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# **INTERNSHIP CENTER**

**Key To Your Success**

## **EMPLOYER MANUAL**

# **STARTING A QUALITY INTERNSHIP PROGRAM**

OFFERED BY

THE INTERNSHIP CENTER

AT

CALIFORNIA UNIVERSITY OF PENNSYLVANIA

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[www.calu.edu/internships](http://www.calu.edu/internships)

(Portions adapted from Starting and Maintaining a Quality Internship Program by Michael True)

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## INTRODUCTION

Thank you for your interest in, and support of, California University's internship program and your willingness to give of your time and talent as a site supervisor. We hope the following information will help ensure that your experience with a Cal U student is positive and productive.

We are happy to announce that we have the InternLink on-line system to help you and our students make the internship process a smooth one. You can create a profile of your company, edit information, and post jobs by going to InternLink at [www.myinterfase.com/cup/employer](http://www.myinterfase.com/cup/employer). If you prefer, the Internship Center staff will create and update your information and internship opportunities for you. You can also access InternLink and other information by visiting our web page at [www.calu.edu/internships](http://www.calu.edu/internships). Please call the Internship Center at 724-938-1578 or e-mail Tracie L. Beck, Director, at [beck\\_t@calu.edu](mailto:beck_t@calu.edu) for assistance. Further information is available at the end of this document.

### **What is an internship?**

An internship is a formal arrangement designed to provide opportunities for students to study and experience professional career interests outside the university but under the supervision of California University of Pennsylvania.

### **What are the benefits to your organization?**

- You will have an outstanding source of motivated pre-professionals.
- Your organization will receive new perspectives from trained, enthusiastic students.
- Your organization will have increased visibility and an enhanced image for your organization on campus and in the community.
- You will have access to quality students for temporary positions and projects.
- You will have a cost-effective method of recruitment of potential employees.
- You will become a partner in education with California University.

### **What are the details?**

- Internships generally are a minimum of 12-15 weeks in length and total anywhere from 10-40 hours per week.
- They generally run concurrently with California University academic semesters: Fall (September-December); Spring (January-May); and Summer (May-August).
- Internships are centrally coordinated through the Internship Center. You will also work closely throughout the semester with the student's Faculty Supervisor.
- Students earn academic credit for internship arrangements and are expected to complete academic assignments concurrent with the work experience.
- Internships can be paid or unpaid.
- Compensation is not regulated by California University; however, with the financial demands placed on today's students, many are looking for some form of remuneration.
- Although each academic department varies in their academic requirements, most typically ask employers for a mid-term and final evaluation. The faculty supervisor will be in contact with you prior to or early in the semester to discuss the learning plan and expectations for your student intern.
- An internship agreement establishing the relationship between your organization and California University will be completed. You can print a copy of the internship agreement by going to the Internship Center web page at [www.calu.edu](http://www.calu.edu); click on Employers. Internship Center staff is available to assist you.

## STEPS TO STARTING AN INTERNSHIP PROGRAM

### **Step 1: Set Goals and Define Needs**

- What do you hope to achieve?
- Are you searching for help on a specific project or ongoing assistance?
- Will an internship program help you in finding motivated new employees?
- Develop a job description including:
  - Position Title
  - Hours
  - Full or part-time
  - Schedule
  - Academic background and experience needed
  - Assigned work - be as specific as possible
  - Compensation - if paid, define rate
  - Reporting structure for intern

### **Step 2: Prepare for an Intern**

- Consider the following:
  - Can I provide a meaningful experience that helps students explore career choices?
  - Can I accommodate the intern?
  - How or will the intern be compensated (pay, stipend, parking, lunches, etc.)?
  - Who will supervise the intern?
- Assign a supervisor/mentor who likes to train others and has the resources to do an effective job.
- Identify workspace, parking, computer, phone, etc.
- Identify special training opportunities beyond the daily work, such as special events, staff meetings, lunches with executives.
- Identify organization and training materials, such as organization's history and mission; organizational chart; policies and procedures, promotional materials, etc.
- Learn the legal implications of hiring interns. Just like other workers, they are subject to legal protections and regulations. Protect yourself and your intern by knowing the laws.
- As with your employees, be aware of safety issues (equipment, unlit parking lot, etc.).

### **Step 3: Recruit an Intern**

Start early! Begin searching four to six months before you need a student to begin. The longer you accept applications, the better your chance of finding the ideal intern. Choose your interns just as carefully as you'd choose permanent employees. After all, they might be permanent employees some day.

- Contact California University's Internship Center at (724) 938-1578 or [beck\\_t@calu.edu](mailto:beck_t@calu.edu).
- Discuss your needs and share job description with California University's Internship Center staff.
- Internship staff will link you with the appropriate academic departments and facilitate recruitment and necessary paperwork.

- Students will be referred to your organization.
- Schedule interview(s) with students.
- Select intern.
- Complete Internship Agreement with the Internship Center.
- Student begins internship.

**Step 4: Manage the Intern**

Orient the intern through a tour and orientation program. Give the students an overview of your organization and materials. Explain duties. Introduce the student to co-workers. Supply the intern with the resources needed to do the job.

Keep abreast of the intern’s progress. Keep an eye on the intern. Watch for signs of confusion or boredom. It’s easy to be shy in a workplace full of older strangers who all know each other. See whether the intern needs assistance and give them lots of feedback! Students will want to know if their work is meeting your expectations.

Formal evaluations are typically done for academic internships at mid-term and final. You do not have to wait until then to provide your intern with feedback. You will also have opportunities to meet with the faculty supervisor to review progress.

General criteria to consider when evaluating an intern are:

- Progress towards or accomplishment of learning objectives
- Skill development or job knowledge gained over the course of the internship
- Personal development and initiative
- Interpersonal skills
- Overall contribution to the mission of the organization
- Dependability, punctuality, attendance
- Potential in the field
- Academic preparedness

**Step 5: Evaluate Your Program**

In addition to qualitative measures, you may want to look at quantitative measures such as number of interns that become full-time employees; repeat requests for interns from managers; and growing number of intern applicants. Work with California University’s Internship Center staff to modify and improve your internship program.

## LEGAL CONSIDERATIONS

### **Do you have to pay interns?**

The U.S. Fair Labor Standards Act (FLSA), which applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least \$500,000, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns.

You don't have to pay interns who qualify as learners/trainees, but we encourage you to do so whenever possible. The U.S. Department of Labor has outlined six criteria for determining trainee status:

- 1) Interns cannot displace regular employees
- 2) Interns are not guaranteed a job at the end of the internship (though you may decide to hire them at the conclusion of the experience)
- 3) Interns are not entitled to wages during the internship
- 4) Interns must receive training from your organization, even if it somewhat impedes the work
- 5) Interns must get hands-on experience with equipment and processes used in your industry
- 6) Interns' training must primarily benefit them, not the organization.

### **Workers' and Unemployment Compensation**

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It's wise to cover interns under your workers' compensation policy even though you aren't required to do so. Student interns are not generally eligible for unemployment compensation at the end of the internship.

### **Keep In Mind**

Even if a student is working through a school program for which he or she is being "paid" in college credits, the student still has the right, under the FLSA, to be paid unless the employer is not deriving any immediate advantage by using him/her.

Paid interns make ideal workers — hungry to learn, eager to make a good impression and willing to perform a multitude of tasks. The relatively small amount of money employers spend on intern wages and benefits is a good investment, because it often produces future, long-term employees.

The employer should identify the specific terms and conditions of employment (e.g., dates of employment as an intern, including the date the internship will end; compensation; organizational and/or reporting relationships; principal duties, tasks or responsibilities; working conditions; confidentiality; any other expectations of the employer), and should discuss these with the prospective intern, so that there is no misunderstanding regarding the relationship. Also, it may make good sense to document such a discussion with a written agreement. This should be made in consultation with the educational institution. (Be sure to read the Appendices)

If an intern is harassed at your organization, and you don't do anything about it, your organization opens itself to the risk of lawsuits. Take time to advise your interns of appropriate workplace behavior, the organization's harassment policy and complaint procedures.

## **International Students**

The most common visa types that employers will see on college campuses, when recruiting international undergraduate or graduate students for either full-time or internship positions are the F-1 and J-1 visas.

“An F-1 visa is granted to a person coming to the United States to attend a college, university, seminary, conservatory, academic high school, elementary school, or other academic institution or language training program approved by the U.S. Attorney General for study by foreign students. The visa holder plans to return home after completing studies. This is the most common non-immigrant visa for an international student attending undergraduate and graduate school. Students are granted F-1 status until the completion of the academic program and 12 months of post-program practical training. The purpose of the F-1 visa is to provide an opportunity for study in the United States. Anything outside of study, including employment, is an exception to the visa. Authorization for employment is strictly limited to certain situations.

- ⊕ The student holding F-1 status for a full academic year and in good academic standing may work off campus. Such work authorization is granted when the student has sustained unforeseen economic hardship. Also, the student may not work for more than 20 hours per week when school is in session, but may work full time during holidays and vacations, including breaks between terms, provided the student intends to register for the next school term.
- ⊕ Curricular Practical Training: An F-1 student may perform curricular practical training prior to the completion of the educational program as part of his or her educational experience. The INS defines this type of training as ‘alternate work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through agreements with the school.’
- ⊕ Post-Completion Practical Training: This is temporary employment directly related to the student’s major area of study that takes place after the student completes a full course of study. Authorization for this training may be granted for a maximum of 12 months of full-time or part-time work. Those on a student visa can only gain authorization once for this type of training.”

The above information is adapted from a web article by Rochelle Kaplan, former General Counsel for the National Association of Colleges and Employers (NACE). Reprinted with permission of the National Association of Colleges and Employers, copyright holder. For more information on these and other legal issues related to hiring, see NACEWeb at [www.naceweb.org](http://www.naceweb.org).

Also see the website of the U.S. Citizenship and Immigration Services – <http://uscis.gov/graphics/lawsregs/index.htm>

Title 8 of the Code of Federal Regulations, Section 214.2 (f)

Employers can take advantage of a nationwide service provider who handles all the necessary paperwork and processing for international students to work in an organization.

Immigration Support Services  
1300 Bent Creek Blvd.  
Mechanicsburg, PA 17055  
Web: [www.immigrationsupport.com](http://www.immigrationsupport.com)

## **DEVELOPING AN INTERNSHIP POSITION DESCRIPTION**

In order to recruit the right students for your internship position, you will want to consider the projects and duties that will be assigned to the intern.

The internship position description should include these elements:

- Internship title (the more specific, the better)
- Number of openings
- Skills or qualifications that you'd like applicants to possess (majors, class rank, experience, etc.)
- Explanation of the benefits to the student (i.e. what will be learned, what skills can be developed, what training or mentorship will be provided, etc.)
- Minimum number of hours per week (if applicable)
- Work Schedule
- Wage/Salary
- Start and end dates
- Your organization's name
- Internship supervisor's name and title
- Required application materials (resume, cover letter, etc.)
- How you'd like applicants to contact you (phone, e-mail, fax, postal mail) and corresponding contact information
- Application deadline

## **EXPECTATIONS OF SUPERVISORS**

California University expects you to provide challenging experiences related to the student's major. In addition to providing work that contributes to your mission, you need to actively support the student's learning endeavor. Someone who has a heart for the professional development of others should be assigned to supervise the student. That person should:

- Provide a clear job/project description for the work experience;
- Orient the student to the organization, its "culture", and their work assignment(s);
- Assist the student in developing/achieving personal learning objectives;
- Host an on-site visit from the faculty supervisor sometime during the work term;
- Offer feedback to the student on a regular basis;
- Complete formal written evaluations at the request of the faculty supervisor.

## ORIENTATION FOR STUDENTS

You can save time and effort by providing an orientation to students when they first arrive at your site. Consider explaining the following:

- Company organization – history, vision, mission, strategic plan
- Industry jargon
- Safety regulations
- Work standards and procedures
- Reporting relations - organizational chart
- Access to supervisor - days, times, and duration
- Tasks that can be completed without supervisory approval
- Work processing requests and timeliness
- Mail and telephone systems
- Procedure for signing off completed work
- Security and confidentiality issues, if relevant
- Acceptable dress and appearance
- Personnel who can answer different kinds of questions
- How the organization wants the intern to deal with clients, customers, and vendors

How you can communicate this information:

- Tour of facilities and employee introductions
- Give your interns company materials, such as newsletters, annual reports, organizational chart, or memos
- Encourage interns to spend break and lunchtimes in places where employees gather
- Schedule regular one-on-one meetings with them
- Give the interns opportunities to observe and/or participate in professional meetings
- Allow the interns to interview company personnel
- Encourage interns to walk around and observe others at work

## STUDENT COMMENTS ABOUT INTERNSHIPS

According to a study conducted by the Regional Internship Center, Pittsburgh, PA, students feel that the three most important qualities of an internship are 1) learning a lot; 2) having a good supervisor or mentor; and 3) making valuable contacts. They also found that summer is by far the best time for doing an internship. (Trimble, K. & Butler, K., 2004, February. *Regional Internship Center: Student Internship Survey*. The New Generations Program, Coro Center for Civic Leadership.)

### Concerns of Interns

- Give us real work! Interns want to work and learn. Use your interns well.
- Do what you say, and say what you do! Be honest with interns about what they can expect during their internship.
- We like feedback! Interns are students, and they may not have the business skills and experiences that you take for granted. If the intern makes a mistake, just pull him or her aside and explain how to handle the situation in the future.



- We want to be included too! Can your intern attend staff or project meetings? Can they be included in luncheon plans?
- Please explain. When you assign work, please give a detailed explanation. It may not be obvious to someone who has never done it.
- I want a mentor! Make sure that interns have a mentor/supervisor to provide guidance.
- A minute of your time, please. Spend the necessary time mentoring. Schedule regular times to meet with the intern. Interns may not speak up if they are feeling ignored.
- Be prepared. Make sure you have made the necessary arrangements for supervision, workspace, orientation, etc.
- Provide a paid internship if possible. If for some reason you can pay a wage, pay for parking, provide a lunch, or find another creative way to assist students. Every effort counts.

### **FURTHER SUGGESTIONS**

At the beginning of each semester, students, faculty supervisors, and employer supervisors should agree on the guidelines and expectations for all those involved. Although every internship placement is unique, guidelines might include issues such as learning objectives, academic requirements, schedules, policies on absenteeism, attitude, appropriate dress, and more.

Occasionally a problem may arise. If this should happen, the individuals are encouraged to discuss the situation, negotiate on their own, and work toward an agreement. Discussing these issues early in the semester can usually lead to a solution that is acceptable to all involved.

Students or employers should consult the faculty supervisor if problems arise. If faculty intervention is needed, the faculty supervisor will gather information from the employer site supervisor and the student concerning the nature of the problem. A site visit and/or a meeting between the three individuals may be advisable, with the faculty advisor as convener and mediator.

All individuals should review the guidelines and expectations. The faculty supervisor will make recommendations to the student and/or the site supervisor and encourage the two individuals to discuss the issue and work out an acceptable solution.

We hope that clear expectations and open communication will ensure that the internship experience is a positive one.

*California University's Internship Center is available to help internship site supervisors before, during, and after internships. We look forward to working with you regarding internships. A successful internship provides positive outcomes for everyone involved. Should you have any questions regarding internships, please do not hesitate to contact us.*

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Internship Center  
California University of Pennsylvania  
Natali Student Center, Suite 138  
250 University Avenue  
California, PA 15419

**Phone:** 724-938-1578 **Fax:** 724-938-5770

**Email:** [beck\\_t@calu.edu](mailto:beck_t@calu.edu) **Website:** [www.calu.edu/internships](http://www.calu.edu/internships)

## INTERNSHIP AGREEMENT

This agreement establishes the relationship between California University of Pennsylvania (referred to as the "University"), an educational institution in the State System of Higher Education, Commonwealth of Pennsylvania and \_\_\_\_\_, referred to as the "Organization").  
[type name of **organization** and address here]

The University offers degree programs in a wide variety of disciplines, which are academically enhanced by practical experiences outside of the traditional classroom setting. For this agreement the Organization shall provide practical experience pursuant to the terms of this agreement and serve as an internship site offering facilities, resources, and supervision to students. Both parties agree to the following:

### **Duties and Responsibilities of the University**

1. The University will be responsible for internships that are conducted during a regular academic semester(s) or scheduled summer term(s). The University and the Organization agree to schedule the internship hours to mutually benefit all parties involved and to conform to the scheduling formula of 40 hours of site contact to equal one credit.
2. The University shall certify eligibility for students registering internships for academic credit. Approved students will have the appropriate educational background and skills consistent with the advertised internship and departmental requirements for participation.
3. The University determines the amount of academic credit to be earned through the internship and establishes all academic requirements that the student must meet to earn the credit. The University establishes a grading system and criteria to earn the grade upon completion of the internship.
4. The University will assign a faculty member to monitor and evaluate the student's performance during the internship. The University will assume all costs associated with the faculty supervision of the intern.
5. The University, at the beginning of the internship term, will provide the Organization with all evaluation materials and the expected timeline for submission.
6. The University agrees to advise students of any known policies, procedures, and requirements of the internship as specified by the Organization.
7. The University, at the beginning of the internship term, will inform the Organization of course requirements such as the intern's attendance at meetings/seminars or activities that may take the intern away from the assignment.
8. The University may request termination of the internship placement for any student not complying with University guidelines and procedures for the internship program, as long as the Organization has been notified in advance.
9. The Organization understands that as an Agency of the Commonwealth, the University is prohibited from purchasing insurance. As a public university and state instrumentality there is no statutory authority to purchase insurance and it does not possess insurance documentation. Instead, it participates in the Commonwealth's Tort Claims Self-Insurance program administered by the Bureau of Risk and Insurance Management of the Pennsylvania Department of General Services. This program covers Commonwealth/University-owned property, employees, and officials acting within the scope of their employment, and claims arising out of the University's performance under this Agreement, subject to the provisions of the Tort Claims Act, 42 Pa.C.S.A §§8521, et seq

### **Duties and Responsibilities of the Organization**

1. The Organization agrees to prepare an internship job description that outlines the duties and responsibilities of the intern. The University will use this document to determine the suitability of the internship for academic credit. Should changes to the job description be necessary after the internship is approved, the Organization agrees to notify the University of such changes.
2. The Organization agrees to notify the University of all selection criteria and any requirements of the selection process including but not limited to background investigations, drug testing, health screenings, etc.
3. The Organization selects interns based on the Organization's needs and preferences.
4. The Organization determines the schedule that the intern will maintain on premises. The total scheduled hours will comply with standards established by the University for the award of credit hours: 40 hours of site contact equals one credit. The minimum internship is 120 hours for a semester or summer term.
5. The Organization, at the beginning of the internship, determines the amount of compensation, if any, received by the intern. The Organization will inform the University if interns will receive an hourly wage, stipend or will serve in a non-paid capacity.
6. The Organization agrees to provide suitable workspace and resources for the intern to complete the internship assignment. The Organization will also provide orientation, training, supervision and evaluation of the intern.
7. The Organization shall provide all reasonable information requested by the University on a student's internship performance. If there are any student evaluations, they will be completed and returned according to any reasonable schedule agreed to by the University and the Organization.
8. The Organization agrees to make every possible accommodation to the University's request for a faculty site visit during the internship. The Organization also agrees to allow the intern to attend University-required internship meetings/seminars during the internship.
9. Should the Organization become dissatisfied with the performance of a student, the Organization may request removal of the student. This should occur only after the University has been notified in advance and a satisfactory resolution cannot be obtained.

### **Mutual Terms and Conditions**

1. This agreement will last for 5 years from the date of the final signature below. Either the University or the Organization may terminate this agreement with 90 days notice. Should the Organization wish to terminate the agreement prior to the completion of a semester/term, any student intern(s) will have the opportunity to complete their internship. In the event of a substantial breach, either party may terminate this agreement.
2. The parties agree to continue their respective policies of nondiscrimination based on Title VI of the Civil Rights Act of 1964 in regards to sex, age, race, color, creed, national origin, Title IX of the Education Amendments of 1972 and other applicable laws, as well as the provisions of the Americans with Disabilities Act.
3. The laws of the Commonwealth of Pennsylvania shall govern this Agreement.
4. The relationship between the parties to this Agreement to each other is that of independent contractors. The relationship of the parties to this contract to each other shall not be construed to constitute a partnership, joint venture or any other relationship, other than that of independent contractors.

5. Neither of the parties shall assume any liabilities to each other. As to liability to each other or death to persons, or damages to property, the parties do not waive any defense as a result of entering into this contract. This provision shall not be construed to limit the Commonwealth's rights, claims or defenses which arise as a matter of law pursuant to any provisions of this contract. This provision shall not be construed to limit the sovereign immunity of the Commonwealth or of the State System of Higher Education or the University.
6. This Agreement represents the entire understanding between the parties. This Agreement shall only be modified in writing with the same formality as the original Agreement.

The authorized representatives of the parties have executed this Agreement as of the date indicated below.

California University of Pennsylvania	
	(Name of Organization here)
(University Authorized Signature)	(Organization Authorized Signature)
(Print Name/Title)	(Print Name/Title)

EFFECTIVE DATE OF AGREEMENT (date of last signature): \_\_\_\_\_  
 Approved by SSHE Legal Counsel

Please sign and return to:  
 Tracie L. Beck, Director, Internship Center  
 California University of PA  
 250 University Avenue, Box #57  
 California, PA 15419

## **Employer Guide to Internship Online Postings**

Go to: [www.myinterfase.com/cup/employer](http://www.myinterfase.com/cup/employer)

**New Users:** If you are not a current user, click on “Click here to Register!” and follow the directions on that page.

- Complete all sections. Required fields are marked with an asterisk.
- Click on the Register button
- To post an internship, select “New Internship” under the “Internship” item on the black bar.

### **Existing Users:**

- Enter your User Name and Password.
- Click on Login

### Update My Profile

- To update Employer Information, click on [Edit]. Make changes and click on SAVE to complete the changes.
- To update Contact Information, click on [Edit]. After making changes, click on SAVE to complete the changes.

### Student Search

- Select Search. Choose your criteria and click on SEARCH.
- To view all available students, just click on SEARCH.
- Once your search is complete, you may view, sort, or create a resume packet which you can receive via e-mail.

### To Create a New Job

- Click on New Job. Enter job information. Fields with an asterisk are required information. Fill out as much information as possible to make the job posting complete. In the field, “Application Instructions,” enter the procedure in which a potential employee may apply for this position. Click on SAVE to update this information.

*\*Under the Posting Information section, there are two fields that you need to review. In “Show Contact Information,” if you select No, your contact information will not be available to potential employees. In Allow Online Referrals,” if you select Yes, students can submit their resume to you via this system (i.e., you will receive e-mail notification of students’ job applications and be able to view resumes on-line).*

### To Make Changes to Current Jobs

- There are several sections (Position Information, Contact Information, and Posting Information) that you may update.
- To make changes to any sections, click on the [Edit] link and make your changes. Once completed, click on SAVE for each section.

*NOTE: After a job is newly-added or modified, the information will be reviewed by an Internship Center employee before it is posted.*

## **EDUCATION AND HUMAN SERVICES**

### **EDUCATION - CERTIFICATION PROGRAMS**

[Art Education \(K-12\)](#)  
[Biology in Secondary Schools](#)  
[Chemistry for Secondary Schools](#)  
[Communication \(Theatre Concentration\)](#)  
[Communication](#)  
[Earth and Space Science Education](#)  
[Early Childhood Education Services](#)  
[English Education](#)  
[Foreign Language \(Spanish\) Education](#)  
[General Science](#)  
[Mathematics Education](#)  
[Middle Level Education](#)  
[Physics Education](#)  
[Pre-K - Grade 4 Education \(Early Childhood/Elementary Education\)](#)  
[Social Studies](#)  
[Special Education \(Pre-K - Grade 4\)](#)  
[Special Education \(Grades 4-8\)](#)  
[Technology Education](#)

### **EDUCATION - NON-CERTIFICATE PROGRAMS**

[Communication Disorders](#)  
[Early Childhood Education Services](#)  
[Middle Level Education Services](#)

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[Theatre](#)

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[Manufacturing Technology](#)  
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[Earth Science](#)  
[Environmental Earth Science](#)  
[Environmental Studies](#)  
[Environmental Studies: Environmental Science](#)  
[Environmental Studies: Fisheries and Wildlife](#)  
[Environmental Studies: Leadership and Management](#)  
[Environmental Studies: Natural Resource Management and Policy](#)  
[Geology](#)  
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[Mathematics with Statistics Concentration](#)  
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