



TO HELP YOU CREATE INTERNSHIPS THAT MEET
THE NEEDS OF YOUR ORGANIZATION



UNIVERSITY OF WYOMING

Employer's Internship Briefcase

University of Wyoming | College of Business | Johnson Career Center

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**Based on the Employers Internship Toolkit developed by West Michigan Strategic Alliance.
Adapted from the University of Utah.**

Additional resources provided by:

**'Starting and Maintaining an Internship Program' – Michael True, Director – Internship Center,
Messiah College**

**'SHRM Guide to Organizing an Internship Program' – Letty Klutz, PHR, and Chuck Salvetti
Amway Internship Program – Kevin Douglas, Internship Program Manager**

Introduction

The Employer's Internship Toolkit is designed to assist your organization in the development of a successful internship program. This toolkit will give you information and templates designed to help you create internships that meet the needs of your organization.

What is an Internship?

An internship is any carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what he/she is learning throughout the experience, and promotes academic, career and personal development.

- A typical duration of three to nine months
- The majority of internships are summer, or semester long
- A part-time or full-time commitment
- Paid or unpaid opportunities
- Academic credit may be earned

Importance of Internship Programs

Benefits for Employers

- An internship program is an inexpensive recruiting tool and an opportunity to train future employees. The opportunity to evaluate prospective employees while they are working for the organization can reduce significant costs in finding new talent.
- Interns bring current technology and ideas from the classroom to the workplace and therefore increase an organization's intellectual capital.
- An internship program can supply an easily accessible source of highly motivated pre-professionals.
- Interns provide an opportunity for mid-level staff to manage and freedom for professional staff to pursue more creative projects.
- The organization has increased visibility on campus.
- Interns do not require a long-term employer commitment.

Five-Steps to Developing a Quality Internship Program

Step 1: Set Goals and Policies for the Internship Program

Step 2: Write a Plan for the Internship Opportunity

Step 3: Recruit a Qualified Intern

Step 4: Manage the Intern

Step 5: Conduct Exit Interviews and Follow-up

Step 1: Set Goals and Policies for the Internship Program

What is the main goal for your company's internship program?

- Look at current business activities and consider what ongoing work you would like to expand or projects you would like to initiate or complete.
- Consider projects that are beneficial to your organization and provide challenging learning experiences for students.
- Examine your company's recruiting needs (i.e. employees retiring or departments that are expecting growth).
- Gather a consensus from management on program goals that can be understood by all involved.

Who will supervise and mentor the intern?

- A supervisor should be selected because he/she likes to teach or train and has the resources to do it. The supervisor will help the intern keep their project on time and on budget.
- The mentor may be a department head, project leader, long-time employee or acting supervisor who is knowledgeable on the project where the intern will work and can provide some orientation and wisdom to the student.

Will you pay the intern?

- Internship opportunities can be paid or unpaid, depending on your organization and type of work an intern will perform. Determine ahead of time if you will be able to compensate your intern. This could be in the form of an hourly wage or stipend. See page 7 for more information on paying interns.
- Wages vary from field to field, but most business internships are paid as they are not a required part of the curriculum.

Step 2: Write a Plan for the Internship Opportunity

- Identify goals, timelines, workspace and a general description of the daily work or project, which will become your work plan, so that everyone understands the purpose and expectations involved.
- We have provided an outline to help you create this work plan along with examples of completed job descriptions under the Resources section at the end of this manual.
- After the work plan has been established, create a job description for the position.

Can you involve the intern in experience beyond the actual work of the internship?

Yes, this could include training programs, social events and opportunities to network with executives. Best practices for social events include encouraging interns to network among themselves to share their experiences. Invite your intern to company sponsored events. Some companies host an end of the program experience, such as participation in a golf outing or a lunch/reception with upper management.

Step 3: Recruit a Qualified Intern

The College of Business Johnson Career Center at the University of Wyoming utilizes a comprehensive web-based employer interface called UW2Career (CSO) that connects you with campus. This system allows you to manage internship/job postings, register for career fairs, search student résumés (to come), manage interview schedules and more!

- Set up a UW2Career employer account today by accessing it from our website home page. You can self-register to get started and on our homepage, you will find an Employer Guide with basic instructions to get started.
- Use the information for the plan you developed in Step 2 to create a job description and work plan. Once you have posted the internship, students will be able to view your internship within one business day and respond to your posting directly. UW2Career can also manage the applicant flow for you so all applicants can easily be tracked.
- Set up an interview schedule on UW2Career where you can grant/deny interviews through the system which automatically notifies the student of your decision.
- Reserve interview space in the College of Business so you can interview students on campus. If you are local employer, you may also interview interns at your place of business.
- See a sample interview structure under the Resources section at the end of this manual.
- If you need assistance creating a job description or have any questions, be sure to contact the Johnson Career Center.
- Once you have hired an intern be sure to give the Johnson Career Center this information so that they can help the intern arrange for credit if appropriate.

Begin searching three to four months before you expect a student to start working:

The longer you accept applications, the more you will increase your chances of finding the best person for the job.

Choose interns just as carefully as you choose permanent employees:

On average, up to 45% of the students stay on full-time upon graduation from college. Once you have determined your top candidates, arrange an interview in a timely manner (best practices: 3-5 days). A sample interview structure can be found under the Resources section at the end of this manual.

Extend an offer to the intern of your choice:

You will find examples of a Memorandum of Understanding and an Offer Letter under the Resources section at the end of this manual.

Notify candidates who were interviewed, but not chosen for the position:

There are sample rejection letters under the Resources section at the end of this manual.

Step 4: Manage the Intern

Getting started on the right foot is important. This will lay a good foundation for the intern's experience. Using the work plan you have developed for the internship opportunity, set up an orientation for your new intern. A sample orientation outline is included under the Resources section at the end of this manual.

Give your intern the resources he or she needs to do the job:

- A proper workstation, telephone with voicemail, computer and email account is vital to your interns' success. Point out the supply room and introduce any appropriate personnel.

Monitor the intern's progress:

- Make sure you are aware of what's happening with their daily tasks.
- Keep in mind this could be a first work experience for this person. When work is assigned make sure it is given in detailed explanation. A few extra minutes of explanation will pay off later when the intern produces good work independently.
- Help your intern set goals for completion of various tasks, including daily, weekly and monthly goals. This will help establish a solid work ethic for the intern.

Evaluate the intern's progress periodically and give feedback:

- Evaluations are important for the success of your interns' experience. Evaluation processes differ and yours might be a formal written review given at the halfway point and at the end of the program, or it may be delivered over an occasional lunch with the intern.
- Educational institutions may require onsite visits or conference calls during internship to facilitate the evaluation process for grading purposes. The student intern should be able to share with you what is expected and a representative from the school will probably contact you if this is a requirement for credit.

Step 5: Conduct Exit Interviews and Follow-up

Providing the value of your internship program will require hard evidence that your organization is getting a return on its investment:

- If your intern has elected to receive credit, you will receive an evaluation from us that accounts for approximately 40% of the student's grade. Please plan to provide your intern with feedback regardless of credit.
- We have provided additional evaluation forms found under the Resources section at the end of this manual for both interns and employers to evaluate each other if your student has not elected to receive credit or if you would like additional feedback from the intern.
- Conduct an exit interview to determine if interns are leaving the organization having had a good experience. This provides valuable feedback to upper management for future program planning.

In addition to qualitative measures, a number of quantitative measures can be developed:

- Common measures may include the number of interns that become full-time employees, the number of requests for interns in the company and growing numbers of qualified intern applicants.
- In order to successfully measure your program outcome, you should return to the stated program goals and address those outcomes.

Legal Issues

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 \$500,000.00, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns. The legal considerations are addressed through six criteria for unpaid interns for the service they provide to "for-profit" private sector employers articulated in the Fair Labor Standards Act (see FLSA Fact Sheet #71).

- The internship, even though it includes actual operation of the employer's facilities, is similar to training that would be given in a vocational school.
- The internship experience is for the benefit of the student.
- The intern does not displace regular employees, but works under the close observation of a regular employee.
- The employer provides the training and derives no immediate advantage from the activities of the intern. Occasionally, the operations may actually be impeded.
- The intern is not necessarily entitled to a job at the conclusion of the internship.
- The employer and the intern understand that the intern is not entitled to wages for the time in the internship.

Workers' and Unemployment Compensation- Workers compensation boards have found that interns contribute enough to a company to make them employees. It is wise to cover interns under your workers' compensation policy even though you are not 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.

The employer should identify the specific terms and condition 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), 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.

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 the complaint procedure.

International Students

The most common visa types employers 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 enrolled in CSIP (Career Services Internship Program). 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 (CPT): 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.' According to USCIS, the word "required" does not always limit this type of practical training only to work experiences which are required parts of the curriculum. Training which is not required by your degree program may meet the requirements for CPT if you receive academic credit for the employment experience
- Optional Practical Training (OPT): This is an employment benefit contained in the U.S. Citizenship and Immigration Services (USCIS) regulations governing the F-1 visa category. Students who have maintained their status will have an opportunity to obtain

work experience in their fields of study in order to enhance their educational experience in the United States. Upon completion of a degree program, a student may be recommended for OPT for the remainder of time for which they are eligible. This will be for a period of 12 months if the student has not engaged in full-time CPT for 12 months during their course of study. Students are eligible for OPT after the completion of each higher degree obtained. The application process involves two steps, the first to be completed by International Students and Scholars and the second by USCIS.

The above information is adapted from a web article by Rochelle Kaplan, 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 of these and other legal issues related to hiring see NACEWeb at www.naceweb.org.

UW students will also need to work with the UW International Student Services office to verify they have completed the appropriate paperwork before beginning their internship.

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

www.immigrationsupport.com

Internship for Credit through the Johnson Career Center

The College of Business Internship Program is administered through the Peter M. & Paula Green Johnson Career Center. College of Business students in good academic standing and enrolled in either business undergraduate or graduate programs are eligible to apply for internship credit consistent with COB internship guidelines.

The College of Business highly encourages all students to take part in an internship, but does not require that credit be elected. To receive credit, the internship must be approved prior to the start of work.

Credit for internships must meet the following criteria:

- The internship is not with a family business.
- The intern has been with the employer for less than three months OR has recently been promoted or assigned a new task/project that will occupy most of the intern's time.
- The intern will complete a minimum of 80 hours of work for every hour of desired credit. *Please note: credit may be received for multiple internships if each opportunity presents a new learning objective. Please inquire with the JCC to learn more.*
- The internship adheres to the US Fair Labor and Standards Act (FLSA) criteria outlined on page 6.

To be considered for credit, the following application process must be completed:

1. The student should determine if he/she meets the prerequisites for one of the following courses, and talk to the Academic Advising Office about if the credit will count toward his/her degree:

MGT 2600 College of Business major with a 2.5 GPA

MGT 4600 College of Business major with Advanced Business Standing, MKT 3210, MGT 3210, FIN 3250, ACCT 1020

MGT 5600 College of Business major with 12 hours of graduate preparatory courses

2. Student will complete the Student Application for Internship Credit found on the JCC website.
3. Student will submit a résumé to jcc@uwyo.edu or drop off a hard-copy at the Johnson Career Center.
4. Employer will complete the Employer Application for Internship Credit found on the JCC website.
5. Once all applications are received, the application will be reviewed as to if it meets the above outlined criteria to receive credit and the student will be notified.

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Internship Work Plan

Supervisor Name: _____ **Email:** _____

Title: _____

Phone Number: _____

Mentor Name: _____

Title: _____ **Email:** _____

Phone Number: _____

Company Name: _____

Company Address: _____

Contact: _____

Title: _____ **Email:** _____

Phone Number: _____

Description of Company: _____

Internship Job Title: _____

Description of Internship: _____

Goal(s) of Internship: _____

Wages:

Hourly _____

Stipend _____

Bonuses _____

Assistance with housing _____

Unpaid _____

Timeline: _____ **to:** _____

Supplies:

_____ **Desk**

_____ **Telephone with voicemail**

_____ **Work station**

_____ **Network log in**

_____ **Email account**

Sample Intern Job Description

Position: Accounting Intern

Date: 1/02/14

Organization:

Location: Denver, CO

Department: Accounting & Control

Salary: \$10.00/hr.

Cycle: Summer

Start Date: 5/01/14

Time Requirements: 35-40 hours/week

Major(s) Requested: Accounting, Finance, or Business Administration

GPA desired:

Number of Openings: 2

Job Description:

- Prepares and consolidates results and budgets
- Coordinates and issues actual and forecast reporting requirements
- Analyzes monthly budget variances
- Analyzes various General Ledger Accounts
- Prepares monthly financial reports
- Participates in special projects

Qualifications:

- Minimum of 2 accounting courses
- Proficiency in PC environment, preferably in Windows, required
- Familiarity with Word and Excel or Lotus 1-2-3 preferred
- Must be incoming junior status or above

Application Procedure:

Please apply through UW2Career and by e-mailing:

Contact

Title

Email address

Sample Interview Structure

Stages of the Interview

1. Prepare questions about:
 - Specific course work related to the position
 - Knowledge or familiarity of equipment, techniques, computers, etc.
 - Previous experiences related to the position
 - Career interests, goals
2. Analyze résumés
 - Check for signs of organization, clarity, and accuracy
 - Trace chronology and look for time gaps
 - Note involvement and roles in campus and community organizations
 - Check grade average overall and in major
 - Look for accomplishments, patterns of progression, and growth
3. Open the Interview (1-2 minutes)
 - Build friendly rapport through small talk
 - Provide an overview of the interview
 - Indicate that the student will have an opportunity to ask questions later
 - Explain that you will be taking notes and invite the student to do so
4. Ask Questions and Gather Information (15 minutes)
 - Use behavioral type questions as well as open ended questions
5. Allow for Questions and Comments (5 minutes)
 - Answer honestly and illustrate with your own experiences if possible
 - Assess the quality of the student's questions
 - Avoid giving answers that indicate a commitment to a position
 - Be prepared to answer questions about the position, expected training, company structure, company products
6. Give Information (1-2 minutes)
 - Briefly recap information about the position
 - Discuss candidate's availability for the internship to ensure your needs are met
 - Discuss any academic requirements for course credit
7. Wrap-Up (1-2 minutes)
 - Close on a positive note
 - Briefly describe the next steps
 - Give an estimate of when the student will hear from you
 - Avoid making statements that may be interpreted as a promise of employment

8. Evaluate the candidate against the requirements for the position
 - Review your notes before your next interview
 - Be objective and base your decisions on the evidence
9. Follow up with the candidates promptly
 - Send rejection letters to students who do not match your requirements
 - Offer the position to the candidate that you have chosen

Internship Memorandum of Understanding

The following is designed to assist in providing a high-quality internship experience for both the intern and the employer. This form should be completed together by the intern and the immediate supervisor or mentor. Both parties should provide input into the completion of the form and agree to the terms outlined. Please note: this is not a legal contract.

A copy of this form should be given to the intern and the supervisor/mentor.

Student Information

Name: _____

Address: _____

Phone: _____ Email: _____

College/University: _____

College/University contact: _____

Internship Information

Company Name: _____

Company Address: _____

Immediate Supervisor: _____

Supervisor Phone: _____ Email: _____

Internship Description

Student internship will begin on _____ and end on _____

Internship title: _____

Goals to accomplish during the internship: _____

What do you want to experience or learn during this internship? _____

List the projects that will be assigned to the intern: _____

Intern Signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Sample Internship Offer Letter

Date

Student Name

Student Address

Dear (Student's First Name):

I am pleased to confirm your acceptance of an internship position as (Title) in the (Department Name) at a pay rate (if applicable) of (Hourly wage/stipend). Your first day of work will be (Date). Your duties and assignments for this position will be those described to you in your orientation with (Supervisors Name).

This offer is contingent upon completion of a physical examination, including a drug screen, and completion of employment processing procedures. Please report to the Human Resources Department at (Time) on (Start Date) with the appropriate documents and completed forms.

If you have any questions, please feel free to contact (Supervisor's name) or me. We are very pleased that you have decided to join (Operating Company name). We look forward to see you on (Start Date) and offer a very warm welcome.

Sincerely,

(Your Name)

(Your Title)

Sample Rejection Letter on Résumé Basis

Date

Student Name

Student Address

Dear (Student's First Name):

Thank you for your interest in an internship assignment with (Company Name). Although your background and qualifications are impressive, we do not have an appropriate opportunity at this time. I have forwarded your résumé to our Human Resources Department. They will contact you in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your career.

Sincerely,

(Your Name)

(Your Title)

Sample Rejection Letter Following Campus Interview

Date

Student's Name

Student's Address

Dear (Student's First Name):

Thank you for meeting with me recently to discuss an internship assignment with (Company Name). Although your background and qualifications are impressive, we do not have an appropriate opening at this time. I have forwarded your résumé to our Human Resources Department. They will contact you directly in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your career.

Sincerely,

(Your Name)

(Your Title)

Sample Rejection Letter Following On-site Interview

Date

Student's Name

Student's Address

Dear (Student's First Name):

Thank you for meeting with me recently to discuss an internship assignment with (Company Name). Although your background and qualifications are impressive, we have selected another candidate who more closely fits our needs.

I have forwarded your résumé to our Human Resources Department. They will contact you directly in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your career.

Sincerely,

(Your Name)

(Your Title)

Sample Orientation Outline

Experience shows that employers who take adequate time at the beginning of the internship to orient the student reap productivity and effectiveness more quickly than those who don't.

- Review organization vision and department missions
- Give the intern a feel for the organizational structure, provide an organization chart or staff list with phone numbers
- Explain the need-to-know items
 - Parking
 - Work station
 - Specific work dates and times
 - Office hours, breaks and lunches
 - Intranet
 - Using office equipment, i.e., Copy machine, phone
 - Dress code
 - Attendance and punctuality
- Review organizational and employee policies
- Review the internship
 - Identify and discuss main projects
 - Job descriptions
 - Results expected
 - Action plan
 - Set regular evaluation meetings
- Inform the intern of departmental or staff meetings he/she is expected to attend, and provide time during those meetings for the interns to report progress on his/her project
- Identify a back-up supervisor or support person who can answer the intern's questions if his/her regular supervisor is unavailable
- Ensure that your intern understands his/her responsibilities
- Provide a tour of the facility, introductions to staff

Sample Form Intern Evaluation of Employer

Student: _____ Date: _____

Employer: _____

1. Did you feel the work was a valuable experience in relation to your academic studies?
2. Were you given responsibilities that enable you to apply knowledge and skills?
3. Were you allowed to take the initiative to work beyond the basic requirements of the job?
4. Did the organization and/or supervisor work with you regularly? Were they available to answer questions when necessary?
5. Briefly note new skills, techniques and knowledge gained in this position.
6. Discuss weak points of your internship experience and ways they may be improved.
7. Discuss the strong points of your internship experience.
8. Was there anything that was not covered that should have been covered in the internship program?
9. Did you think your academic program adequately prepared you for this internship?
10. If you had any aspect of your internship to do over, what changes would you make?
11. Would you recommend this internship to other students?

Note any comments about your particular job not covered above.

Sample Form Employer Evaluation of Student Intern

Student: _____ Date: _____

Dates of Internship: _____

1. How well was the intern prepared for this internship?
2. Can you suggest instructional areas which would benefit this intern?
3. Please provide examples in which the intern applied good judgment and had a technical competence for the assigned tasks.
4. How would you rate the intern's sense of responsibility toward his or her assignments?
5. Please provide some examples in which the intern worked quickly, thoroughly and efficiently.
6. What are the intern's strengths and weaknesses when interacting with others?
7. What are the intern's strengths and weaknesses when it comes to leadership?
8. Discuss areas where the intern has made significant improvement.
9. What are the intern's strengths and weaknesses in oral and written communication?
10. Would you recommend this intern for future employment? Why or why not?
11. Are there other areas involving the internship program or the intern that you wish to comment on?

Sample Exit Interview

Schedule in advance to give the student opportunity to prepare thoughts and questions.

Avoid scheduling on the student's last day on the job so that there is time to take care of any action items that come up.

Exit Interview Steps

1. Explain the purpose of the exit interview
2. Encourage the student to be as candid as possible
3. Explain that you will be taking notes
4. Begin with less sensitive questions to put the student at ease
5. Gradually move into areas of greater sensitivity
6. Ask the student if he/she has any remaining questions or suggestions for improving the internship program
7. Conclude by thanking the student for his/her time and honesty

Exit interview Summary

Name: _____ Date: _____

Department: _____ Supervisor: _____

Company property returned:

_____ Key
_____ Badge
_____ Other

1. How similar was your actual assignment to your expectations?
2. How would you rate (company name) as a place to work?
3. How well did your experience provide information about your chosen field?
4. What was the best part of your intern experience?
5. What was the worst part of your intern experience?
6. Would you recommend (company name) to other students for an internship assignment? Why or why not?
7. What suggestions do you have for improving the internship program?
8. Include any other comments you would like to write down.

Contact Information

Jennie Hedrick

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jnein@uwyo.edu

Phone: (307)-766-4807

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Location: Business Building 187

Email: jcc@uwyo.edu

Mailing Address:

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Laramie, WY 82071-2000