

# Internship Program Handbook

A Guide To Developing and Managing  
Successful Internships For Businesses and  
Nonprofit Organization

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# INTERNSHIP PROGRAM HANDBOOK

## I. About This Handbook

A well planned and organized internship program can have many benefits for your organization. Interns bring new talents, ideas, perspectives, and enthusiasm to the organization. Interns also provide cost-effective additional staffing resources for meaningful projects and give the organization the opportunity to develop their own local pool of potential employees. Internship programs also foster positive public relations with students and academic institutions in your surrounding community.

Internships can be very beneficial programs for your organization, but they require careful thought, research, planning, effort, and commitment in order to be successful. This workbook will help you understand the internship process and what you need to do in order to make your internship program a success.

We wish you the best of luck in this new adventure. Student interns will learn a great deal from you and your company; you and your company will also learn a great deal from them – a true “win-win” for all involved.

Dr. William R. Osgood

Amy L. Moy

## II. 10 Great Reasons For Hiring An Intern

There are a number of benefits that come from operating a well-planned and managed internship program in your company. Chief among them are the following:

1. Trial employment – Opportunity to assess skills of students and determine if they would be a good match for your company, thereby reducing recruitment costs and turnover after hire
2. New source of talent – Access to students with special skills and talents
3. Technology oriented – Students have real-life experience in the information age and many possess advanced skills in software applications and network development
4. Fresh perspective – Students bring new ideas and fresh approaches to problem solving and think “outside the box”
5. Teamwork – Students are trained in using team-based problem-solving techniques
6. High level of enthusiasm and motivation – Students who participate in internships do so because they are highly motivated and they recognize the value of practical work experience
7. Assistance with special projects – Students can present a cost-effective method of meeting staffing needs for special or short-term projects
8. Enhance company relations – Students become ambassadors of goodwill for the company after completing an internship
9. Opportunity to train new professionals in your industry – Build excitement, interest, and growth of future professionals in your industry
10. Develop your own local pool of potential employees – Take a proactive role in insuring the availability of qualified individuals to fill positions in your company

## III. Frequently Asked Questions

Many employers may well have had the same questions regarding internships as you may have. The more frequently asked questions regarding internships appear below.

1. What is an internship?

The National Society for Experiential Education defines an internship as “a carefully monitored work or volunteer experience in which an individual has intentional learning goals and reflects actively on what he or she is learning throughout the experience.”

Internships are arranged between employers, academic institutions, and students and typically involve the student going to the employer’s work site and becoming engaged in

work activities in the organization. Internships are typically structured with a written learning agreement, monitored with a reporting system, and evaluated at completion.

2. How do I notify an academic institution about my organization's internship opportunity?

If you would like to make an internship available to students, contact an academic institution's Career Development or Internship Office. These offices can post hard copies of your organization's opportunities in their offices, as well as notifying faculty and academic advisors. Many institutions also post opportunities online for their students to access through the Web.

3. Do academic institutions provide credit for internships?

Policies vary from institution to institution, but typically students receive academic credit for internships through their major or minor academic department. Many institutions award credit based on the written learning agreement between the student, internship site supervisor and the faculty coordinator, documentation of participation through time sheets, evaluations by site supervisor, and student self-evaluations.

4. How long should an internship last?

Internships vary in length depending on the needs of the employer and the student, as well as the institution's academic requirements. During the academic year, internships are typically part-time and scheduled around the student's class schedule while summer internships are generally full-time.

5. How are interns compensated?

Employers are encouraged to pay interns whenever possible. Many organizations choose to pay interns at or near the prevailing wage for an entry-level professional in order to attract the most suited students and allow them to focus on the internship without the additional pressure of working a second job. Some organizations pay interns a training wage equivalent or near equivalent to minimum wage. Other organizations offer a stipend for the duration of the internship regardless of hours worked. Additionally, many small and non-profit organizations offer unpaid internship opportunities that still represent important learning and networking opportunities for students.

6. Who will supervise the intern?

It is essential for interns to have a designated site supervisor (even if the intern will rotate through various departments within the organization) who is responsible for providing orientation, training, supervision, evaluation, and meaningful learning experiences. The site supervisor should be available to the student on a regular basis and possess expertise in the area in which the intern will work.

7. Who will evaluate the internship?

The site supervisor should provide regular and meaningful evaluations of the student throughout the internship. Such regular evaluations help avoid miscommunication,

misunderstanding of duties and responsibilities, and identify progress or lack thereof toward learning objectives.

Students should also evaluate the internship to determine if their learning objectives are being met, provide feedback on the value of the internship for future students, and make suggestions to improve the internship process and experience as a whole.

#### IV. Considering an Intern

Interns can be valuable additions to your organization. They bring new enthusiasm and motivation, as well as fresh perspectives and ideas while providing cost-effective staffing needs for special projects. As valuable as internships can be for the organization, it is important to remember that they are foremost a learning experience for the student. An intern's work must be meaningful and allow them to gain skills and experience in the field. Any organization considering sponsoring an internship should carefully consider the following questions before trying to find an intern:

- Why does your organization want an intern?
- What available positions can you offer an intern?
- Is the work appropriate for a college student?
- Are available and qualified supervisors on site?
- Will you be able to provide appropriate resources for the intern to do the job?
- What duties and responsibilities would the intern perform?
- What type of student are you looking for? What are your requirements?
- What are your expectations of the intern?
- Can you provide a meaningful experience that supports a student's academic and career interests?

The answers to these questions will form the foundation of your organization's internship program and will help you design a meaningful learning experience for the student, as well as achieving your organization's objectives.

#### V. Finding an Intern

There are many resources available to assist organizations in finding student interns. The Career Development or Internship Office of your local college or university is an excellent resource for finding students that meet your requirements. Contact information for the Career Development or Internship Offices of the colleges and universities in New Hampshire has been provided at the end of this handbook for reference (Appendix A, p 16).

These offices can inform you of on-campus recruiting opportunities, post hard copies of your organization's opportunities in their offices, as well as notifying faculty and academic advisors of your position. Many institutions also post opportunities online for their students to access through the Web.

Academic institutions may have their own internship posting forms but most institutions typically request the following information:

- Organization name
- Brief description of organization
- Address of internship site
- Internship position title and position description
- Intern site supervisor's name/title
- Intern's duties/responsibilities
- Desired student qualifications
- What the intern would learn
- Number of positions available
- Pay rate
- Schedule considerations (number of hours per week, days per week, etc.)
- Contact information
- Complete student application instructions (documents you would like students to send and in what format, e.g., snail mail, e-mail, fax) and deadlines

A sample form to post an internship opportunity has been provided at the end of this handbook for reference (Appendix B, p 18).

### Making The Web Work for You

In addition to working with your local colleges and universities to fill internship opportunities in your organization, many companies post their internship programs on their company websites under their "Human Resources" or "Careers" section. Interested students should be able to visit your website and obtain enough information about your internship program to help them determine if the program would meet their professional interests, if their skills and abilities meet your organization's requirements, and help them decide whether to apply to be considered for an internship position within your organization. Internship program information to post on your organization's website could include the following:

- Organization's history and culture
- Job description including special projects or assignments
- Requirements and expectations of the intern
- Internship period
- Internship location
- Compensation
- Application process
- Contact information
- Application form

There are many also websites available to post your organization's internship opportunities and search for student interns online. Examples of such websites are:

- MonsterTRAK - <http://www.MonsterTrak.com>
- WetFeet - <http://internships.wetfeet.com>
- CareerBuilder - <http://www.careerbuilder.com>
- Internships-USA - <http://www.internships-usa.com>
- Rising Star Internships - <http://www.rsinternships.com>
- Cool Works - <http://www.coolworks.com/internships.asp>
- Interweb - [www.interweb.com](http://www.interweb.com)

## VI. Before The Internship

In order to ensure an internship program is mutually beneficial to both the organization and the student, an effective and well-defined program must be planned before the internship begins. Many organizations post internship opportunities seven to ten weeks prior to their expected intern start date in order to plan the internship program, then interview and select the appropriate candidate. It is necessary to keep in mind the academic school year schedule when planning your internship program as well.

Important consideration should be given to planning the following:

### Commitment To The Program

An internship program will be successful only if it has organizational support at all levels. Top management will need to make a commitment to the program and convey the importance of the internship program to all members of the organization. Having a well-articulated set of program goals will help all involved in understanding the purposes of the program. Often these are formed as program mission statements. Developing an internship program mission statement will help to communicate the importance and expectations placed on the program. Some samples are as follows:

#### Sample mission statements:

*"The mission of the Habitat Boston Internship Program is to educate its participants in all aspects of a non-profit organization including marketing, community relations, fund raising and management. Through practical experience, interns learn in a high-energy environment. Habitat Boston interns have a wonderful opportunity to assist low-income individuals to realize their dream of home ownership, while contributing to their community. Habitat Boston interns gain valuable management and relationship building skills."*

- Habitat for Humanity Boston

*“The mission of the Boston Celtics internship program is to educate its participants in all aspects of operating a professional sports organization. Through observation and practical experience, interns learn how to function in a professional environment that requires a high energy level, the ability to perform under pressure and the utilization of essential time management skills. Through these developments, the Boston Celtics strive to successfully prepare their interns to compete for positions in the professional sports industry.” – Boston Celtics*

## Appropriate Resources

The internship program should be included in your operating budget. What will you pay the intern? What additional resources (staff support, office space, and financial resources) will be required for the intern to carry out the duties and responsibilities of their internship? Careful consideration should be given to planning the following issues:

- Insurance – Will the student be covered by Worker’s Compensation or some other liability insurance if they are injured while working as an intern?
- Designation of a site supervisor – Identify a committed site supervisor in your organization to assist and evaluate the intern. This position requires coordination in the following areas:
  - Defining the objective or goal of the internship program
  - Coordinating the drafting of job descriptions and learning agreements
  - Defining intern requirements
  - Identifying criteria for selection of company mentors, coaches, and trainers
  - Coordinating intern selection process
  - Hosting intern orientation session
  - Providing feedback and evaluation of the intern
  - End of program evaluation of internship program to determine successes and areas of the program that need further development

## Meaningful Work

The intern should be assigned meaningful work that matches their abilities, knowledge, and interests to the fullest extent possible. An intern should not be hired to carry out meaningless tasks or “grunt” work. Planning of “real-projects” before the internship begins allows the organization to identify specific tasks that need to be done and provides a framework for the duties, responsibilities, goals, and expectations of the internship program. Keep in mind that interns are often able to complete tasks quickly. It is important to have enough meaningful work planned out to keep the intern engaged throughout the internship. Elements of meaningful work include:

- Providing the intern with professional and skilled tasks
- Requiring the intern to problem solve, analyze, or troubleshoot
- Using the intern’s skills, interests, and academic history

- Affording the intern the opportunity for networking and informational interviewing with key personnel
- Involving the intern in organization events such as staff meetings
- Involving the intern with client and customers whenever appropriate

## Job Descriptions

In order to match your organization's defined needs with the qualifications of interested student interns, a clear job description for the internship should be developed. Students won't apply for jobs they don't understand. Provide as much detail as possible about what the student could expect from the internship. In many ways, hiring an intern is no different than hiring any other employee. A clear job description helps to attract the right person for the position.

### Sample intern job description:

*Site of Internship: Located in Michigan; Specific facility to be determined.*

*Time Period: May/June 2004 to September 2004. 40 hours/week*

*Project Title: Case Study in Pollution Prevention*

*Brief Description: The intern will help identify, test, and analyze pollution prevention technologies and practices that reduce waste generation at the assigned facility. The intern will conduct a study to evaluate a P2 technologies' effectiveness based on the impact to manufacturing operations, cost analysis, and quantity of waste reduced. The project will culminate with a report documenting the project results and a case study. The case study will be published and distributed by the MDEQ to further pollution prevention efforts statewide.*

*For purposes of this program, pollution prevention is defined as the practice of minimizing the generation of waste at the source and, when wastes cannot be prevented, utilizing environmentally sound on-site or off-site recycling.*

*Background Required: Junior or senior undergraduate standing, graduate students and recent graduates considered. Excellent research, writing and communication skills desired. Chemical, Civil, Mechanical, Electrical, or Environmental Engineering background required*

## Selection Of The Intern

Face-to-face interviews are a valuable tool for selecting the right intern for your organization and help match the organization's needs with the learning objectives of the intern. Effective interviews achieve the following:

- Provide the student with enough information to understand your organization and its culture
- Provide the student with the requirements of the internship
- Provide you with information on the intern's skills, interests, and academic history
- Help you understand the student's expectations and learning objectives for the internship

When selecting the intern, choose the candidate that best matches the qualities and qualifications that you would look for in any other employee, as the intern could very well become a member of your organization in the future. However, do not lose sight of the fact that the candidate is a college student and may have little to no experience in the industry. *Equal Employment Opportunity laws apply to the hiring of interns.*

## Learning Agreements

An internship needs to provide the student with an educational experience, as well as meet your organizational goals. In order to achieve this mutually productive relationship, learning agreements between the selected student intern, the organization, and the academic institution need to be planned before the internship begins. The Career Development or Internship Office of the selected intern's academic institution should be available to assist the student, site supervisor, and faculty advisor in designing the internship experience and determining the objectives for the learning agreement.

The learning agreement should clearly define the student's learning objectives, responsibilities, how they will be evaluated and by whom, and the academic requirements for the internship experience. They should also define the responsibilities of the site supervisor and faculty advisor so that everyone understands the roles, responsibilities, and expectations of all parties involved in the internship.

These agreements serve as the foundation and map for the entire internship experience and help avoid the student being given busy work, having too much idle time, or straying from the objectives of the internship. A sample learning agreement has been provided at the end of this handbook for reference (Appendix C, p 19).

## VII. During the Internship

Once your organization has chosen the candidate that best matches your needs, the real work can begin. As with any other employee in your organization, the new intern will require orientation, training, and supervision in order for the intern's and the organization's expectations and goals to be met. The site supervisor should carefully consider the following responsibilities:

### Orientation

The first day sets the tone for the entire internship experience. An orientation can occur before the intern's first day, but more traditionally takes place the first day the intern arrives for work. Keep in mind that interns may have little or no experience in a work environment, and so require more detailed information in their orientation program in order to feel comfortable in their new environment. Suggestions for an effective orientation program include:

*Before the intern arrives:*

- Create a workspace for the intern – Gather the necessary supplies the intern will need in their daily work and designate an area for the intern to work
- Prepare company information – Provide a background of the company, its history, organizational structure, culture, and the industry in which it competes
- Determine who will be the intern’s direct supervisor – This person will provide assistance to the intern, as well as assign tasks and projects
- Create a list of helpful people – Identify who the intern should refer to for questions about their timesheets, paychecks, office supplies and equipment, computer and technology issues, or other department specific issues as they arise
- Plan a schedule for the intern’s first day – Define what tasks they will need to complete, who will they work with, when do they take breaks, etc.

*The Interns First Day:*

- Give the intern a tour of the facility – Show them the locations of offices, common areas, elevators/stairs, etc.
- Introduce the intern to other employees – Provide information on employees’ titles, basic job functions, and how the intern might interact with them
- Explain policies and procedures relevant to the intern’s work – What established rules or systems will the intern need to follow in order to perform their job
- Show the intern their personal workspace – Show them their desk, location of their supplies, and how to work any equipment they may not be familiar with, such as multi-line phone systems or equipment unique to their position or to the company
- Review the learning agreement and training plan – Revisit the learning agreement and discuss how it will be carried out
- Discuss the extent of the intern’s authority and decision-making capabilities – Discuss with the intern what decisions they should feel comfortable making on their own and which decisions are outside their scope of authority
- Take care of the details:
  - Where do they park
  - What is the dress code
  - Location of restrooms, water fountains, office equipment, and supplies
  - Where to hang coats and store personal belongings
  - Where and when to take lunch and break periods
  - Who to call when they need to be absent

## Intern Handbook

For many students, an internship is their first experience with a professional company and integrating into the organization is a new experience for them. The information presented to them

during orientation is important for their success and will need to be reinforced as they progress through the internship

An intern handbook is one valuable way to capture all of the information that you have prepared for the internship program and orientation, and should be presented in an easy to understand format. This handbook will be a valuable reference tool for the student throughout their internship as it can clarify and reinforce the company's mission and vision, policies and procedures, expectations, and other critical information.

Handbooks will vary from company to company and many use formats similar to their existing employee handbooks. A sample format for an intern handbook has been included at the end of this workbook for your reference (Appendix D, p 22).

## Training

A structured training program will give the intern a clear understanding of what is expected of them, their duties and responsibilities, clear instructions on tasks to complete, and help establish how they will be evaluated.

The training program needs to address the intern's learning objectives and clearly define how those objectives will be met. Elements of effective training include the following:

- Skill Development – The intern may need to be trained in specific skills, such as computer programs unique to your organization or industry, how to use office equipment, and other tasks that are directly related to their duties and responsibilities
- Shadowing – Allow the intern the opportunity to attend staff and client meetings and other organization events
- Questioning – Assist the intern in active learning by explaining and clarifying procedures, tasks, responsibilities, projects, organizational culture, business strategies, etc. Encourage questions from the intern
- Professional Development – Encourage the intern to attend professional conferences or industry association events to further their understanding of the professional and industry environment. Provide opportunities for networking and informational interviewing

## Mentoring

A mentor is a counselor, guide, tutor, or coach. Mentors are important parts of any internship program and help guide students through their internship experience. Suggestions for mentoring an intern:

- Encourage students to participate in activities that may not normally be open to entry-level professionals, such as staff meetings, client consultations, vendor negotiations, etc.
- Allow the intern to read routine and special communications from clients, organizations, and management whenever appropriate

- Allow the intern to sit in on interviews, employee training sessions, and other professional development activities

## Evaluation

Evaluation is important to an intern's development. An internship can only be a real learning experience if constructive feedback is provided. Due to its importance, evaluations should be conducted regularly throughout the internship. Regular evaluations by the site supervisor help avoid miscommunication, misunderstanding of duties and responsibilities, and identify progress, or lack thereof, toward learning objectives.

Many colleges and university internship programs will provide evaluation forms for the site supervisor's use. Criteria for evaluating an intern may include the following:

- Progress towards achieving objectives in the learning agreement
- Skill development
- Desire to learn
- Willingness to accept new challenges and responsibilities
- Contribution to the organization
- Quality of work
- Dependability, punctuality, attendance
- Relations with others
- Potential in the industry

A sample mid-term evaluation for the site supervisor has been provided at the end of this handbook for reference (Appendix E, p 23).

It is important to have the students involved in this process as well. They should also be asked to evaluate the internship. The site supervisor should request feedback on individual projects and the internship experience as a whole and adjust goals, training, and expectations based on their comments.

In addition, the student's academic institution may require the student to evaluate themselves and the internship to determine if their learning objectives and expectations are being met. These evaluations can help the student determine their strengths, as well as identify areas that they would like to improve upon as they continue their internship and their studies. Evaluation forms vary from institution to institution but typically ask the student to comment on the following:

- Are you having a positive experience?
- Are your learning objectives and expectations being met?
- What level of supervision and direction is your site supervisor providing?
- What new skills and abilities are you learning?
- What work habits are you developing?
- Is there academic value in your internship experience?

A sample mid-term evaluation for the student has been provided at the end of this handbook for reference (Appendix F, p 25).

## VIII. After The Internship

Closure is an important part of any activity. With internships, it is an even more important part of the program process as it provides an opportunity for all of the participants to step back and think about the results of the internship.

### Final Date

An internship should have a clearly defined end date that is identified before the internship begins. This date will help everyone to understand the duration of the internship and help to benchmark progress as the internship proceeds.

### Final Evaluation

The site supervisor and intern should each complete final evaluations of the internship experience. Some colleges and universities will provide final evaluation forms for this purpose. Often the faculty advisor is involved as well. These 360° evaluations, where all parties evaluate each other, help put closure on the experience and provide information on the value of the internship for all involved, as well as make suggestions for improving the process and experience for future internship programs. Sample final evaluations for the site supervisor (Appendix G, p 28) and student (Appendix H, p 30) have been included at the end of this handbook for reference.

### Moving Forward

Upon completion of their internship, it is valuable to assure that students understand how to pursue a full-time opportunity with your organization. The site supervisor should make sure the intern understands the application process and take a genuine interest in the intern's future. If your organization is considering hiring the intern as a regular employee, make the offer as you would any employee, including their new pay rate, new title, and job description.

### Student Ambassadors

Students who have completed an internship with your organization return to their college or university and can become ambassadors for your company. The former interns share their experiences with other students and their recommendations can lead to increased interest among students to apply for internships or permanent employment opportunities with your company. You can reinforce the value of your company's internship program by sharing results of evaluations and posting "news" about your internship program and other pertinent information about your company.

## IX. Summary

As we have laid out in this handbook, a well-planned and organized internship program can have many benefits for your organization. Interns bring new talents, ideas, perspectives, and enthusiasm to the organization. Interns also provide cost-effective additional staffing resources for meaningful projects and give the organization the opportunity to develop their own local pool of potential employees. Internship programs also foster positive public relations with students and academic institutions in your surrounding community.

Good luck with your intern program. You will be helping your own company, give valuable insights and experiences to the students you bring into your program, and add value to the communities you both are a part of.

## Appendix

- Appendix A: New Hampshire Academic Institution Contacts
- Appendix B: Business Request to Post an Internship Opportunity
- Appendix C: Learning Agreement
- Appendix D: Intern Handbook Format
- Appendix E: Site Supervisor Mid-Term Evaluation of Intern
- Appendix F: Student Self and Internship Mid-Term Evaluation
- Appendix G: Site Supervisor Final Evaluation of Intern
- Appendix H: Student Self and Internship Final Evaluation

### **Appendix A: New Hampshire Academic Institution Contacts**

Colby-Sawyer College  
100 Main Street, Box F  
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Kathy Taylor, Director of Career  
Development/Internships  
[ktaylor@colby-sawyer.edu](mailto:ktaylor@colby-sawyer.edu)  
[www.colby-sawyer.edu](http://www.colby-sawyer.edu)  
603-526-3764  
603-526-2135

Daniel Webster College  
20 University Drive  
Nashua, NH 03063  
Christina Carico, Director of Career Services  
[carico@dwc.edu](mailto:carico@dwc.edu)  
[www.dwc.edu](http://www.dwc.edu)  
603-577-6584 or 6580  
603-577-6177

Franklin Pierce College  
NH Hall, Box 60  
Rindge, NH 03461-0060  
Rosemary Nichols, Director Career Planning  
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[nicholrm@fpc.edu](mailto:nicholrm@fpc.edu)  
[www.fpc.edu](http://www.fpc.edu)  
603-899-4045  
603-899-4368

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229 Main Street  
Keene, NH 03435-2602  
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[mvanderw@keene.edu](mailto:mvanderw@keene.edu)  
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603-358-2500  
603-358-2458

NHCTC-Berlin  
2020 Riverside Drive  
Berlin, NH 03570  
Kathleen I. Sosny, Learning Center Director  
[ksosny@nhctc.edu](mailto:ksosny@nhctc.edu)  
800-445-4525  
603-752-6335

NHTI-Concord  
31 College Drive  
Concord, NH 03301  
[info@nhti.edu](mailto:info@nhti.edu)  
603-271-6484  
603-271-7734

NHCTC- Laconia

College for Lifelong Learning  
125 North State Street  
Concord, NH 03301  
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[t\\_mcdonnell@unhf.unh.edu](mailto:t_mcdonnell@unhf.unh.edu)  
[www.cll.edu](http://www.cll.edu)  
603-228-3000 x308  
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603-428-2358  
603-428-7230

NHCTC- Claremont  
1 College Drive  
Claremont NH 03743  
[claremont@nhctc.edu](mailto:claremont@nhctc.edu)  
800-837-0658  
603-543-1844

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Pinkerton Academy  
Derry, NH 03038  
603-432-3962  
603-425-2456

379 Belmont Road  
Laconia, NH 03246  
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603-524-3207  
603-527-9104

NHCTC- Nashua  
505 Amherst Street  
Nashua, NH 03063  
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603-882-6923

NHCTC-Stratham  
277 Portsmouth Ave.  
Stratham, NH 03885  
800-522-1194  
603-772-1198

Rivier College  
420 Main Street  
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603-897-8882

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Manchester, NH 03102  
800-924-3445  
603-668-5354

NHCTC- Pease  
320 Corporate Drive  
Portsmouth, NH 03801  
603-334-6306  
603-334-6308

Plymouth State University  
Bagley House, MSC #44  
Plymouth, NH 03264-1595  
Stephen E. Lambert, Director of Academic  
and Career Advising  
[slambert@mail.plymouth.edu](mailto:slambert@mail.plymouth.edu)  
[www.plymouth.edu](http://www.plymouth.edu)  
603-535-2336  
603-535-2528

Saint Anselm College  
100 Saint Anselm Drive #1749  
Manchester, NH 03102-1323  
Sam Allen, Director Career and Employment  
Service  
[sallen@anselm.edu](mailto:sallen@anselm.edu)  
[www.anselm.edu](http://www.anselm.edu)  
603-641-7490  
603-641-7271

UNH  
Hood House  
Durham, NH 03824  
Nancy Hoff, Employer Relations & Recruiting  
[nancy.hoff@unh.edu](mailto:nancy.hoff@unh.edu)  
[www.unh.edu](http://www.unh.edu)  
603-862-2029

## Appendix B: Business Request to Post an Internship Opportunity

Organization name: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Contact: \_\_\_\_\_ Title: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

**Organization Profile:** Please provide a brief description of your organization, type of industry, number of employees, and products/services organization provides.

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Internship Title: \_\_\_\_\_ Location: \_\_\_\_\_

Number of Positions: \_\_\_\_\_ Dates for Internship: \_\_\_\_\_

Work Schedule: \_\_\_\_\_ Pay: \_\_\_\_\_

Position Description: \_\_\_\_\_

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Duties and Responsibilities: \_\_\_\_\_

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Projected Assignments: \_\_\_\_\_

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Position Requirements: \_\_\_\_\_

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Application Process: \_\_\_\_\_

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Application Deadline: \_\_\_\_\_

## Appendix C: Learning Agreement



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**Role and Responsibilities of the Student:** \_\_\_\_\_

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**Role and Responsibilities of the Site Supervisor:** \_\_\_\_\_

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**Role and Responsibilities of the Faculty Advisor:** \_\_\_\_\_

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**Evaluations:**

Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_  
Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_  
Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_  
Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_  
Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_  
Conducted By: \_\_\_\_\_ Evaluating: \_\_\_\_\_ Due: \_\_\_\_\_

Grading Criteria: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Academic Requirements**

Requirement: \_\_\_\_\_ Due: \_\_\_\_\_  
Requirement: \_\_\_\_\_ Due: \_\_\_\_\_  
Requirement: \_\_\_\_\_ Due: \_\_\_\_\_  
Requirement: \_\_\_\_\_ Due: \_\_\_\_\_  
Requirement: \_\_\_\_\_ Due: \_\_\_\_\_

**Signatures:**

Student: \_\_\_\_\_ Date: \_\_\_\_\_  
Site supervisor: \_\_\_\_\_ Date: \_\_\_\_\_  
Faculty Advisor: \_\_\_\_\_ Date: \_\_\_\_\_  
Internship Office: \_\_\_\_\_ Date: \_\_\_\_\_

**Appendix D: Intern Handbook Format**

1. Welcome Letter
2. History of the Company
3. Company Culture
  - a. Vision
  - b. Mission
  - c. Philosophy
4. Organizational Structure
  - a. Organizational Chart
  - b. List of Departments/Functions
5. Policies and Procedures
  - a. Open Door
  - b. Equal Employment Opportunity
  - c. Sexual Harassment
  - d. Safety and Security
  - e. Non-disclosure and Confidentiality
6. Employment
  - a. Job Requirements
  - b. Expectations
  - c. Duties and Responsibilities
  - d. Training and Assistance
  - e. Performance Evaluations
  - f. Promotions and Career Advancement
7. Code of Conduct
  - a. Legal and ethical conduct
  - b. Transportation and travel
  - c. Appearance and personal property
  - d. Company equipment, supplies, and property
8. Human Resources
  - a. Compensation
  - b. Work schedule
  - c. Attendance
9. Forms
  - a. Acknowledgement of Receipt and Understanding
  - b. Statement of Legal and Ethical Conduct
  - c. Drug-Free Workplace Policy Employee Acknowledgement

## **Appendix E: Site Supervisor Mid-Term Evaluation of Intern**

Name of Intern: \_\_\_\_\_ Date: \_\_\_\_\_

Internship Site: \_\_\_\_\_

Site Supervisor: \_\_\_\_\_ Title: \_\_\_\_\_

Please evaluate the intern using the following scale:

1= Strongly Agree    2= Disagree    3= N/A    4= Agree    5= Strongly Agree

<b>Professionalism</b>	<b>Rating</b>	<b>Comments</b>
Shows motivation toward internship		
Works independently and follows directions		
Adapts to new situations/challenges		
Is punctual and dresses appropriately		
<b>Interpersonal Skills</b>	<b>Rating</b>	<b>Comments</b>
Communicates clearly and concisely		
Listens effectively and checks for understanding		
Interacts well with coworkers/customers		
<b>Growth Potential</b>	<b>Rating</b>	<b>Comments</b>
Seeks out answers to questions as needed		
Seeks feedback for self-improvement		
Accepts constructive criticism well		

<b>Problem-Solving</b>	<b>Rating</b>	<b>Comments</b>
Thinks in a disciplined and logical manner		
Able to analyze and solve problems effectively		
Thinks of innovative and creative ideas		
<b>Organization</b>	<b>Rating</b>	<b>Comments</b>
Sets realistic work goals for assigned tasks		
Manages time and tasks effectively		
<b>Quality of Work</b>	<b>Rating</b>	<b>Comments</b>
Completes tasks and assignments accurately		
Has a positive attitude toward work		

**What are the intern's greatest strengths and accomplishments?**

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**What areas skills and aspects should the intern seek to develop further?**

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**Site Supervisor's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Appendix F: Student Self and Internship Mid-Term Evaluation

Student Name: \_\_\_\_\_ Date: \_\_\_\_\_

Internship Site: \_\_\_\_\_

Site Supervisor: \_\_\_\_\_ Title: \_\_\_\_\_

Please evaluate yourself and the internship using the following scale:

1= Strongly Agree    2= Disagree    3= N/A    4= Agree    5= Strongly Agree

Self-Evaluation	Rating	Comments
I am positive and enthusiastic toward work and the internship		
I follow through on tasks and assignments		
I produce high quality work		
I am capable of making sound judgments and decisions		
I work effectively with minimal supervision		
I interact and work well with coworkers/clients		
I communicate clearly and effectively		
I listen actively and check for understanding		
I am fulfilling the requirements of the internship		
I am having a positive experience		

<b>Site Supervisor</b>	<b>Rating</b>	<b>Comments</b>
My site supervisor is well organized		
My site supervisor stresses attendance and punctuality		
My site supervisor gives regular and constructive feedback		
My site supervisor is available for questions and problems		
My site supervisor is helpful and offers suggestions/advice		
My site supervisor is positive toward the internship		
My site supervisor puts time and effort toward my learning		
<b>Internship</b>	<b>Rating</b>	<b>Comments</b>
In my internship, objectives are clearly defined		
In my internship, orientation and training are adequate		
In my internship, goals set by my site supervisor are realistic		
In my internship, the work environment is comfortable		
In my internship, I am an integral part of the organization		
In my internship, my work is sufficiently challenging		
In my internship, there is room for growth and development		

How satisfied are you with your site supervisor and their style of supervision?

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What do you feel are your greatest strengths? What areas could you improve on?

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What skills, knowledge, and experience are you gaining from your internship?

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What progress have you made toward achieving your learning objectives?

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What activities do you plan to engage in before the end of your internship?

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What aspects of your internship do you find rewarding? Disappointing?

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Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix G: Site Supervisor Final Evaluation of Intern

Name of Intern: \_\_\_\_\_ Date: \_\_\_\_\_

Internship Site: \_\_\_\_\_

Site Supervisor: \_\_\_\_\_ Title: \_\_\_\_\_

Please evaluate the intern using the following scale:

1= Strongly Agree    2= Disagree    3= N/A    4= Agree    5= Strongly Agree

Overall	Rating	Comments
Listens and communicates effectively		
Manages time and tasks effectively		
Works with minimal supervision		
Works effectively as a team member		
Able to analyze and solve problems effectively		
Seeks opportunities for self-improvement/growth		
Adapts to new situations/challenges		
Practices good judgment and decision making		
Produces high quality work		
Is positive and enthusiastic		

Please comment on the intern's overall performance.

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How well did the intern accomplish the goals set out in the Learning Agreement?

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What were the intern's greatest accomplishments?

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What are the intern's greatest strengths?

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What areas of their personal and professional characteristics and skills should the intern strive to improve on?

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Would you recommend the intern for a position in the industry? Why/why not?

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Additional comments:

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Site Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix H: Student Self and Internship Final Evaluation

Student Name: \_\_\_\_\_ Date: \_\_\_\_\_

Internship Site: \_\_\_\_\_

Site Supervisor: \_\_\_\_\_ Title: \_\_\_\_\_

Please evaluate yourself and the internship using the following scale:

1= Strongly Agree    2= Disagree    3= N/A    4= Agree    5= Strongly Agree

Self-Evaluation	Rating	Comments
I was positive and enthusiastic toward work and the internship		
I followed through on tasks and assignments		
I produced high quality work on a timely basis		
I made sound judgments and decisions		
I worked effectively with minimal supervision		
I interacted and worked well with coworkers/clients		
I communicated clearly and effectively		
I listened actively and checked for understanding		
I fulfilled the requirements of the internship		
I had a positive experience during my internship		

<b>Site Supervisor</b>	<b>Rating</b>	<b>Comments</b>
My site supervisor was well organized and helped me reach my goals		
My site supervisor stressed attendance and punctuality		
My site supervisor gave regular and constructive feedback		
My site supervisor was available for questions and problems		
My site supervisor was helpful and offered suggestions/advice		
My site supervisor was positive toward the internship		
My site supervisor remained actively involved		
<b>Internship</b>	<b>Rating</b>	<b>Comments</b>
In my internship, my work was sufficiently challenging		
In my internship, I had opportunities for networking		
In my internship, I had a variety of learning experiences		
In my internship, the work environment was comfortable		
In my internship, I was an integral part of the organization		
In my internship, there was room for growth and development		

What specific skills and experience did you develop through your internship?

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What areas of your internship did not meet your expectations? Why/why not?

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Do you have a better understanding about working in this field? Why/why not?

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What do you feel is the overall value of your internship experience?

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Would you recommend your internship site to another student? Why/why not?

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What recommendations would you make for improving the internship program?

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Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_