

NACM 2026 CREDIT CONGRESS | ST. LOUIS, MO | JUNE 2026

# Creating a Successful Internship Program

*Value · Design · Recruitment · Brand Growth*

Michelle Kelly & Marc Greenberg | Mansfield Energy Corp.

*Welcome — let's build something worth coming to.*

## TODAY'S AGENDA

### What We Will Cover Together

- 1 Why Internships Matter**  
The case for intentional programs
- 2 Mutual Value**  
What the organization and the intern each gain
- 3 Designing the Program**  
Structure, mentorship, and meaningful work
- 4 Measurement**  
Tracking what success looks like
- 5 Strategic Recruitment**  
Partnerships and early outreach
- 6 Marketing and Branding**  
Telling the story your program deserves
- 7 Key Takeaways**  
What to bring home and apply Monday
- 8 Feedback and Q&A**  
Your turn — bring your questions



## Michelle Kelly

MBA, CCE, CICP, CCRA, LSSGB

Sr. Credit Manager | Mansfield Energy Corp.

## Hi, I'm Michelle.

*Three decades in credit. A lifetime of learning.*

- 30 years in credit risk and operations across banking and energy
- NACM Southeast Board Member | CFDD Member
- Brenau University Advisory Board
- Former Board Member, Risk Management Association (Atlanta Chapter)
- Author, contributor, speaker, and educator
- Mentor, team builder, and lifelong learner



## Marc Greenberg

CCRA

Credit Supervisor | Mansfield Energy Corp.

## And I'm Marc.

*Logistics roots. Credit instincts. People first.*

- 25+ years in supply chain operations
- 7 years in B2B credit management
- Mentor and team builder
- Financial educator
- Lifelong learner

PART ONE

# Why Internships Matter

*The case for treating early-career talent as a strategy, not a side project.*

WHY IT MATTERS

## Internships Matter



### Visibility Gap in Credit Careers

Credit careers suffer from low visibility among students and early professionals, limiting candidate interest and awareness.



### Role of Internships

Internships provide early practical exposure to credit concepts that classrooms alone cannot offer, bridging the knowledge gap.



### Building Talent Pipelines

Early exposure through internships strengthens candidate pipelines, reducing hiring risk and supporting long-term talent needs.



### Institutional Knowledge Growth

Internships help build institutional knowledge by preparing candidates to understand credit's role in sales, risk, and cash flow.

# Value to the Organization



## Intern Contributions

Interns enhance productivity by working on meaningful projects while learning essential organizational processes.



## Talent Pipeline Development

Internships create a sustainable talent pipeline familiar with company systems, policies, and culture.



## Knowledge Transfer and Mentoring

Experienced employees mentor interns to transfer knowledge and preserve institutional practices.



## Strategic Workforce Alignment

Structured internships support business continuity, leadership planning, and reduce hiring risks and onboarding costs.

# Value to the Intern



## Meaningful Business Exposure

Interns engage in real credit activities, gaining practical experience beyond administrative tasks.



## Project-Based Paid Work

Paid internships with project responsibilities enhance professionalism and role legitimacy.



## Career Development

Early exposure builds confidence, helps interns evaluate career paths, and supports transition smoothly.

PART TWO

# Designing the Program

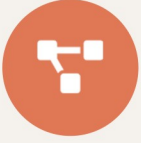
*Structure, mentorship, and meaningful work — by design, not by accident.*

DESIGNING THE PROGRAM

## Four Pillars of a Strong Program

- 
- 01** | **Clear Learning Objectives**  
Define learning goals that help interns understand the skills and knowledge they will gain.
- 02** | **Structured Onboarding**  
Organized onboarding introduces systems and policies, integrating interns quickly into the team.
- 03** | **Mentor Assignment**  
Assign mentors who offer guidance, accountability, and professional role modeling throughout.
- 04** | **Program Scalability**  
Thoughtful program design creates repeatable, scalable internships aligned with organizational objectives.

# Creating a Meaningful Experience



## Hands-on Value Projects

Engaging interns in real projects boosts motivation and helps them see the impact of their work.



## Comprehensive Credit Lifecycle

Exposure to credit evaluation, collections, and sales fosters a holistic understanding of the credit function.



## Regular Feedback and Growth

Frequent feedback and development check-ins reinforce learning, build trust, and identify growth opportunities.

# Measurement



## Defining Success Metrics

Clearly defined metrics like skill acquisition and project completion help objectively measure internship success.



## Quality and Accuracy

Quality and accuracy tracking shows how well interns apply compliance in practice.



## Continuous Improvement

Regular reviews and feedback enable adjustments that improve internship programs over time.

PART THREE

# Strategic Recruitment

*Find them earlier. Frame the work better. Build relationships that last.*

STRATEGIC RECRUITMENT

## Where Future Interns Come From



### Attracting Diverse Candidates

Strategic recruitment focuses on attracting curious, capable, and diverse internship candidates to improve outcomes.



### College and Technical School Partnerships

Collaborating with colleges, technical schools, and career centers expands recruitment reach and aligns with academic programs.



### Early Student Outreach

Early outreach introduces credit opportunities before students choose career paths, enhancing awareness and interest.



### Positioning Credit Strategically

Framing credit as a strategic business career attracts motivated interns who can become future leaders.

# Marketing and Branding



## Social Media

Showcase real intern experiences on LinkedIn, Instagram, and other platforms. Share projects, day-in-the-life moments, and end-of-program highlights. Use hashtags and campaign themes.



## Intern Involvement

Encourage interns to post and reshare content. Create fun engagement with spotlights and recap reels.



## College and Technical School Partnerships

Partner with colleges, technical schools, career centers, and faculty to share content through university pages and student organizations.



## Why It Matters

Builds brand awareness and attracts stronger, culture-fit candidates. Strengthens long-term talent pipelines through visibility.

## TAKE THESE WITH YOU

# Your Internship Program Toolkit



*Five ready-to-adapt resources to help you start strong.*



### Job Description

A description that covers responsibilities and qualifications.



### School Outreach Email

A ready-to-personalize letter to department chairs and program coordinators.



### Training Agenda

A customizable Day 1 and Day 2 schedule for orientation, role training, and core processes.



### Social Media Promotion

A short checklist plus caption templates for promoting internships and intern spotlights.



### Performance Evaluation

Guides structured midterm and final reviews with goals, ratings, and comments.

# Key Takeaways

01

## Intentional Talent Development

Credit talent grows through deliberate investment, structured programs, and effective mentorship.

02

## Internships as Strategy

Internships are long-term workforce strategies, not just short-term staffing solutions.

03

## Value of Well-Designed Programs

Programs with clear goals and strong support benefit both organizations and participants.

04

## Your Turn to Build

Apply these insights inside your own organization. Develop the program, create the opportunity, mentor the student. Help shape who comes next in our profession.

# THANK YOU

*Stay in touch — we love hearing from fellow program builders.*



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Voices From Our Program

# Corporate Feedback

*What our leaders say about the program.*

## FOUNDER'S NOTE

### From the President



*"I created our internship program many years ago to allow us to start building relationships with upcoming college graduates with the purpose of getting to know them, educating them about our business and informing them on opportunities in the energy industry. As you would expect, we've hired many of those interns into full-time roles with several of those now being in senior-level roles. It's been a great investment that has improved our hiring success rate. Not only do we get to know the students, but they also get to see if our culture and business are a fit for them."*

John Byrd | President, Mansfield Energy Corp.

## Leadership Perspectives

“Intentional Intern programs are an amazing way to introduce early career talent to an organization. They give students a way to test out a professional corporate environment and a way for hiring managers to assess their skills. Many of our past interns who join the org are able to deliver meaningful contributions faster than their peers which often accelerates career progression.”

Cole Carroll, SPHR, sHRBP | Chief Human Resources Officer, Mansfield Energy Corp.

“Mansfield's internship program is successful because we offer our interns a valuable introduction to the professional world and the company covers key process work at the same time. HR invests significant resources in planning and managing the overall internship program. Credit management adds countless hours developing a targeted experience that gives our credit interns real world insight. The effort is worth it when we see our interns go on to successful careers.”

Ted Guthrie | SVP, Finance & Accounting, Mansfield Energy Corp.

“Our Credit Internship program remains highly competitive each summer, consistently attracting top talent that serves as a future pipeline for job openings. We've even had interns return for multiple summers, along with legacy interns, which says a lot about the experience and reputation the program has built.”

Dawn Pierce, MSW | Sr. Recruiter, Mansfield Energy Corp.

## Across the Business

“Our internship program has become an important way for us to build future talent across the organization. It gives students meaningful, real-world exposure while helping us identify individuals who can grow into full-time roles. Over time, it has proven to be a pipeline not just for the credit team, but for the business as a whole.”

Brian Cannon | Chief Commercial Officer, Mansfield Service Partners

“Internships are a “win-win” proposition. The intern gets a great education as to how to navigate the corporate world and learn the ins and outs of credit underwriting. This is not make-work. They make real contributions to the company and can actually see the results. After graduation, we have the chance to hire somebody who has been trained in credit underwriting specifically for our business — and most importantly, somebody who is known and proven.”

Steve Brown, MSc | VP Risk and Treasury, Mansfield Energy Corp.



Voices From Our Program

# Intern Feedback

*In their own words.*

## INTERN VOICES

### Our Interns Said It Best

“Felt supported, valued, and empowered to contribute meaningfully to the team.”

Chandler Adams 2025 | Univ. of GA

“Created a learning environment where questions were welcomed, critical thinking was encouraged, and professional growth was constant.”

Areli Linares 2025 | Univ. of North Georgia

“Identified my potential and challenged me with meaningful projects and expanded my skills and confidence.”

Maishia Stollman 2024 | Berry College

“Fostered a collaborative environment that inspired the intern team to excel.”

John Ingram 2023 | Staff Accountant, Wipfli LLP

“Created an environment that made me truly excited to come to work and serve my coworkers well.”

Emily McGrail 2022 | Baylor University

INTERN VOICES

## From Classroom to Career

“Helped me translate what I learned in the classroom and apply it to my work.”

Anna Timm Paris 2020 & 2022 | PWM Analyst, Morgan Stanley

“Gave us the same time and attention as full-time credit analysts.”

Blake Byrd 2022 | Business Development Manager, PENCOM

“Knowledge and coaching style help breed the work ethic I have today.”

Nathan Holt, MBA 2017 | Sr. Project Manager, Dynamic Energy

“Transformed our group of college interns into a group of professionals ready to enter the workforce.”

Tanner McCraney 2022 | Entrepreneur

“Provided valuable insight into my work and assisted me in better understanding how financial statements connect.”

Joseph Caron 2025 | Univ. of GA

INTERN VOICES

## Where They Are Now

“My second summer at Mansfield was such a rewarding experience.”

Jay Davé 2024-2025 | Univ. NC Chapel Hill

“Their experience with credit analysis and the energy industry were rich resources to the department as we navigated the unique challenges of the pandemic.”

Cole Edmondson, CPA, MBA 2020-2021 | Sr. Audit Associate, Grant Thornton LLP

“Ability to teach efficiently and effectively was unmatched by another manager.”

Nick Hodgkins, CFP 2017 | Specialist, CAPTRUST

“A synergistic environment where myself and the rest of the team could flourish.”

Alex Haley, MSBA 2023 | Finance Associate, Equifax

“Provided me with a strong foundation to excel.”

Luis Castaneda 2023 | Commodity Buyer, United Recycling

## Real Work, Real Impact



*"Helped me immensely both professionally and personally as I learned how to analyze and interpret financial statements. It gave me a new perspective, especially now that I work in financial auditing. This experience has strengthened my ability to assess a company's financial health. I am stronger with my communication skills through personal conversations with private companies where I learned how to structure my approaches thoughtfully and professionally."*

Landon Guthrie, MBA 2024 | Assurance Team, Smith & Howard



*"Gaining practical, real-world experience is invaluable. My internship was fully integrated with the full credit team, working side-by-side with analysts on their day-to-day workload, reviewing financials, searching for indicators of excess risk, and setting credit limits. It wasn't a typical "clean up Excel" internship; I was actively involved in real credit work."*

Andrew Perry 2024 | Dispatch Coordinator, Mansfield Oil Company of Gainesville



*"Extremely knowledgeable when it comes to financial analysis and credit management."*

Matthew Atwood, CFP 2017 | Partner, TimeWise Financial

## Foundations That Last



*"Provided a strong foundation by bridging the gap between academic concepts and real-world risk and credit analysis. I gained hands-on experience working with financial statements, supporting decision-making, and understanding how risk, credit, and broader financial considerations intersect in the industry. It also strengthened my ability to communicate analytical insights in a professional setting. That experience ultimately led me to continue with the company full-time."*

Isabella Shane, CFA 1&2 2021 | Sr. Pricing & Structuring Analyst, Mansfield Power & Gas



*"Built a strong foundation in financial and risk analysis while navigating the corporate environment, developing credit fundamentals through hands-on experience and mentorship. Hired into Supply after three internship summers, I later transitioned back to Credit where my interests aligned more closely. Now a Senior Credit Analyst, I apply these principles to evaluate complex scenarios and contribute to decision-making."*

Jimmy Martelli 2019-2021 | Sr. Credit Analyst, Mansfield Energy Corp.

# Coming Full Circle



*“As a former Mansfield Credit intern, the program gave me hands-on experience with financial statement analysis and a real understanding of how companies evaluate and interpret financials. It strengthened my Excel skills by applying them in a meaningful way and gave me insight into the company's culture and how teams work together. Now, as a manager working with interns, I see that same value firsthand. The experience not only builds technical skills but also helps interns assess if they wish to pursue a full-time role after graduation.”*

**Rhianna Pedigo, CPA, MBA 2016 and 2017 | Manager, Tax & Accounting, Mansfield Energy Corp.**



*“Knowledgeable professionals allowed me to develop both professionally and personally. I built a strong foundation in analyzing financial statements and working in a corporate environment for the first time. I chose to pursue Credit as a career and it has opened doors outside of the organization. I was invited to speak at Georgia Gwinnett College and have had the chance to attend career fairs where I represent the company and share my experiences with many aspiring professionals.”*

**Edgar Martinez 2024 | Credit Analyst, Mansfield Energy Corp.**