



# INTERNSHIP HANDBOOK



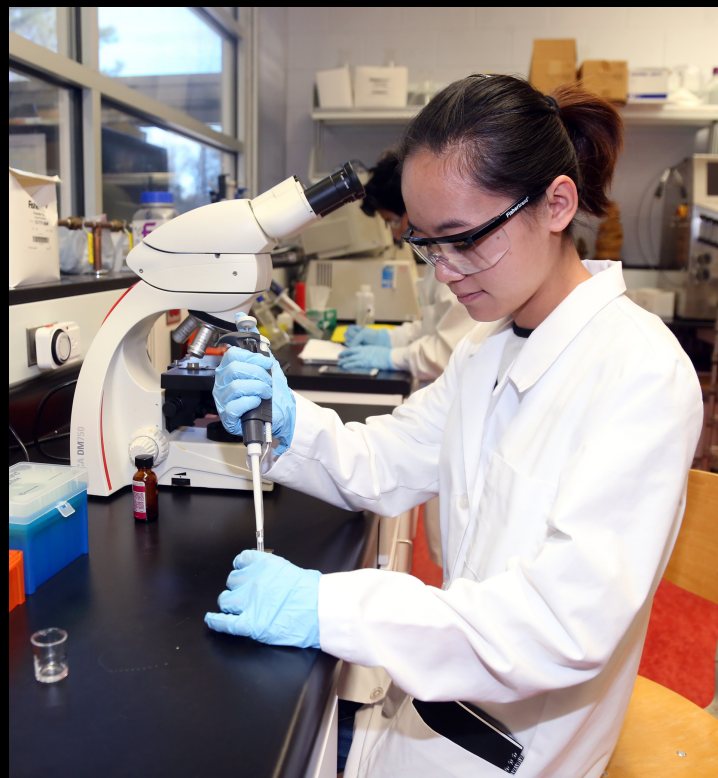
**CAREER CENTER**  
DIVISION OF STUDENT AFFAIRS

Content provided courtesy of the  
National Association of Colleges and Employers.  
Edited by Parker R. Watson.

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# MISSION & VISION



## CAREER CENTER DIVISION OF STUDENT AFFAIRS

### MISSION

The Career Center changes lives through education by partnering with campus and employer constituents to help students with their career development needs and achieve their career goals by deciding on their majors and careers, and implementing action steps for obtaining internships, jobs, or postgraduate studies.

### VISION

Helping all students discover their career pathway while partnering with employers and UNCP students, alumni, faculty and staff and providing responsive, professional and personalized services.

### WHAT ARE INTERNSHIPS?

The National Association of Colleges and Employers (NACE) defines internships as a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths and give employers the opportunity to guide and evaluate talent.

Internships can be unpaid or paid at the discretion of the employer. Most employers determine pay based on the student's class level and types of responsibilities. To determine if the internship your office provides should be paid, review the [information provided by the U.S. Department of Labor](#).

# GETTING RELEVANT WORK EXPERIENCE

Relevant work experience is a key to job-search success.

We know that recruiters looking for candidates to hire for their organizations want college graduates who are a proper fit for their culture and industry. But, without being hired full time, how can you demonstrate that you can perform at a high level on the job?

The best way to impress potential employers during your job search is to gain and highlight relevant work experience.

Most of the employers who took part in the National Association of Colleges and Employers' (NACE) Job Outlook 2022 survey said they prefer to hire job candidates who have work experience. Relevant work or internship experience is considered the second most influential attribute a candidate can have, behind only interning for the organization.

For college students, relevant experience is typically gained through internships. In fact, an internship can be your way to get your foot in the door to a job with many employers.

Simply put, employers are looking for evidence that you can do the job; the internship provides you with that evidence. Be sure to visit the career services office for guidance on internships that can support your career goals.



# INTERNSHIPS ARE THE KEY TO YOUR CAREER

Employers like to know you have applied what you have learned within the industry.



Internships have become key in today's economy for three major reasons.

The state of the economy has changed the nature of work given to interns. Employers do not create internships just to be nice to students and others interested in a certain career. Many interns are contributing to projects as if they were full-time employees.

Of course, companies that devote time and resources to finding, selecting and training interns are looking for a return on their investment. The benefit might be in the present (using the services of talented individuals without having to make a hiring commitment), or it might be in the future (the added ability to choose a person who will work out well as a full-time employee).

You can view an internship as a 12-week interview! While an interview or a company test can add to what an employer knows about a person, an internship helps an employer evaluate how you would perform in the actual workplace. In addition, you get a deeper insight into the company, the position, the team, and the company's culture.

Many companies develop an internship pool and hire from that group. And remember that internship opportunities are not limited to office settings. From being a bird-keeping intern at a zoo to a horticulture intern at a theme park, all sorts of opportunities exist for motivated individuals and interested companies to enter into a mutually beneficial relationship.

# WHAT CAN YOU GAIN?



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1

## **Internships provide real-world experience.**

Joining a company as an intern gives you the opportunity to work hands-on in a professional environment. In today's technical companies, an intern is not just there to get coffee or run errands but to gain real work experience. Internships help by teaching students more about the career path they are pursuing. Think of it like this: internships are a way to test drive possible jobs and explore different career options.

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2

## **Internships offer networking outside the college campus.**

Internships often give you the opportunity to attend meetings and corporate events as an employee. By interacting with professionals, you gain new connections and learn how to communicate in a professional environment. Internships will introduce you to useful resources and give you the opportunity to meet a variety of professionals in your field. Networking as an intern helps you make new professional contacts and find new job opportunities. Internships can provide you with a professional mentor before you graduate. You can stay connected with the individuals you meet via LinkedIn or request your managers/coworkers give you a reference.

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3

## **Internships are resume builders.**

Without a solid resume it can be tough to be considered for a position. And how can you have a strong resume without any experience? Internships are key to building experience as a student or recent graduate. Employers are much more likely to hire someone with internship and work experience rather than someone with a generic resume lacking experience. Seeing an internship in your field of study says many things, including that you have applied what you've learned in the workplace.

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# 4

## **Internships enhances your time management skills.**

You will become a master of time management after 12 weeks in a fast-paced environment. In the workplace, you learn that every minute counts. You become aware of how being late on a project can impact a company’s projected revenue or impact customer satisfaction ratings.

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# 5

## **Internships provide the ideal career foundation.**

Internships provide you with the building blocks you need for your future. Choose your internship(s) based on your interests and career prospects. As an intern, you get your foot in the door with a company. You obtain access to the company’s leadership team and challenging projects, and get the opportunity to interact with current employees to learn firsthand what it is like to work full time with the company.

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Companies get a chance to confirm if what students are learning in the technical degree programs match their business needs and can provide feedback to the universities. Plus, employers say they use internships as a recruitment tool—some companies offer full-time positions to interns before graduation.





# INTERNSHIP SEARCH TIMELINE



It's never too early to start planning for your internship. The total process—finding an internship and applying and interviewing for it—can take several weeks or even months. Here is a general timeline to assist you with the planning process.

## RESEARCH INTERNSHIPS

Three semesters before you want to begin your internship:

- Talk with your academic adviser and a career services counselor to find out what internship resources are available to you on campus.
- Write your resume and cover letter.
- Decide what you would like from your internship. Responsibilities? Compensation? Experience?
- Attend job fairs to find out about internship opportunities.
- Start networking with everyone you know.
- Define where you would like to do your internship. City? Corporation? Industry?
- Start researching internship opportunities. Obtain general information about the company, internship programs, contact people and deadlines.

## APPLY FOR INTERNSHIPS

Two semesters before your internship:

- Apply online or by whatever method the company requires.
- Practice your interviewing skills. Schedule a mock interview with your career services office.

## INTERVIEW AND ACCEPT AN INTERNSHIP

One semester before your internship:

- Complete an application for each company where you would like to intern.
- Interview with employers.
- Send a thank-you letter to each employer who gives you an opportunity to interview.
- Accept an internship offer.

# START YOUR SEARCH

Here are some suggestions for locating employers and internship opportunities.



## Handshake

Handshake is the online career management system provided to all UNCP undergraduates, graduate students and alumni FREE of charge. You can use Handshake to search for on-campus jobs, internships, off-campus part-time and full-time positions, upcoming events and resources.



## Parker Dewey

Parker Dewey is an online system for UNCP students to utilize in finding micro-internships. Micro-internships are short-term, paid, professional assignments that can take place year-round, typically range from 10 to 40 hours of work and are typically due between one week and one month after kickoff.



## Career Fairs

Employers often use fairs to identify students for internships and full-time employment. The Career Center hosts recruiting events on a semesterly basis. For upcoming dates and a list of visiting employers, visit Handshake.



## Network

Talk with friends, family, co-workers, supervisors, instructors, administrators and professionals in your field of study, and let them know you are searching for an internship. Consider building your network by contacting the Chamber of Commerce of the city where you would like to work to obtain information about local employers.



## UNCP Career Center

Visit your career services office. Use Handshake to schedule an appointment to get connected with resources such as books, employer files and directories and websites.

Learn more at [uncp.edu/career](https://uncp.edu/career).

# APPLYING FOR AN INTERNSHIP

Think resumes are just for seniors launching a job search? Think again.

Each employer has its own application process. Does the company want you to apply online? What is the deadline? What will the employer need from you to make your application complete? Start the process early. Here are a few tips to get you started:

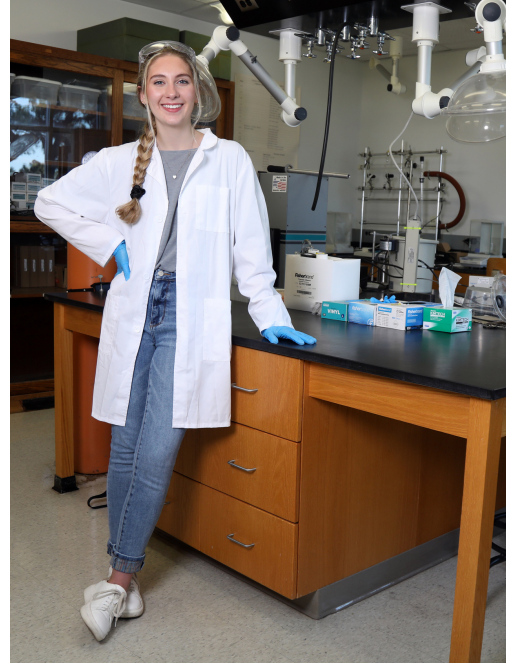
- Keep your resume to one page.
- Place contact information at the top of your resume. Include your name, address and phone number.
- Use an objective near the top of your resume that is general enough to encompass all the opportunities you would consider but specific enough to let the reader know what type of position you seek.
- Your education section should include your degree, major and minor, anticipated graduation date and name and location of the college you are attending. You may also want to include a list of related course work.
- Describe your related experience using action verbs.
- Visit the UNCP Career Center's website for sample resumes and to schedule an appointment to meet with a career counselor.



You will also need to write a cover letter to accompany your resume. Structure your letter along these lines:

- First paragraph—State your purpose for writing—your interest in the internship opportunity.
- Second paragraph—Highlight your education, experience and personal qualities that you can bring to the position.
- Final paragraph—This is your action paragraph. Ask for an interview and let the employer know how you plan to follow up. Include information that will help the employer contact you for an interview.
- Close—Thank the employer for considering your application.
- Make your cover letter reflect your personality and unique qualities while also showing off your great writing skills.
- Proofread. Remember that you never get a second chance to make a good first impression.

# CHOOSING YOUR INTERNSHIP



Your final task is to select the internship opportunity that is the best match for you. Review your goals for doing an internship and choose the opportunity that best meets those goals.

Sometimes employers offer benefits—perks that come with the job—to interns and co-op students.

The most-often provided benefit, from intern and co-op employers, are social activities—activities such as being allowed to attend company picnics or join a group social for an organization’s interns.

The second most-offered benefit is paid holidays. After that, a 401(k) is the third most-offered benefit for interns and medical insurance is third most-offered for co-ops.

Beyond these benefits, internship offers many benefits, including:

- Valuable experience. Many employers want to hire people who have experience and can step into the job and be productive right from the start.
- Information. An internship will help you make contacts, get ideas and learn about the field.
- Practical application. You will have the chance to apply theories learned in the classroom to a real-world setting. When you return to the classroom after your internship, you will better understand the many nuances of business operations that relate to the theories you study.
- In many cases, an internship can lead to a job offer.

# FIVE TIPS FOR YOUR FIRST DAY



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1

## **Understand the opportunity.**

There are plenty of jokes about interns spending their summer making coffee and wasting their time with busy work. Don't fall for that misconception. Companies have no need to waste their time or yours, and they don't need cheap labor. Companies have internship programs so they can test drive the talent. They want to see you and how well you work in a professional setting. Take your responsibilities seriously from day one. A successful internship is the best way into many companies!

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2

## **Recognize that employers want to hire you.**

Most interns don't realize that the company is invested in your success. If you were hired as an intern, that means they believe you have the right skills to make an excellent full-time employee. The human resources professionals who run the internship programs are judged based on their conversion rate from interns to full-time employees. From the company's perspective, a higher conversion rate means that the internship program was well recruited and well run. That means they want to hire you. Give them what they want!

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3

## **Know the company.**

This may seem obvious, but employees tend to be passionate about their company. Make sure you know everything there is to know about the company before you start. Your knowledge and expertise will help you stand out compared to less-prepared interns.

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## 4

### Learn your role.

Most companies hire interns to work in a specific subdivision of the company. Learn the mission of that department and your role in it. Success begins with mastering your role and exceeding the expectations for your position. It is much easier to be successful when you know what you are supposed to accomplish.

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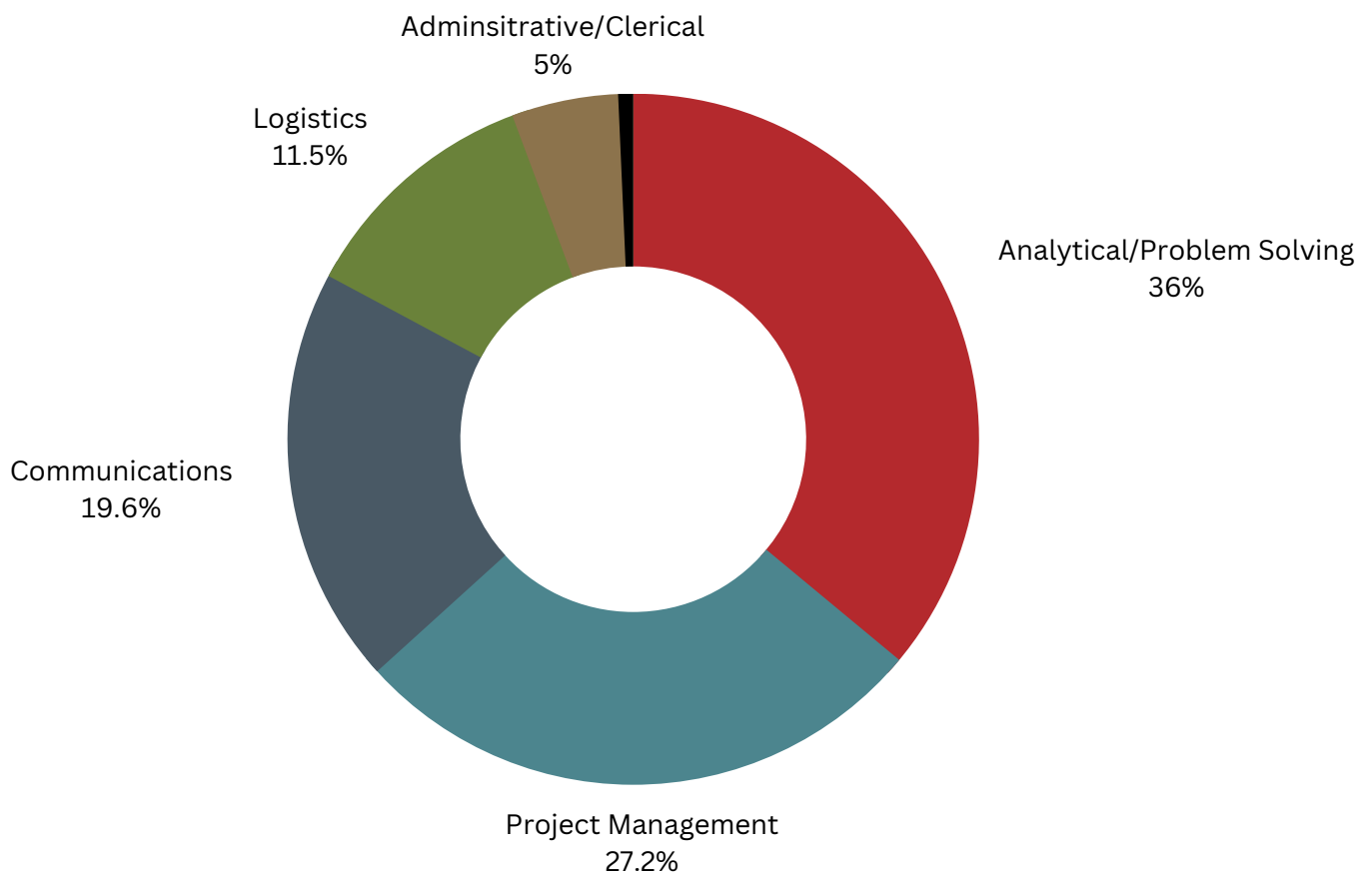
## 5

### Network, network, network!

Network as much and as often as you can during your internship. Do not miss a company social or networking event. Attend the company barbecue, networking events, socials, etc. Try to make a positive impression on a large number of people. Your network will be essential for your future success, both at that company and beyond.

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Wondering how you will spend your days at your internship? According to a recent survey, most of your time will be spent doing real work. Here's how that breaks down by average time spent.



Source: NACE 2022 Internship and Co-op Survey



# INTERNSHIP EMPLOYER BEST PRACTICES

Employers can develop a competitive internship program by implementing these 20 practices in their programs.

## **BEST PRACTICE #1: PAY YOUR INTERNS.**

Many organizations use their internship programs to feed their full-time hiring. In fact, employers have reported that their internship program is the single-best strategy for recruiting new college graduates. To do this effectively, your interns need to be paid:

- The paid intern can be given real work—not busy work—so you will be able to assess performance and make an informed decision about whether to offer the intern a full-time job. There are legal constraints that will impact your ability to do this if your interns are unpaid.
- By paying your interns, you are increasing the size of and diversifying your pool of potential interns. Many students cannot afford to forgo a paycheck for the summer, so will not even be in your pool for consideration. Paid internships support an inclusive candidate pool.

## **BEST PRACTICE #2: RECRUIT FOR YOUR INTERNSHIP PROGRAM AS YOU WOULD FOR YOUR FULL-TIME HIRING.**

Your internship program can be an effective means for achieving your goals for full-time hiring, but only if you approach it in the same manner. Take as much care in sourcing, recruiting, and securing interns as you would with full-time hires. Research shows that organizations that are intentional in recruiting their interns are rewarded with higher intern-to full-time-hire conversion rates.

## **BEST PRACTICE #3: ALIGN YOUR INTERNSHIP PROGRAM WITH YOUR ORGANIZATION'S OVERALL GOALS FOR A DIVERSE, INCLUSIVE WORKFORCE.**

NACE's research has found that, in many cases, organizations are working toward workforce diversity, but have ignored how their own internship program can and should play a role. Develop a diverse, inclusive pool of interns and your program can help your organization meet its overall goals for its workforce.

As a start, consider the demographics of your recent intern cohorts. Have your intern classes been diverse and inclusive? Where are you doing well? Where are you falling short? If your recent cohorts seem to be largely homogenous, you have work to do to widen your pool of intern applicants. That may mean building relationships with additional schools or organizations, refocusing your virtual recruiting efforts, or considering what other tactics and strategies to engage to help you build a diverse pool of interns.

**BEST PRACTICE #4: PROVIDE RELOCATION AND HOUSING ASSISTANCE.**

Few employers cover their interns' relocation and/or housing expenses, but you'll find a lot of appreciation if you can offer assistance. NACE research indicates that most employers that do provide assistance do so with a lump sum. Keep in mind that in-person or hybrid internships (where the intern is in the office part of the time and working remotely the rest) can be an issue for economically disadvantaged students if the internship site isn't nearby.

If you can pay for all or some of your interns' relocation and/or housing, be sure to design and stick to a clear policy detailing who is eligible. This will eliminate any perceptions of unequal treatment. In addition, be aware that employer-paid or employer-subsidized housing is considered a taxable benefit. Check with your internal tax department on exceptions. At a minimum, you should offer assistance to your interns in locating affordable housing. For those relocating to the jobsite, the prospect of finding affordable, short-term housing can be daunting. Easy availability of affordable housing will make your opportunity more attractive to students.

**BEST PRACTICE #5: OFFER SCHOLARSHIPS.**

Few employers offer scholarships, but pairing a scholarship with your internship is a great way to recruit for your internship program—and this is especially true if you are having difficulty attracting a particular type of student or student with a specific skill set to your program. Attaching a scholarship can increase your pool of candidates with the desired qualifications.

**BEST PRACTICE #6: CONSIDER WORK ARRANGEMENTS THAT WILL WORK FOR YOUR INTERNS AND YOUR ORGANIZATION.**

According to research conducted by NACE, nearly half of students have a preference for hybrid work arrangements—working part of the time in person and part of the time remotely—so a hybrid internship experience may be a good fit for your program. Nearly as many students expressed a preference for in-person work arrangements, but few (about one in 10) wanted to work exclusively in a virtual environment.

Keep in mind that it is generally easier to build connections among and between your interns and your organization when everyone is together, so in-person and hybrid arrangements are likely to be most effective for you. Still, depending on the nature of the work, remote internships can be a good option if your organization is seeking to attract students who are not able to take part in person even part of the time. In such cases, you need to recognize that building and maintaining connections with remote interns will require more time and effort.

You could also consider keeping our interns on as part-time, remote employees after they go back to school (depending on the type of work they do for you and whether they have a willing manager), and/or having them come back and work over school breaks for a couple of weeks. These are excellent ways to keep communications open and build a stronger bond.

**BEST PRACTICE #7: PROVIDE INTERNS WITH REAL WORK ASSIGNMENTS.**

Providing interns with real work is number one to ensuring your program's success. Interns should be doing work related to their major and/or skill set, that is challenging, that is recognized by the organization as valuable, and that fills the entire work term.

Feedback from interns indicates that real work assignments play a leading role in determining intern satisfaction. You can guarantee that hiring managers provide real work assignments by checking job descriptions, emphasizing the importance of real work assignments during manager/mentor orientation sessions, and communicating with interns frequently throughout the work term to determine how they perceive what they are doing.

**BEST PRACTICE #8: HOLD ORIENTATIONS FOR ALL INVOLVED.**

It's important that everyone be on the same page. Make this happen by holding an orientation session for managers and mentors as well as a session for students. Orientations ensure that everyone starts with the same expectations and role definitions. This is time well spent—the effort you put into these sessions will pay off throughout the program.







#### **BEST PRACTICE #9: PROVIDE INTERNS WITH A HANDBOOK AND/OR WEBSITE.**

Whether offered in PDF format or presented as a special section on your website, a handbook serves as a guide for students, answering frequently asked questions and communicating the rules in a warm and welcoming way. A separate intern website serves many of the purposes of the handbook, but has the advantage of being easy to change. You can use your website as a communication tool, with announcements from the university relations staff or even articles of interest written by the interns themselves.

#### **BEST PRACTICE #10: HAVE AN INTERN MANAGER.**

Having a dedicated manager for your intern program is the best way to ensure that it runs smoothly and stays focused on your criteria for success. Unfortunately, the size and resources available to most internship programs mean that this isn't always possible. If your program isn't big enough to warrant a dedicated full-time staff member, one short-term solution is to hire a graduate student (look for a student working toward an advanced HR degree) to be your intern and put this university relations intern in charge of the daily operation of the internship program. This gives the interns a go-to person, and gives you and your staff a break from the many daily tasks involved in running a program of any size. For this to work, you have to plan the program structure in advance (don't expect your intern to do it), and be very accessible to your university relations intern. (NACE employer members: See the sample for responsibilities for your university relations intern in [Internship Guide: Samples and Materials to Adapt](#).)

#### **BEST PRACTICE #11: ENCOURAGE TEAM INVOLVEMENT.**

Involve your university recruiting teams—whether they are volunteers who participate in university recruiting, staff members dedicated to university recruiting or some combination of both—in your intern program. They can sponsor social or professional development events and help to orient the interns to your company culture. Recruiting team members can serve as cooks at intern picnics, hosts at speaker events and drivers for social outings such as ball games.

#### **BEST PRACTICE #12: INVITE CAREER CENTER STAFF AND FACULTY TO VISIT INTERNS ON SITE.**

Although some programs—especially those that are very structured on the university side—make visits by career center staff and faculty a regular practice, many do not. In general, career center staff and faculty members have relatively few opportunities to visit employer work sites to see firsthand the types of experiences that their students are getting. By inviting them to your site, you will build a better working relationship with these groups.

#### **BEST PRACTICE #13: HOLD NEW-HIRE PANELS.**

New-hire panels are one of the best ways to showcase an organization to interns as a great place to work. These are panels of five or six people who were hired as new grads within the last three years. They act as panelists in a meeting of interns, giving a brief summary of their background and then answering questions from the intern audience. Your interns get insights about your organization from your new hires—people who they perceive are like themselves and who they consequently view as credible sources of information.

In general, your interns are likely to ask new hires these questions: Why did you choose this employer over others? What was your first year like? How is being a full-time employee here different from being an intern? Do you recommend getting a graduate degree? In the same field or in another? Is it better to go straight to graduate school after the bachelor's or better to work a while?

It's also fairly typical that the new hires will offer other types of advice to your interns, such as how to handle finances those first couple of years out of school. (Their typical advice: Don't run right out and buy a new car. Start contributing the maximum to your savings plan as soon as you are allowed.)

University relations staff should attend these sessions but remain unobtrusive, staying in the back of the room so as not to stifle the conversation. By being there, you stay aware of what is on the minds of your target group, and you can answer any detail questions that may come up, such as those related to benefits.

**BEST PRACTICE #14: BRING IN SPEAKERS FROM YOUR COMPANY'S EXECUTIVE RANKS.**

One of the greatest advantages to students in having internships is the access they get to accomplished professionals in their field. Consequently, speakers from the executive ranks are very popular with students—it's a great career development and role modeling experience for interns. Having a CEO speak is especially impressive. Best scenario: Your CEO is personable, willing to answer questions and willing and able to spend a little informal time with the students after speaking. For you, having your executives speak to interns is another way to sell your organization to the interns and get your executives invested in (and supporting) your program.

**BEST PRACTICE #15: OFFER TRAINING/ENCOURAGE OUTSIDE CLASSES.**

Providing students with access to in-house training—both in work-skills-related areas and in general-skills areas—is a tangible way to show students you are interested in their development.

You may also want to consider providing interns with information about nearby community colleges: Many students will be interested in attending during their work term to take care of some electives and/or get a little ahead with the hours they need to graduate. If you have the budget, you may also want to consider paying the tuition for courses they take while working for you, but, as is the case with housing, any assistance you can provide—even if it's just providing them with information about local schools—will earn you points with students.

**BEST PRACTICE #16: CONDUCT FOCUS GROUPS/SURVEYS.**

Conducting focus groups and feedback surveys with these representatives of your target group is a great way to see your organization as the students see it. Focus groups in particular can yield information about what your competitors are doing that students find appealing. (Visit the NACE website to [learn more about surveying your interns.](#))

**BEST PRACTICE #17: SHOWCASE INTERN WORK THROUGH PRESENTATIONS/EXPO.**

Students work very hard at completing their work and are generally proud of their accomplishments. Setting up a venue for them to do presentations (formal presentations or in a fair-type setting such as an Expo) not only allows them to demonstrate their achievements, but also showcases the internship program to all employees.

**BEST PRACTICE #18: CONDUCT EXIT INTERVIEWS.**

Whether face-to-face or via Zoom or phone, a real-time exit interview done by a member of the college relations team is an excellent way to gather feedback on the student's experience and to assess their interest in coming back. Having the students fill out an exit survey and bring it to the interview gives some structure to the conversation.

**BEST PRACTICE #19: COLLECT, TRACK AND ANALYZE YOUR PROGRAM'S STATISTICS.**

The only way to ensure your program is effective is to track and analyze related data. This is critical to success—from ensuring you are attracting and securing the students you want to determining how effective your program is at converting interns into full-time hires.

**BEST PRACTICE #20: STAY CONNECTED WITH YOUR INTERNS AFTER THEY RETURN TO SCHOOL.**

Maintain your ties with your interns throughout the academic year. If you have extended a job offer to the intern, make sure you stay in touch: It's a long time between fall, when they go back to campus, and spring, when they graduate and are ready to start work. Don't assume that extending a job offer is the end of your work with your interns. It is also important to maintain ties to successful interns who aren't eligible yet for job offers—students who are only entering their junior year, for example—if you want them to return for another internship experience.



# INTERNSHIP TEMPLATES

Use these templates to facilitate a meaningful and successful internship experience.



## LETTER OF INTEREST TEMPLATE

Students can use this template to reach out to potential host sites they have an interest in working with. This template is designed to be used via email, but it can also serve as an outline for talking points for a phone call.

## LETTER OF REFERENCE TEMPLATE

Use this template to write a letter of recommendation for a student applicant. When possible, consider using official UNC Pembroke letterhead with the appropriate departmental header.

## INTERNSHIP AGREEMENT TEMPLATE

Once students and host sites have agreed on the details of an internship, use this template to document the outcomes, such as learning and work deliverables. To effectively utilize this document, there must be open communication between all stakeholders.

## MID-YEAR AND FINAL EVALUATION TEMPLATE

Measure student progress by utilizing this evaluation template. Site supervisors should complete an evaluation at the midpoint and end of the internship. Supervisors will meet with the student intern to discuss the evaluation, provide feedback and answer questions. Utilizing open communication between evaluations helps ensure that students are not surprised by their evaluation feedback.

## FIND MORE RESOURCES

For other resources, like resume templates, visit the [UNCP Career Center's online resource center](#).

# LETTER OF INTEREST TEMPLATE

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Subject: Inquiry: Internship Opportunity at [Company or Organization Name]

Dear [Recipient's Name],

I hope this email finds you well. My name is [Your Name], and I am a [current year] student pursuing a [your major] degree at [your university]. I am reaching out to express my interest in securing an internship opportunity at [Company or Organization Name] in [desired internship position or department] for [specific duration, e.g., summer 2023].

I have been deeply impressed by [Company or Organization Name]'s achievements and dedication to [mention specific values or goals]. Your work in [industry/field] has inspired me, and I believe that an internship at [Company or Organization Name] would provide a valuable platform to contribute to your mission while enhancing my skills.

With a strong academic foundation in [relevant skills, knowledge or coursework], I am well-prepared to contribute to your team. My coursework in [mention specific relevant courses] has provided me with a solid understanding of [mention key concepts or principles]. Moreover, through [mention any previous internships, projects or part-time positions], I have gained practical experience in [highlight key achievements or responsibilities].

In addition to my technical qualifications, I possess strong communication and teamwork skills. I thrive in dynamic environments and have a track record of collaborating effectively with diverse groups of individuals. I am eager to bring my enthusiasm, dedication and fresh perspective to [Company or Organization Name]'s projects and initiatives.

I have attached my resume for your review, which provides further details on my educational background, experiences and achievements. I would greatly appreciate the opportunity to discuss how my skills align with [Company or Organization Name]'s needs and objectives. I am available for further discussion at your convenience and can be reached via email at [Your Email Address] or by phone at [Your Phone Number].

Thank you for your consideration. I look forward to the possibility of contributing to [Company or Organization Name]'s mission and discussing further how an intern might benefit your organization's long- and short-term goals.

Best regards,

[Your Name]

# LETTER OF REFERENCE TEMPLATE

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[Month XX, 20XX]

[Name of Department]

[Name of Business or Organization]

[Street Address]

[City, ST XXXXX]

Dear [Name of Individual],

This reference letter is provided at the written request of [name of student], who has asked me to serve as a reference on [his/her] behalf. It is my understanding that [name of student] is being considered by your organization for the position of [job title]. Please be advised that the information contained in this letter is confidential and should be treated as such. The information should not be disclosed to [name of student, if student has waived access] or anyone in your organization who would not be involved in the hiring decision regarding this individual. Additionally, the information should not be disclosed to anyone outside of your organization without the consent of the student.

I have known [name of student] for the past [number of months, semesters, years] as [he/she] has taken the following courses which I teach: [list courses, give brief description of content of course]. As [his/her] professor, I have had an opportunity to observe the student's participation and interaction in class and to evaluate the student's knowledge of the subject matter. I would rate the student's overall performance in these subjects as [below average, average, above average]. This is evidenced by [his/her] grades—[state the grades].

[One or two specific examples of the student's performance may be appropriate.] As part of [his/her] grade in [name of course], the student was required to prepare a paper. The paper was designed to measure the student's ability to research, analyze the results of the research and write. [Discuss how the paper submitted by the student indicated to you the student's skills in these areas.] Based upon this, I rate the student's skills [indicate rating].

[It may be appropriate to give specific examples about the student's area of expertise.]

Based upon the student's academic performance and my understanding of the position for which the student is applying, I believe the student would perform [place overall evaluation here].

If you would like to discuss this further, please feel free to contact me.

Sincerely,

[Typed Name]

[Title]

# INTERNSHIP AGREEMENT TEMPLATE

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## STUDENT INTERN INFORMATION

Name: \_\_\_\_\_ ID #: \_\_\_\_\_  
Major/Minor: \_\_\_\_\_  
Email: \_\_\_\_\_ Phone: \_\_\_\_\_  
Class standing: \_\_\_\_\_ Cumulative GPA: \_\_\_\_\_ Currently enrolled: \_\_\_\_\_  
Emergency contact name: \_\_\_\_\_ Relation to student: \_\_\_\_\_  
Emergency contact phone: \_\_\_\_\_ Alternate phone: \_\_\_\_\_

## FACULTY SUPERVISOR INFORMATION

Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Email: \_\_\_\_\_ Term: \_\_\_\_\_ Year: \_\_\_\_\_  
Course title: \_\_\_\_\_  
Credit hours: \_\_\_\_\_ Required hours/credit: \_\_\_\_\_ Grading scale: \_\_\_\_\_

## INTERNSHIP SITE INFORMATION

Organization's name: \_\_\_\_\_  
Organization's address: \_\_\_\_\_  
Site supervisor's name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Site supervisor's title: \_\_\_\_\_ Email: \_\_\_\_\_  
Location of internship, if different from organization: \_\_\_\_\_  
Dates of internship: \_\_\_\_\_ Hours per week: \_\_\_\_\_  
 Paid internship (amount: \$ \_\_\_\_\_ /hr. or stipend \$ \_\_\_\_\_)  Unpaid

## INTERNSHIP WORK ASSIGNMENT AND JOB DUTIES

Include a job description, including specific duties, required weekly hours and assignment deadlines.

## INTERNSHIP LEARNING OBJECTIVES

List 3-5 learning objectives covering what will be achieved and what the student will learn.

## INTERNSHIP SUPERVISION AND EVALUATION

Identify a schedule of assignments or check-in dates, such as time logs, reports or journals, to assess intern success.

## STUDENT INTERN RESPONSIBILITIES

- If taking internship for course credit, submit completed coursework assignments and requirements to the faculty supervisor.
- Perform the duties and responsibilities of the internship and/or project in a professional manner.
- Abide by all applicable rules and policies of UNCP, relevant academic departments and the host agency.
- Maintain regular and prompt attendance, and contact the host agency supervisor when questions arise.
- Maintain confidentiality with regard to sensitive information gained in the work environment.
- Participate openly and honestly in the evaluation process.
- Maintain regular contact with the faculty supervisor during the internship and assist in arranging site visits, when applicable.
- A university requirement is that all students have health insurance. If the internship site requires professional liability and/or auto insurance, then the student will obtain it for the duration of the internship. Professional liability insurance is available through UNCP.

## FACULTY SUPERVISOR RESPONSIBILITIES

- Meet with the intern to discuss internship approval and course registration procedures, course requirements and expectations including credit and internship site/project hours, evaluation methods, learning objectives and required documents. Ensure the following:
  - the internship experience and site organization are appropriate for the program requirements;
  - the site organization supervisor is qualified to supervise the intern;
  - the academic course registration is processed;
  - the internship adheres to all university, state and federal regulations and guidelines;
  - the Internship Agreement is signed by the intern, the faculty supervisor and site organization supervisor.
- Assist the intern in developing appropriate learning objectives, course assignments and evaluation methods throughout the semester that are related to the internship experience.
- Provide the intern with a pre-internship orientation outlining professional behavior expectations.
- Determine how time on task is allocated throughout fieldwork, classroom time and academic assignments, when applicable. Verify that these hours are being completed concurrently with course enrollment. Internship credit will not be granted retroactively.
- Provide a supervised internship experience through site visits and/or email, telephone contact and written communication with the intern on a regular basis.
- Provide the internship site supervisor with a tool to evaluate the intern's performance midway and at the end of the internship and the intern with a tool to evaluate the site organization at the end of the internship.

## INTERNSHIP SITE SUPERVISOR RESPONSIBILITIES

- Work with the intern to develop and achieve the internship learning objectives by assigning appropriate work and/or project duties that relate to the learning objectives.
- Provide the intern with an orientation to the work site, duties, hours, professional behaviors and host agency expectations.
- Allow the intern the necessary time to attend any class meetings associated with the internship.
- Meet regularly with the intern and provide appropriate work and professional behavior feedback.
- Collaborate with the faculty supervisor to evaluate the intern's performance using the instruments provided.
- Provide a safe, secure and non-discriminatory workplace at which the intern can meet their learning objectives.

By signing below, I certify that I have read, understand and agree to uphold the responsibilities outlined in this agreement. This agreement may be terminated by either the university or the internship site organization within two weeks' notice. The university or the internship site organization has the right to terminate a student's experience immediately if either party determines the student is not performing satisfactorily. Copies of this completed form, educational objectives of the internship, how the objectives will be accomplished, methods of evaluation and names of evaluators will be provided to the student intern, site supervisor and faculty or career center supervisor.

## SIGNATURES

Student intern: \_\_\_\_\_ Date: \_\_\_\_\_

Site supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Faculty supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

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# MID-YEAR AND FINAL EVALUATION TEMPLATE

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

Site Supervisor's Name: \_\_\_\_\_ Organization: \_\_\_\_\_

These evaluations are designed to assess learning as it relates to the student's professional and personal development. Interns will typically and ideally demonstrate growth (change) on each of these dimensions, which are based on the 8 Career Readiness Core Competencies revised and updated in 2021 by the [National Association of Colleges and Employers](#).

## SCALE

Mastering (4) - Displays MOST of the sample behaviors associated with this competency.

Achieving (3) - Displays MANY of the sample behaviors associated with this competency.

Developing (2) - Displays SOME of the sample behaviors associated with this competency.

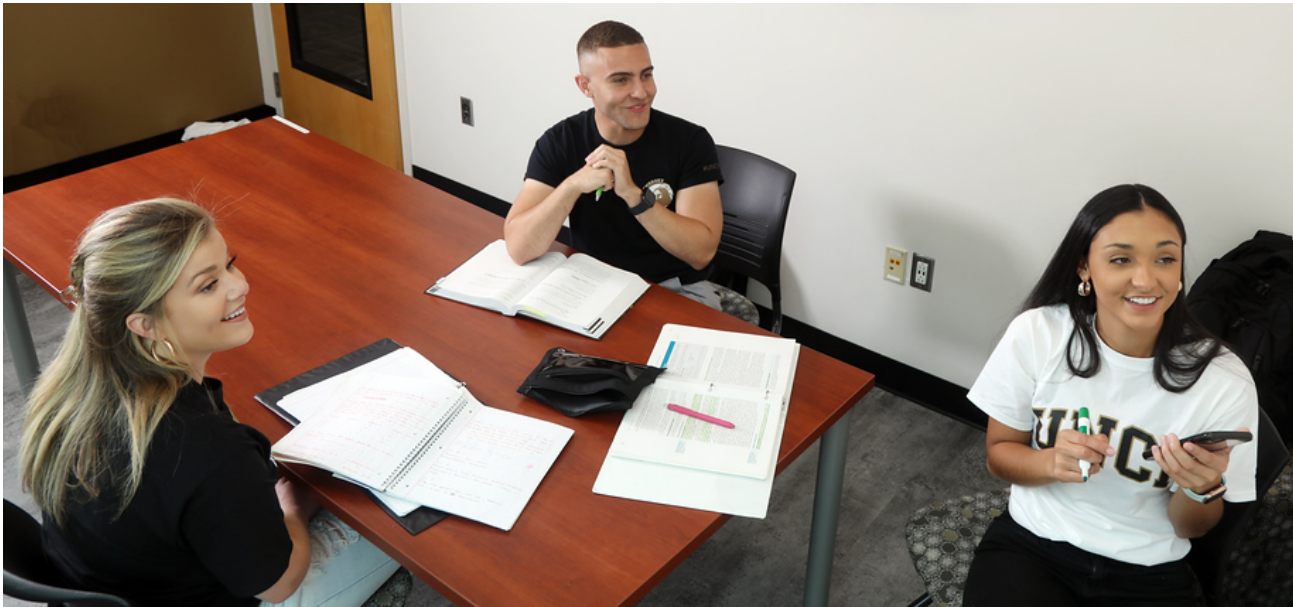
Beginning (1) - Displays NONE of the sample behaviors associated with this competency.

CAREER & SELF DEVELOPMENT	SCORE
<p>Career &amp; self development means to proactively develop oneself and one's career through continual personal and professional learning, awareness of one's strengths and weaknesses, navigation of career opportunities and networking to build relationships within and without one's organization.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Show an awareness of own strengths and areas for development.</li> <li>• Identify areas for continual growth while pursuing and applying feedback.</li> <li>• Develop plans and goals for one's future career.</li> <li>• Professionally advocate for oneself and others.</li> <li>• Display curiosity; seek out opportunities to learn.</li> <li>• Assume duties or positions that will help one progress professionally.</li> <li>• Establish, maintain and/or leverage relationships with people who can help one professionally.</li> <li>• Seek and embrace development opportunities.</li> <li>• Voluntarily participate in further education, training or other events to support one's career.</li> </ul>	<p><b>COMMENTS</b></p>
COMMUNICATION	SCORE
<p>Communication means to clearly and effectively exchange information, ideas, facts and perspectives with persons inside and outside of an organization.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the importance of and demonstrate verbal, written and non-verbal/body language, abilities.</li> <li>• Employ active listening, persuasion, and influencing skills.</li> <li>• Communicate in a clear and organized manner so that others can effectively understand.</li> <li>• Frame communication with respect to diversity of learning styles, varied individual communication abilities and cultural differences.</li> <li>• Ask appropriate questions for specific information from supervisors, specialists and others.</li> <li>• Promptly inform relevant others when needing guidance with assigned tasks.</li> </ul>	<p><b>COMMENTS</b></p>



CRITICAL THINKING	SCORE
<p>Critical thinking means to identify and respond to needs based upon an understanding of situational context and logical analysis of relevant information.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Make decisions and solve problems using sound, inclusive reasoning and judgment.</li> <li>• Gather and analyze information from a diverse set of sources and individuals to fully understand a problem.</li> <li>• Proactively anticipate needs and prioritize action steps.</li> <li>• Accurately summarize and interpret data with an awareness of personal biases that may impact outcomes.</li> <li>• Effectively communicate actions and rationale, recognizing the diverse perspectives and lived experiences of stakeholders.</li> <li>• Multitask well in a fast-paced environment.</li> </ul>	<p><b>COMMENTS</b></p>
EQUITY & INCLUSION	SCORE
<p>Equity &amp; inclusion means to demonstrate the awareness, attitude, knowledge and skills required to equitably engage and include people from different local and global cultures. Engage in anti-racist practices that actively challenge the systems, structures and policies of racism.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Solicit and use feedback from multiple cultural perspectives to make inclusive and equity-minded decisions.</li> <li>• Actively contribute to inclusive and equitable practices that influence individual and systemic change.</li> <li>• Advocate for inclusion, equitable practices, justice and empowerment for historically marginalized communities.</li> <li>• Seek global cross-cultural interactions and experiences that enhance one's understanding of people from different demographic groups and that leads to personal growth.</li> <li>• Keep an open mind to diverse ideas and new ways of thinking.</li> <li>• Identify resources and eliminate barriers resulting from individual and systemic racism, inequities and biases.</li> <li>• Demonstrate flexibility by adapting to diverse environments.</li> <li>• Address systems of privilege that limit opportunities for members of historically marginalized communities.</li> </ul>	<p><b>COMMENTS</b></p>
LEADERSHIP	SCORE
<p>Leadership means to recognize and capitalize on personal and team strengths to achieve organizational goals.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Inspire, persuade and motivate self and others under a shared vision.</li> <li>• Seek out and leverage diverse resources and feedback from others to inform direction.</li> <li>• Use innovative thinking to go beyond traditional methods.</li> <li>• Serve as a role model to others by approaching tasks with confidence and a positive attitude.</li> <li>• Motivate and inspire others by encouraging them and by building mutual trust.</li> <li>• Plan, initiate, manage, complete and evaluate projects.</li> </ul>	<p><b>COMMENTS</b></p>

PROFESSIONALISM	SCORE
<p>Professionalism means knowing work environments differ greatly, understand and demonstrate effective work habits and act in the interest of the larger community and workplace.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Act equitably with integrity and accountability to self, others and the organization.</li> <li>• Maintain a positive personal brand in alignment with organization and personal career values.</li> <li>• Be present and prepared.</li> <li>• Demonstrate dependability (e.g., report consistently for work or meetings).</li> <li>• Prioritize and complete tasks to accomplish organizational goals.</li> <li>• Consistently meet or exceed goals and expectations.</li> <li>• Have an attention to detail, resulting in few if any errors in their work.</li> <li>• Show a high level of dedication toward doing a good job.</li> </ul>	<p><b>COMMENTS</b></p>
TEAMWORK	SCORE
<p>Teamwork means building and maintaining collaborative relationships to work effectively toward common goals, while appreciating diverse viewpoints and shared responsibilities.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Listen carefully to others, taking time to understand and ask appropriate questions without interrupting.</li> <li>• Effectively manage conflict, interact with and respect diverse personalities and meet ambiguity with resilience.</li> <li>• Be accountable for individual and team responsibilities and deliverables.</li> <li>• Employ personal strengths, knowledge and talents to complement those of others.</li> <li>• Exercise the ability to compromise and be agile.</li> <li>• Collaborate with others to achieve common goals.</li> <li>• Build strong, positive working relationships with supervisor and build team members/coworkers.</li> </ul>	<p><b>COMMENTS</b></p>
LEADERSHIP	SCORE
<p>Technology &amp; resources means to understand and leverage technologies ethically to enhance efficiencies, complete tasks, and accomplish goals.</p> <p>Students who are proficient in this competency will be able to:</p> <ul style="list-style-type: none"> <li>• Navigate change and be open to learning new technologies.</li> <li>• Use technology to improve efficiency and productivity of their work.</li> <li>• Identify appropriate technology for completing specific tasks.</li> <li>• Manage technology to integrate information to support relevant, effective and timely decision-making.</li> <li>• Quickly adapt to new or unfamiliar technologies.</li> <li>• Manipulate information, construct ideas, and use technology to achieve strategic goals.</li> </ul>	<p><b>COMMENTS</b></p>
<p><b>OVERALL COMMENTS</b></p>	



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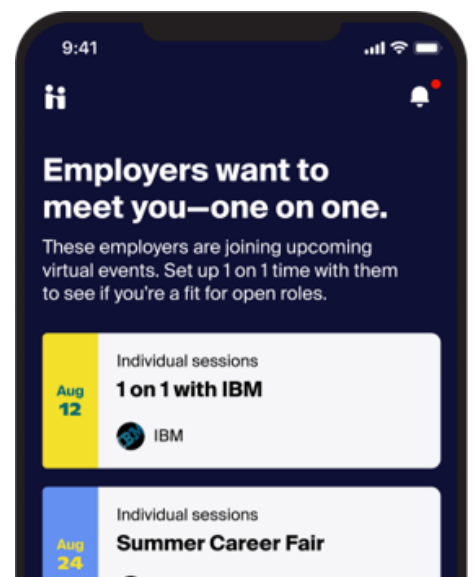
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DIVISION OF STUDENT AFFAIRS



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