

WASHINGTON STATE UNIVERSITY



STUDENT EMPLOYMENT SUPERVISOR HANDBOOK 2019-2020

Table of Contents

Forward	3
Description of Washington State University Student Employment.....	4
Work-study.....	4
Student Hourly	5
Advertising Your Student Employee Position	5
On-Campus Employment Policies and Procedures.....	6
Rehiring a Work-Study Student Employee.....	6
Definition of a Student	6
Replacing Civil Service or Collective Bargaining Unit Employees	6
Hours of Work.....	6
Work Study (On-Campus)	7
Processing Student Employees	7
Student Employee Orientation Checklist.....	8
Employment of Minors	8
Monitoring Earnings	8
Benefits	8
Holidays	9
Break Times	9
WSU’s Conditions of Student Employment	9
Sex Offenders and Student Employment	9
Job Classification and Pay Rates.....	10
International Student Employees	10
F-1 Status	10
Acquiring F-1 Status	10
Resources:	11
The Student Work Experience	12
Mentoring Student Employees.....	12
Student Learning Outcomes and Assessment	12
Employers Seek Well-Rounded Grads Who Also Have Real-World Experience.....	13

Forward

Supervising student employees is significantly different from supervising full-time workers. Many of the students entering college as traditional-aged first year students will not have learned or developed all the skills required to perform at an entry level position.

When students arrive on campus for the first time, they may not have had any formal training. Lack of instruction, combined with limited work experience, can result in an additional challenge for supervisors who themselves may have limited experience with training an inexperienced or transient work force.

WSU is committed to providing the best possible education to students both in and out of the classroom. With this in mind, supervisors are educators. The student employment experience provides the setting for the supervisor to teach and observe student critical thinking skills. There is also the opportunity for the student to develop work-related skills as a catalyst to professional employment. Many students are turning to student employment where they can gain valuable work experience plus a degree. The Supervisor Handbook serves to help foster professional growth and broaden the supervisor's employee "tool kit."

This manual is written to outline the University's practices concerning the terms and conditions of student employment. The practices stated in this manual are intended as guidelines only and are subject to change.

Description of Washington State University Student Employment

Student Employment is designed to help students meet educational expenses, apply critical and integrative thinking skills, and link outside classroom activities with classroom activities. Student employment at WSU is divided into two categories:

Work-study

Work-study recipients may work either on-campus or with an approved off-campus employer. Work-study awards for the academic year will vary per student based on the number of hours listed and rate of pay by the employer on the Work-Study Authorization Form (WSAF) or as determined through the off-campus contract. The work-study eligible student will receive a notice via their zzzsis account notifying them of eligibility and embedded in the notice will be a link for the student to download their personal WSAF. Additionally, this notice informs the student that if they are perusing off-campus employment that they do not complete the WSAF and there are additional forms that must be completed and signed. Eligibility of work-study for all students is contingent on the student maintaining at least half-time enrollment. There is a maximum award amount for on-campus employment, unless the student's position is approved as a qualified internship or the position description is directly related to the student's program of study. The employer must attach a position description with WSAF if the funding request is more than the maximum award amount. For off-campus employment, there is also a maximum award amount, however for a student to utilize work-study off campus the position must be directly related to the students program of study.

On-campus work-study

Work-study funds pay 60% of the student wages up to the limit of the students' work-study award for each term. The department match is 40%. When the work-study limit is reached, departmental funds pay 100% of the students' wages. On-campus wages are governed by the state classification/compensation plan

<http://www.dop.wa.gov/CompClass/JobClassesSalaries/Pages/ClassifiedJobListing.aspx?FilterValue=P>

Off-campus work-study

The purpose of the Off-Campus Work-Study Program is to reimburse employers a percentage of gross pay for positions that are directly related to the student's major or are community service positions. To become an approved off-campus work-study employer, the employer must provide a job that is directly related to the student's major (RCW 28.B12.060) or is a non-profit nonsectarian community service organization. The student must be a Washington state resident awarded work study funding.

Approved off-campus work-study employers pay work-study students the same as any other employee including FICA, Workman's Compensation, and Federal Income Tax and any other taxes. The employer requests reimbursement by submitting timesheets to the Student Financial Services office at WSU Pullman. The reimbursement rate for **for-profit employers is 40%** of the gross pay up to the limit of the student's work-study award for the term and for **non-profit community service providers, it is 70%** of the gross pay up to the limit of the student's work-study award for the term. ***The employer is responsible for 100% of the wages earned once the work study funds have been utilized.***

Eligibility for work-study is determined by a valid Free Application for Federal Student Aid (FAFSA) that was filed on or before the published priority filing date, indication on the FAFSA that he or she is interested in work study, have need based eligibility and no problems with maintaining Satisfactory Academic Progress (SAP).

Work-study student employees may work up to an average of 19 hours per week while classes are in session. During approved academic breaks, work-study student employees may work up to 19 hours per week provided their award covers this amount and they are registered for classes for the following semester.

Student Hourly

Non-work-study employees' work in on- and off-campus positions. The employer pays 100% of the student wages.

Although International students do not complete the FAFSA, they may be employed by WSU if the student is authorized to attend WSU and is in lawful F-1 visa status. They may consult with the staff of the Office of International Students and Scholars for more information. All international students must obtain a U.S. Social Security Number before employment can begin, and the application requires a letter documenting an offer of employment.

Supervisors are encouraged to remember that students participate in student employment for a variety of reasons, including:

- The flexibility of scheduled work hours around their class schedules.
- The opportunity to learn valuable analytical and critical thinking skills.
- The opportunity to gain valuable experiences and marketable skills to add to a resume.
- To obtain employment references as supervisors can serve as references in the future.

Advertising Your Student Employee Position

Student Employment provides an online employment system called **Handshake** (<http://www.wsu.joinhandshake.com>) that serves as a central repository for student employment jobs (both on- and off-campus, student work-study, student hourly, and non-student employment). This website has valuable tools to assist you with the hiring process.

The site is designed to provide employers with a self-service mechanism to post student jobs. The functionality is efficient and user friendly. Once you add a job, the Student Employment staff will need to review and approve the posting. Once approved, the opportunity for students to apply is immediately available on Handshake.

However, before you can begin posting jobs, you must first obtain log-in permission. Obtaining log-in permission will create an individual account for you within the site. It is from your account that you will post any open student positions within your department.

To obtain a log-in, go to <http://www.wsu.joinhandshake.com> and click on **Employer** then click on **Register**. Complete the form and ask to connect with Washington State University. Once approved, you will then be able to post your positions to the student and alumni population.

On-Campus Employment Policies and Procedures

The Student Employment website and the Temporary Employment System (TEMPS) work to facilitate advertising your student job(s) and getting the student whom is hired into the payroll system. So, after you post your job announcement, review student applicants, and select your student employee(s) on Student Employment Jobs site, you will also need to complete the employer portion of the Work-Study Authorization Form that is provided to the student. Once this form is completed, it is the student's responsibility to submit the completed form to Student Employment in the Office of Financial Aid and Scholarships.

It is important to note that the Work-Study Authorization Form (WSAF) does not automatically ensure a work-study award. The award will be determined by the Financial Aid Office after the WSAF has been completed, signed and returned. Awards are contingent upon available funding and financial aid eligibility. Do NOT allow the student to work prior to work-study approval as you may not be reimbursed for unauthorized hours. Once a decision has been made, Student Financial Services will email both the student and the employer with the results. Once the employer receives notice that the student has been awarded work-study, the employer then can enter the student's information into the online Temporary Employment System (TEMPS) to create, update, and display temporary work-study positions and appointments. However, to access, enter, and/or approve information in the TEMPS system, employers must attend training and obtain approval from the department appointment authority and Human Resources (HRS). Contact Human Resource Services for information about TEMPS training and access; telephone 509-335-4521.

Rehiring a Work-Study Student Employee

Employers that wish to keep a work-study student on staff for the next academic year can notify Student Employment prior to fall start up to request a continued work-study award. However, this request is contingent on the student having continued work-study eligibly based on their FAFSA, need, and available funding.

Definition of a Student

For purposes of temporary employment, a student is one who is enrolled at WSU with at least half time status during fall, spring, or summer semesters. A work-study undergraduate student must be enrolled in 6 or more credits during the year and during summer sessions while graduate students have to be enrolled in 5 credits. As there are three sessions during summer the total amount of credits the student is enrolled in must be 6 for undergraduate and 3 for graduate. For example, 6 credits split between two summer sessions at 3 credits each, counts as 6 credits total for the summer session.

Replacing Civil Service or Collective Bargaining Unit Employees

Student temporary employees may not be hired to replace civil service or collective bargaining unit employees who are laid off due to lack of funds or lack of work. Student temporary employees may not be hired to fill a position currently or formerly occupied by a civil service or collective bargaining unit employee during the current or prior calendar year or fiscal year.

Hours of Work

State regulations limit student employment to a maximum of 516 hours worked in any six consecutive months, excluding students employed in their major field of study, hours worked during the summer and other academic year holiday breaks (WAC 357-04-040). WSU academic holidays are periods when school is not in session. The following types of students are exempt from the hour limitations, in accordance with WAC 357-04-040:

- Student body officers or student organization jobs such as student officers or student news staff members.
- Students employed in jobs which are directly related to their major fields of study and which provide training opportunities.
- Students in documented and approved internship programs which consist of academic components and work experience.

Work Study (On-Campus)

Work-study funds pay 60% of the students' gross salary up to the limit of the students' work-study award for each term. The employing department pays the remaining 40%. If a student exceeds the work-study award for the term, departmental funds pay 100% of the earnings in excess of the work-study limit. Work-study employees must be paid hourly and cannot be employed on a piece-rate basis. Hiring departments may consult the following sources for information about work-study awards for student employees: Online Temporary Employment System (TEMPS).

To access, enter, and/or approve information in the TEMPS system, employers must attend training and obtain approval from the department appointment authority and Human Resources (HRS). Contact Human Resource Services for information about TEMPS training and access; 335-4521.

Work Study Activation Dates

Activation dates correspond with payroll cycles. Payroll cycles are the 1st- 15th & 16th – end of the each month:

Payroll Activation & Expiration Dates

Work Study Activation Date	August 16 th
Work Study Expiration Date	May 15 th
Last Day for Fall Term	December 31 st
First Day for Spring Term	January 1 st
First Day for Summer Term	May 16 th
Last Day for Summer Term	August 15 th

Processing Student Employees

Departments can post job announcements for work-study, student hourly, and non-student employment through the website wsu.joinhandshake.com. Handshake is maintained by Student Employment in Lighty Student Services Building, Room 160, Academic Success and Career Center.

When seeking employment, the student completes an online application and identifies potential job opportunities from the listings posted on the Handshake website. Employers can then store a copy of the job description on the Handshake website for reuse.

When an on-campus student is hired, the employer appoints the student to a position via the web based **TEMPS** system. The online form indicates:

1. The type of Work (Work-study, Student Hourly)
2. The hire date
3. The hourly rate the student will be paid (at least minimum wage or comparable to other employees).

The employer and student also process the W-4 form and the I-9 Form, verifying the student's ability to be legally employed. WSU has contracted with Lookout Services to provide I-9 processing. Contact WSU Human Resources for training and access to the on-line web service provided by Lookout Services. Human Resource Services retains all I-9 information in the student's personnel file.

The I-9 form must be completed for all new employees or employees that have been separated from the university for one year or more. If the I-9 signed date is missing, you will receive the message “I-9 required.” The appointment will be “pending” until a complete I-9 form has been received and approved by Human Resource Services. The W-4 is returned to Payroll Services. Encourage students to ask at Payroll about direct deposit privileges.

Student Employee Orientation Checklist

You can download the Temporary Employee Orientation Checklist at: <http://public.wsu.edu/~forms/PDF/BPPM/60-27-8.pdf>. Use the Temporary Employee Orientation Checklist to orient your student employee. Once completed file the form in the department’s employee file. Additionally, complete the Safety Orientation Checklist- <http://www.wsu.edu/forms2/ALTPDF/SPPM/2-16-2.pdf>.

Student employees should also receive a copy of the following documents:

- University’s Alcohol and Drug Policy
- Discrimination and Sexual Harassment Prevention Policy and Complaint Procedures

Employment of Minors

Contact Human Resource Services (HRS) to review the position’s duties and hours of employment before employing a minor (anyone under 18 years of age). The employing department is responsible for securing parental consent before hiring a minor. The department obtains a Parents/School Authorization for Employment of a Minor form from the State of Washington Department of Labor and Industries website at: <http://www.lni.wa.gov/>. Select Workplace Rights, then select Teen Workers—Forms and Publications.

The employing department completes the top portion of the form and sends it to the minor’s parent for authorization. After the parent returns the signed form, **the department retains the authorization in the employee’s departmental personnel file.**

WSU units are not to employ anyone less than 16 years of age. In unusual circumstances permission to hire 14 and 15 year-old individuals may be granted by HRS on an exception basis. Direct detailed written exception requests to HRS.

Monitoring Earnings

Student employment hours are recorded on a daily activity report or time card which is signed by the employee and the employer/supervisor for each pay cycle, verifying the hours worked and that the job was performed in a satisfactory manner. The daily activity report or time card is then turned in to the employing department fiscal personnel to input the hours worked into the DEPPS system. Payroll Services processes the checks or direct deposits. Student award limits may be monitored in the TEMPS system or DEPPS system.

If a student’s earnings exceed the work-study award limit for the term, departmental funds are automatically charged for the amount in excess of the work-study award limit. An employer may request a work-study award increase. If work-study funds are available, the work-study increase will be honored as long as the increase does not exceed the student’s need and as long as funds are available. If an award is increased, a revised award notification is sent to the student.

Benefits

All temporary employees are covered by worker’s compensation. Student temporary employees do not earn sick leave, annual leave, or a personal holiday. They are not paid for holidays. Student

temporary employees are not covered by unemployment compensation.

Holidays

WSU Academic holidays are periods when school is not in session. During vacations, employment of students can be full-time under certain conditions. Students must be continuously enrolled and if a student's employment exceeds eligibility in terms of gross earnings or dates of eligibility, the employer is required to pay 100 percent of the non-eligible wages. The law limits student employment to a maximum of 516 hours (*students employed in major field of study are exempt from the 516 limit*) worked in any six consecutive months, ***excluding hours worked during the summer and other academic year holiday breaks*** (WAC 357-04-040).

Break Times

Employees shall be allowed a meal period of at least 30 minutes which commences no less than two hours nor more than five hours from the beginning of the shift. Meal periods shall be on the employer's time when the employee is required by the employer to remain on duty on the premises or at a prescribed work site in the interest of the employer. No employee shall be required to work more than five consecutive hours without a meal period.

Employees working three or more hours longer than a normal work day shall be allowed at least one 30-minute meal period prior to or during the overtime period. Employees shall be allowed a rest period of not less than 10 minutes, on the employer's time, for each 4 hours of working time. Rest periods shall be scheduled as near as possible to the midpoint of the work period. No employee shall be required to work more than three hours without a rest period. When the nature of the work allows employees to take intermittent rest periods equivalent to 10 minutes for each 4 hours worked, scheduled rest periods are not required (WAC 296-126-092).

WSU's Conditions of Student Employment

Student employment is *employment at will*. Students may be dismissed or rehired as determined by their supervisor. If student employees want permanent employment, they may apply at www.wsujobs.com when appropriate eligibility lists are open.

Sex Offenders and Student Employment

Any registered sex offender under active supervision must notify the County Sheriff's Department when they move into an area. If the individual is attending Washington State University the County Sheriff's Department will notify WSU's Chief-of-Police. The Chief-of-Police in-turn notifies the Vice-President for Business Affairs and Dean of Students.

A registered sex offender under active supervision who is working is also required to notify their employer. If a student informs Student Employment staff that they are a registered sex offender under active supervision the Student Employment Coordinator should 1) document the individual's probation officer 2) call the probation officer to verify that the employer was informed 3) call WSU Chief-of-Police if there are any questions. If a student employee self-identifies as a registered sex offender not under active supervision, the Student Employment Coordinator should contact the WSU Chief-of-Police and let them handle any disclosure of sex offender information.

There are specific statutes governing the confidentiality of particular types of information. Be careful not to disclose information which would violate an individual's right to confidentiality or privacy.

Job Classification and Pay Rates

Click on the following link for the Temporary Employment Classification and Compensation Plan (<http://www.hrs.wsu.edu/Class-Comp+Plans>). The Washington's minimum wage is \$9.32 per hour.

Student hourly and work-study funded student employees are paid an hourly rate of pay in keeping with the duties and responsibility of the position, as appropriate within the pay schema. Work-study students who fill positions comparable in scope to work classified by the Washington Personnel Resource Board (WPRB) must be paid the WPRB prescribed hourly wage rate for that class, regardless of the institution's policy for paying other students or part-time employees. The institution must clearly identify each position that is not comparable to a WPRB classification and document its determination of non-comparability. Attached is the link to the Washington State University Student Employment Classification and Compensation Plan for State Work Study Wage Rates:

<http://www.hrs.wsu.edu/Student%20Employment%20Class%20Comp%20Plan>

International Student Employees

An international student may be employed by WSU if the student is authorized to attend WSU and is in lawful F-1 or J-1 status. In addition, J-1 students must obtain written authorization from their program sponsor in order to engage in on-campus employment. Visit the Office of International Programs – Global Services for more details.

F-1 Status

Foreign students who hold F-1 nonimmigrant status are limited to 20 hours of work per week while school is in session. An F-1 student is a nonimmigrant who is pursuing a “full course of study” to achieve a specific educational or professional objective, at an academic institution in the United States that has been designated by the Department of Homeland Security (DHS) to offer such courses of study to such students, has been enrolled in SEVIS (the Student and Exchange Visitor Information System). Once the educational or professional objective is attained, the F-1 student is expected by the U.S. government to return to his or her residence abroad. F-1 students must present the following documents for SSN application:

- A valid SEVIS I-20
- A valid passport
- I-94 card
- F-1 visa stamp (or change of status approval)
- Photocopies of all above immigration documents
- A completed Social Security Card application form
- A letter issued by WSU International Programs
- A letter issued by student's on-campus employer (effective 10/13/04)

Acquiring F-1 Status

A student acquires F-1 status using Form I-20, issued by Washington State University, a DHS approved school through SEVIS. Status is acquired in one of two ways: 1) if the student is abroad, by entering the United States with the I-20 and an F-1 visa obtained at a US Consulate (Canadians are exempt for the visa requirement); or 2) if the student is already in the United States, by sending the I-20 to US Citizenship and Immigration Services (USCIS) with an application for a change of nonimmigrant status.

Contact the Office of International Programs – Global Services for more information.

Academic Success and Career Center

Lighty 180 | 509-335-6634 | studentjobs@wsu.edu

Resources:

For Consultation

- Student Employment, 509-335-6634
- Office of Human Resource Services, 509-335-4521
- Office of Financial Aid & Scholarships, 509-335-9711
- Office of International Programs – Global Services, 509-335-4508

For Forms:

- WSU Student Employment Classification and Compensation Plan for State Work Study Wage Rates - <http://www.hrs.wsu.edu/Student%20Employment%20Class%20Comp%20Plan>
- Temporary Employment and Classification Plans - <http://www.hrs.wsu.edu/Class-Comp%20Plans>
- Temporary Employee Orientation Checklist - <http://www.wsu.edu/forms2/ALTPDF/BPPM/60-27-6.pdf>
- Alcohol and Drug Policy - <http://www.wsu.edu/~forms/PDF/EPM/EP20.pdf>
- Discrimination and Sexual Harassment Prevention Policy and Complaint Procedures - <http://oeo.wsu.edu/default.asp?PageID=4445>
- Safety Orientation - http://www.wsu.edu/manuals_forms/PDF/SPPM/S20-30.pdf
- Safety Orientation Checklist - http://www.wsu.edu/manuals_forms/PDF/SPPM/S20-30-2.pdf
- Employment of a Minor Form - <http://www.lni.wa.gov>

The Student Work Experience

Mentoring Student Employees

Barbara Hammond, Ph.D. Director, Counseling and Testing Services

Some insights from psychology may help supervisors work even more effectively with student employees. Psychologists have learned that the key factor in determining whether counseling is a positive, helpful experience is the quality of the relationship between the client and the counselor. Similarly, student workers tend to be happier and more productive if they are able to develop a close, mutually respectful relationship with their supervisor. Developmentally, students are likely to be in a transition period of life that emphasizes involvement, independence, and initiative. Supervisors may want to capitalize upon these natural tendencies by getting student employees involved in the service mission as well as the fun activities of the unit, by allowing as much independence as possible, and by encouraging student initiative in structuring or personalizing their job to the extent possible. It may also be helpful to recognize that as student's transition from their families, they may initially relate to the people in their work environment as they related with their families. Thus, they may expect support and nurturance, have difficulty with authority, or alternately collaborate or compete with fellow student workers. It can be helpful for supervisors to gently but consistently emphasize the professional standards and roles of the workplace. Student employees typically bring fresh perspectives and enthusiasm to an office that more than compensates for the additional training and supervision they may require.

Student Learning Outcomes and Assessment

In the spring of 2007, Student Employment in partnership with the Office of Assessment of Teaching and Learning (<http://oai.wsu.edu/>) piloted a student employment rubric called the Guide to Rating Professional Performance in Learning Organizations. Based on the WSU Critical & Integrative Thinking Rubric, the Professional Performance rubric was developed to address skills that have been identified as critical components for graduates entering the work force. Experiential learning situations provide students with opportunities to learn and acquire a variety of transferable skills that are beneficial regardless of where they seek future employment, including:

- Critical Thinking/Problem Solving
- Teamwork/Collaboration
- Professionalism/Work Ethic
- Oral and Written Communications

The benefit of using a rubric instead of a performance evaluation is that rubrics promote a formative process; they can be used as a reference point for student improvement because students can see the next level on the rubric and the criteria involved to reach the next level.

Students participating in the pilot project worked closely with their supervisors, receiving rubric-based feedback and documenting their own professional learning growth via rubric-based self-assessment and reflective essays. One-hundred and eight students in six departments participated in the pilot program.

In addition, some of the students in the pilot program began to create electronic portfolios to capture the learning experience that occurred at the intersection between their work and academic lives. More than just an achievement showcase, e-portfolios are fast becoming a tool for investigation, reflection, and growth at many universities. They provide students with a vehicle for understanding their own learning growth across time and contexts (academic, workplace, community)—to place them in relation to society, which is one of WSU's 6 Goals of the Baccalaureate.

For more information, contact the Office of Assessment of Teaching and Learning at OAI@wsu.edu, 509-335-1355.

Employers Seek Well-Rounded Grads Who Also Have Real-World Experience

Campus Career Counselor/February 2007 - By Peter Vog

Employers are looking for a lot more from today's college students and recent graduates—particularly in the way of cross-disciplinary knowledge and real-world experience gained through internships and similar activities, according to a recently released report from the Association of American Colleges and Universities (AAC&U).

College Learning for the New Global Century is the culmination of a 10-year AAC&U initiative in which leaders from business, education, labor, philanthropy, and policy collaborated to identify the “essential learning outcomes” of a 21st-century college education.

Front and center in this effort was a revealing poll of 305 employers from across the United States, which concluded—generally speaking, at least—that colleges and universities need to boost their efforts to prepare well-rounded graduates who know how to succeed in real-world settings.

Soft Skills Required

If college students and recent graduates need proof that so-called “soft skills” matter to the people who will one day consider them for employment, the *College Learning* report offers it --- using data that are hard to discount.

Indeed, 56 percent of the employers surveyed said a college education should provide a balance of both training for a specific career field and broad-based knowledge and skills.

“It’s time to stop channeling students into narrow tracks that prepare them for an initial job but not for tomorrow’s challenges,” says AAC&U President Carol Geary Schneider.

“Engineers need to know how to communicate across diverse cultures, scientists need to think through the ethical implications of their work, and computer programmers need to understand the real-world conditions that shape the lives of those who will use their programs and products. A college education needs to give students more than technical knowledge; it needs to help them succeed in all aspects of work and life.”

The problem now, according to nearly two-thirds (63 percent) of the employers polled: Too many recent college grads lack the skills and knowledge they need to succeed in a global economy.

When asked which learning outcomes today’s colleges and universities should emphasize more, the employers in the survey rattled off what amounts to a soft-skills “most wanted” list. Examples (with percentages of employers calling for more emphasis): “Teamwork skills and the ability to collaborate with others in diverse group settings” (82 percent) “The ability to effectively communicate, orally and in writing” (73 percent) “Global issues and developments, and their implications for the future” (72 percent) “The ability to locate, organize, and evaluate information from multiple sources” (70 percent)

Applied Learning

Employers seek much more than theoretical “book knowledge,” though, the AAC&U report stresses. Specifically, employers “believe that higher education should give students more experience with real-world applications of their knowledge and skills through hands-on learning,” the report says.

Translation: Keep those internships, co-ops, and related experiences coming. As one employer in the survey put it: “I don’t think colleges and universities ... really teach these individuals the real world, what it’s like being out there in the real world, what the job requirements are ... I think internships do an amazing job in terms of education, educating people, versus your day-to-day, everyday, sitting-in-class learning-from-a book perspective.”

Seventy-three percent of the employers surveyed said colleges and universities should place more emphasis on “the ability to apply knowledge and skills to real-world settings through internships or other hands-on experiences.”

Without such hands-on background, one employer concluded, college is “delayed reality” for students--and the employers who will one day have to teach them what they didn’t learn in school.