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
Clearly understands the import of considering current issues and addresses them in discussions and approaches.		Shows some recognition of current issues and how they might relate to the work assignment.		Cannot consider current issues related to the work assignment.	
Connects and integrates diverse perspectives and ways of knowing. Connects teamwork to career and civic responsibilities. Evidence of ongoing reflection, self-assessment.		Appears to recognize that working with multiple perspectives has application to this and future work and other learning opportunities.		No evidence that working with others and other viewpoints has an application beyond the immediate task.	

6. Ability to use modern techniques, skills, and knowledge to address real world problems. The activities in this area depend on the nature of the experience, but could include the following: problem/system analysis, design/synthesis of a problem/system/process, testing methods, or implementation of a system (such as cost/benefit studies). 0 = not able to rate based on this work. *[Aligns with University goal: Critical and Creative Thinking; Quantitative and Symbolic Reasoning; Disciplinary Specialty]*

6 - Mastering	5 = Effective	4 - Competent	3 - Developing	2 - Emerging	1 - Minimal
Integrates literature and data in appropriate and creative ways. Analysis demonstrates firm understanding of data.		Can connect literature and data to analyze evidence but is confusing in some spots or contains minor inaccuracies. Analysis generally reflects evidence reviewed, collected and presented.		Cannot connect various sources or support analysis with evidence.	
Implications of the analysis and evidence guide interpretation, including recognition of multiple perspectives and diverse interpretations.		Interpretation of the data is clear, but not fully integrated with other sources and perspectives.		Little interpretation of data or there is simply a restatement of facts and ideas found elsewhere.	
Conclusions are accurate, appropriate, and clearly linked to problem/question, and data presented. Conclusions and recommendations are balanced and qualified to account for uncertainties in the data or unpredictability of the system, and own biases.		Conclusions are reasonable but may not take into account all critical factors. In a limited way, students consider their own biases, uncertainties or other limitations of the conclusions or evidence.		Conclusions are inaccurate and merely a simplistic summary not tied to the original problem/question. Conclusions and recommendations are biased and do not reflect the research and data. Suggested views were established.	