ANTHROPOLOGY CAREER READINESS NETWORK

Post-Internship Evaluation Guide

Your internship program is off to a great start, but you want to evaluate your success. This guide shows you how to develop an actionable evaluation process for your internship program. As the job market and economy shift, it is important to keep current with emerging market expectations. Based on input from your interns, host organizations, and university/program, you should 1) assess the extent to which your program meets or exceeds the following criteria, and 2) apply that input to implement improvements in the program.

Internship Program Expectations	Apply Results to:
Interns ● Gained valuable experiences and skills ● Improved their ability to apply their skills in new contexts ● Developed confidence in making and defending project-related decisions ● Expanded their professional networks ● Strengthened their understanding how they translate theory into practice ● Enhanced their ability to identify opportunities for their own growth and professional development ● Came to appreciate professional/trade associations and conferences, and/or news/publication outlets ● Built confidence in speaking about or presenting their work ● Learned to use their internships as stepping stones to new professional opportunities ● Increased awareness of anthropology's workforce relevance and potential	Improve guidance and support for interns on anticipated experiences and new skill acquisition during the internship period Create follow-up skills or professional development for interns Enhance job placement support for interns
Host Organization ● Improved the applicant pool for new hires ● Identified tangible organizational benefits based on the work of interns ● Strengthened their working relationship with the university/program ● Leveraged the internship program into other university/program projects (e.g., invitation to deliver public lecture, award sponsorship) ● Talked about hiring anthropologists in the future ● Decided to continue working with interns	Establish clear workplace expectations for new interns Provide greater oversight and assistance throughout the internship period Alert intern's advisor of any work-related issues, as appropriate
University / Program ● Gained prestige for implementing a high-leverage internship program ● Strengthened their working relationships with the host organization ● Leveraged the internship program into other activities with the host organization (e.g., invitation to deliver public lecture, award sponsorship) ● Expanded the number of summer interns	Refine internship selection and placement processes Enhance university/program marketing and public relations

Crafting Your Internship Program Evaluation

Pick from the following question bank to create intern and host organization surveys and interviews. Select those questions that are most relevant for your program goals. The results from these surveys and interviews will help you determine whether you are meeting the criteria you established.

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did interns gain valuable skills?	Intern Survey or Interview	What skill or skills were you hoping to develop through this internship?	Open-ended "Choose all that apply"
	Intern Survey or Interview	Please describe all of the skills you were able to develop through the internship.	Open-ended
	Intern Survey or Interview	Did your internship help you develop these skills?	Five-point Likert scale of Strongly Agree to Strongly Disagree
	Intern Survey or Interview	For each skill, did your internship increase your proficiency in that skill?	Five-point Likert scale of Strongly Agree to Strongly Disagree
	Intern Survey or Interview	What were the best aspects of your internship experience?	Open-ended
	Intern Survey or Interview	What were the most challenging aspects of your internship experience?	Open-ended
	Host Organization Survey or Interview	What skills was the internship designed to help interns develop?	Open-ended "Choose all that apply"
	Host Organization Survey or Interview	Did your intern develop or improve the skills that the internship was designed to support?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—What skills did you observe? • If Strongly Disagree/Disagree—Provide more feedback and suggestions for improvement
	Host Organization Survey or Interview	Were any additional skills developed?	Open-ended
	Host Organization Survey or Interview	For each skill, did the internship increase your intern's proficiency in that skill?	Five-point Likert scale of Strongly Agree to Strongly Disagree

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did interns improve their ability to apply their skills in new contexts?	Intern Survey or Interview	Were you given an opportunity to apply your skills on projects or in particular situations (e.g., interactions, meetings)?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not? What factors constrained your ability to apply your skills further?
	Intern Survey or Interview	Were you successful in applying your skills in those particular situations?	Five-point Likert scale of Strongly Agree to Strongly Disagree
	Host Organization Survey or Interview	Was your intern given an opportunity to apply their skills in particular situations (e.g., interactions, meetings)?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not? What factors constrained your ability to apply your skills further?
	Host Organization Survey or Interview	Was your intern successful in applying their skills in particular situations (e.g., interactions, meetings)?	Five-point Likert scale of Strongly Agree to Strongly Disagree
To what extent did interns develop confidence in making and defending project-related decisions?	Intern Survey or Interview	Were you given the opportunity to make decisions on your project?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe how
	Intern Survey or Interview	Were you asked to defend or justify your decisions? If so, please describe this experience.	Y / N Open-ended
	Intern Survey or Interview	Comparing BEFORE (pre-internship) & NOW (post-internship): To what extent do you agree with the statement, "I am confident in making and defending project-related decisions"?	Five-point Likert scale of Strongly Agree to Strongly Disagree
	Host Organization Survey or Interview	Was your intern given the opportunity to make decisions on their project?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
	Host Organization Survey or Interview	Was your intern asked to defend or justify their project-related decisions? If so, please describe how the intern responded to this opportunity.	Y / N Open-ended

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did interns expand their professional networks?	Intern Survey or Interview	Comparing BEFORE (pre-internship) & NOW (post-internship): Did your professional contacts expand through: • Your LinkedIn profile • Number of working anthropologists • Social media presence (Facebook, Instagram, X) • Membership in one or more professional associations • Attendance at one or more annual conferences • Participation in a Community of Practice or Professional Learning Community • Relationship with a formal mentor or advisor • Book Club or Reading Circle • Other	Five-point Likert scale of Strongly Agree to Strongly Disagree
To what extent did interns strengthen their understanding of how they translate theory into practice?	Intern Survey or Interview	Has your understanding of how to translate theory into practice improved?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
	Host Organization Survey or Interview	Has your intern's understanding of how to translate theory into practice improved?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent did interns enhance their ability to identify growth or professional development opportunities	Intern Survey or Interview	Describe a task or activity that did not go as you thought it would or as you planned. What did you learn as a result?	Open-ended
	Host Organization Survey or Interview	Describe a task or activity (in which your intern had meaningful involvement or responsibility) that did not go as you thought it would or as you planned. What did your intern learn as a result?	Open-ended

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did interns learn how to access and use associations, conferences, and news/publication outlets?	Intern Survey or Interview	Comparing BEFORE (pre-internship) & NOW (post-internship): Did you learn how to access and use: • Professional associations • Trade associations • Professional conferences • Trade conferences • Academic publications • News outlets • Other (Please specify)	Five-point Likert scale of Strongly Agree to Strongly Disagree
To what extent did interns build confidence in speaking about or presenting their work?	Intern Survey or Interview	Has your confidence improved in speaking about or presenting your work?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
	Intern Survey or Interview	Comparing BEFORE (pre-internship) & NOW (post-internship): To what extent do you agree with the statement, "I am confident in speaking about or presenting my work"?	Five-point Likert scale of Strongly Agree to Strongly Disagree
	Host Organization Survey or Interview	Has your intern's confidence in speaking about or presenting their work improved?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent have interns been able to use their internship as a stepping stone to new professional opportunities?	Intern Survey or Interview	Have you been able to translate your internship into an ongoing or longer-term opportunity?	❑ Yes ❑ No ❑ In Progress ❑ Unsure • If Yes or In Progress, please provide more details about your opportunity.

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent have interns improved their awareness of anthropology's workforce relevance or potential?	Intern Survey or Interview	To what extent has your awareness about anthropology as an important or useful career changed?	❏ My awareness has improved and my opinion about anthropology as a career is now more positive ❏ My awareness has improved but my opinion about anthropology as a career has not changed ❏ My awareness has improved but my opinion about anthropology as a career is now more negative ❏ My awareness about anthropology as a career has not changed based on this internship ❏ Unsure ❏ Not Applicable • If "My awareness has improved but my opinion about anthropology as a career has not changed" OR "My awareness has improved but my opinion about anthropology as a career is now more negative," please provide more details about your experience.
To what extent did host organizations improve their applicant pool for new hires?	Host Organization Survey or Interview	To what extent do you agree the internship program helped improve the pool of applicants at your organization?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not? ❏ Unsure—I am not connected with hiring
To what extent did host organizations identify tangible organizational benefits based on the work of interns?	Host Organization Survey or Interview	To what extent do you agree the internship program brought new perspectives or skills to your team?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did host organizations talk about hiring anthropologists in the future?	Host Organization Survey or Interview	To what extent do you agree that the internship program has cultivated conversations about hiring anthropologists in the future?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent did host organizations strengthen their working relationships with the university or program?	Host Organization Survey or Interview	To what extent do you agree the internship program has strengthened your working relationship with the university or program?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent did host organizations leverage the internship program into other university/program projects (e.g., sponsorship of lecture series, other funded initiative)?	Host Organization Survey or Interview	Has the internship program led to other collaborations with the university or program? If so, what is the nature of those collaborations?	Open-ended Close-ended if we can identify specific projects of interest

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent will host organizations continue working with interns?	Host Organization Survey or Interview	Would you participate in an internship program again?	❏ Yes ❏ Definitely not ❏ Maybe, if certain changes were made ❏ Unsure at present ❏ Not Applicable • If "Definitely Not," please provide more details about your experience. • If "Maybe, if certain changes were made," please indicate the changes that are needed. • If "Unsure at present," please indicate the factors that might affect your decision.
	Host Organization Survey or Interview	How can the department/internship director support your organization in the future?	Open-ended Close-ended (if we can identify specific projects of interest)
	Host Organization Survey or Interview	How might the department ensure a better fit between your organization and any interns?	Open-ended Close-ended (if we can identify specific projects of interest)
	Host Organization Survey or Interview	Is there any capability you wish your intern had had (e.g., classwork, experience) before starting the internship?	Open-ended Close-ended (if we can identify specific projects of interest)

What we need to know	Options for Data Collection	Questions	Options for Question Format
To what extent did the university or program gain prestige for implementing a high-leverage internship program?	University Survey or Interview	Has the internship program led to greater prestige for your university or program?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent did the university or program strengthen their working relationship with the host organization?	University Survey or Interview	Has the internship program strengthened your relationship with your host organization?	Five-point Likert scale of Strongly Agree to Strongly Disagree • If Strongly Agree/Agree—Please describe • If Strongly Disagree/Disagree—Why not?
To what extent did the university or program leverage the internship program into other activities with the host organization?	University Survey or Interview	Has the internship program led to other collaborations with the host organization? If so, what is the nature of those collaborations?	Open-ended Close-ended (if we can identify specific projects of interest)
To what extent did the university or program expand the number of interns?	University Survey or Interview	Has the annual number of interns increased?	Open-ended

Analyze and Act!

Once you have collected your surveys and interviews, analyze the results and discover where you can take action. Prioritize your results based on their urgency and importance. There may be changes you can implement right away, while others may take additional planning or resources. Credit the feedback you received from your interns, hosts, and university when sharing and communicating your changes. Your response to these key stakeholders demonstrates that you are listening and acting based on their input. If people can see their impact, you have a better chance of them responding to a future survey or interview request.