INTERNERSHIP MANUAL

PARKS, RECREATION & TOURISM MANAGEMENT
SPORT MANAGEMENT

NORTH CAROLINA STATE UNIVERSITY

Internship Coordinator:

Dr. Candace Goode Vick
Box 8004, Biltmore Hall
Raleigh, NC 27695-8004
Phone: (919) 513-3939
Fax: (919) 515-3687
E-mail: CVick@ncsu.edu

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OVERVIEW OF THE INTERNSHIP PROGRAM

“An internship is a form of experiential learning that integrates knowledge and theoretical understanding acquired 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 that they are considering for career paths; and give employers and opportunity to guide and evaluate talent” (NACE, July 2011).

The Department of Parks, Recreation and Tourism Management’s (PRTM) internship program is designed to provide students with the opportunity to participate in and apply knowledge acquired through their degree to all phases of the agency's operation. Students should have experiences in a variety of areas including but not limited to: program development, administrative procedures, supervision, leadership, facility operation, event management, public relations, marketing, risk management, and maintenance procedures.

Internships may take place with a variety of agencies (public, private, semi-private, and commercial) where personnel qualified to supervise students are employed and where the program can provide varied and sequential experiences. Internships should simulate, as closely as possible, the experiences of the working professional and provide the intern with the opportunity to gain an understanding and appreciation of the role, duties, and responsibilities of the parks, recreation, and tourism or sport management professional.

The PRTM Internship Program is a combination of a one credit hour pre-internship seminar (PRT 375) and an eight credit hour course (PRT 475) required of all undergraduate students majoring in Parks, Recreation and Tourism Management or Sport Management. Students are eligible to register for PRT 375 beginning the fall semester of their junior year and the class is a pre-requisite for PRT 475. Students register for PRT 475 in the semester in which they complete their internship. The internship is a cooperative agreement between the PRTM Department and an approved agency whereby an advanced undergraduate student receives professional administrative experience of a practical nature in his/her area of interest under the supervision and guidance of a qualified professional in parks, recreation, tourism or sport management.

The internship lasts for a period of not less than 10 weeks and 400 hours. The intern must comply with the Internship Agreement and Work Plan established by the agency and approved by the PRTM Internship Coordinator.

PURPOSE OF THE INTERNSHIP
The chief purpose of the internship is to provide the student with practical background experience in a setting where learning is the chief objective of that experience. This experience should enhance professional growth of the student and further his/her understanding and appreciation of the profession. The internship will provide a means for determining the student's strengths and weaknesses and an opportunity for the student to mature, practice, improve, and evaluate skills, techniques, principles, and theories that he/she has been exposed to during his/her time at North Carolina State University.

The internship also has as its purpose the improvement of the educational process and enlargement of the scope of the University's professional curriculum in recreation, tourism, sport, and parks. By providing a laboratory for the application of theoretical knowledge, an opportunity will be afforded for continuing evaluation of the entire Parks, Recreation and Tourism Management and Sport Management curricula.

**CRITERIA FOR APPROVING AN INTERNSHIP LOCATION**

1. **Desire:** The agency must have a desire to participate in this educational program and agree to cooperate with the Department of Parks, Recreation and Tourism Management in order to meet and fulfill the aims and objectives of the internship program.

2. **Staff:** The agency must have a competent and experienced practitioner who is responsible for administering the internship program and have an adequately trained staff to supervise the work of the intern.

3. **Program and Facilities:** The agency must have a comprehensive long-range program with adequate areas, facilities, and equipment to conduct a program which is broad in its offerings and not limited to a highly specialized function.

**REQUIRED INTERNSHIP EXPERIENCES**

The internship is a complete job experience with a wide range of responsibilities. **The intern is required to work full-time (40 hours per week) for 10 consecutive weeks at an approved internship location.** The intern should gain experiences in several different aspects of an agency including but not limited to: observing, reporting, participating, leading, assisting, supervising, and managing. Of particular importance are the following areas:

1. **Administration and Management**--The agency should provide the intern with a practical background of training and experience in the skills, techniques, and practices involved in the administration and management of the organization. This assignment should include, in-so-far as possible, experience in agency policies and procedures, staff relations and responsibilities, record keeping, programming, planning, fiscal operations, marketing and public relations.
2. **Organization and Supervision**--The intern should participate in experiences involving the organization and supervision of various programs, areas, events and, to some extent, personnel. The agency may assign the intern to assist occasionally in a leadership role related to special assignments made by the agency.

3. **Planning and Operations**--The intern should be scheduled/assigned to various operations that provide learning experiences in the areas of maintenance, operations, and planning.

4. **Observation and Evaluation**--The intern should be given the opportunity, wherever possible, to observe working relationships of the agency with other agencies, boards, and organizations. Additionally, the intern should be given the opportunity to observe, understand, and participate in organizational evaluation processes, including performance appraisals, program evaluations, and market analyses.

**THE AGENCY’S RESPONSIBILITIES**

1. Interpretation of the internship program to the agency staff and the presentation of the intern to the staff in such a manner as to insure his/her professional status.

2. Assist the intern in making initial arrangements for the internship and if necessary helping the intern locate a suitable accommodation.

3. Regular conferences with the intern to determine as much as possible the program and schedule the intern will follow, keeping in mind the aims and objectives of the internship program and the areas of experiences to which he/she should be subjected.

4. Orient the intern when appropriate to the customs of the community.

5. Present the intern with an overview of the agency's purposes, policies, administration, program, and facilities and inform him/her of all pertinent regulations.

6. Observe, as often as possible, the on-the-job performance of the intern.

7. Review the guidelines for the student’s internship portfolio. Meet with the student to discuss how the agency can assist with providing information required to complete this final assignment, including identifying personnel to interview, documents to review, or materials to collect.

8. Have at least one conference per week with the intern to discuss his/her performance, to evaluate his/her techniques and methods, to indicate his/her weak and strong points and to suggest areas for improvement.

9. Recommend to the University internship advisor the removal of an intern when his/her performance or behavior is definitely unsatisfactory or detrimental to the agency or the community.
10. In collaboration with the student, identify a special project for the student to complete during the internship. The special project should be one that facilitates the required learning experiences for the intern and makes a meaningful contribution to the agency. The agency supervisor is also responsible for evaluating the special project using the evaluation form provided by the University.

11. Submit to the University internship advisor a midterm evaluation during the fifth week of internship. The midterm evaluation form will be provided to the agency by the University advisor. This evaluation report should be the result of a discussion between the intern and agency supervisor, where the supervisor summarizes the intern's performance.

12. With the assistance of appropriate staff members, give a final evaluation and objective analysis of the performance of the intern on the Intern Final Evaluation provided by the University internship advisor. Also, submit the special project evaluation form to the University internship advisor along with the final evaluation. Discuss both evaluation forms with the intern.

The identified internship supervisor will be in charge of the student's training. He/she will serve as an agency-based teacher offering instruction and supervision to the intern and will utilize the agency's operations to further the student's professional competence. Without relinquishing his/her responsibility for the training of the intern, he/she may assign a qualified staff member as the agency supervisor or training officer. Once the intern arrives at the agency, the agency assumes responsibility to both the intern and the University. At that time, the University internship advisor will assume a secondary role in the training program, except in cases of breaches of agreement, moral conduct, or emergency situations.

RELATIONSHIP BETWEEN THE INTERN AND THE AGENCY

The relationship between the agency and the intern is both one of employer-employee and teacher-student. The intern is to be a member of the agency's staff and, at the same time, a student engaged in an assigned training program. The agency must ensure that the intern's experiences are professionally sound and that time and effort be allocated to the educational process. This will involve conferring with, and counseling the intern, making proper assignments on a weekly basis, observing and constructively evaluating their performance, and providing other experiences leading to their professional development.

The intern is expected to observe the work week normally observed by the agency and abide by the general rules and regulations which apply to the regular staff. The agency is
encouraged to compensate the intern by expense allowance or regular salary. In addition, if the intern is required to furnish his/her own transportation to carry out agency services, the agency should reimburse him/her for such incurred expenses. The intern is responsible for his/her own transportation in getting to and from the internship location.

The agency should not be guilty of 'using' the interns and should not assign him/her full-time to any one particular program function for the entire internship period but, instead, should schedule and assign him/her to a variety of functions. It should be kept in mind that the educational needs of the intern shall not be superseded by the service needs of the agency.

By special permission of the University internship advisor and agreement by the agency, an intern wishing to specialize may be permitted to spend only 50% of his/her time in the broad areas of internship while the remainder may be devoted to experiences in the area which most nearly represents his/her desired field of specialization. In such a case, a special schedule, approved by the University internship advisor, will be worked out in conjunction with the agency.

The University encourages all agencies to compensate interns for their work with the agency. However, we recognize that in some cases unpaid internships are unavoidable. “For-profit” private sector employers who offer unpaid internship need to make sure their internship programs are in compliance with the Fair Labor Standards Act.

**STUDENT ELIGIBILITY FOR INTERNSHIP**

Students in the Department of Parks, Recreation and Tourism Management who have completed PRT 375 and 88 semester hours of course work prior to the planned internship, who have completed all required PRT course work through the junior year, and who are not suspended from the University are eligible to enroll in PRT 475 – Internship. Academic prerequisites are:

<table>
<thead>
<tr>
<th>Parks, Recreation &amp; Tourism Management</th>
<th>Sport Management</th>
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<tbody>
<tr>
<td>1. PRT150 Parks, Recreation and Tourism Orientation</td>
<td>1. PRT150 Parks, Recreation and Tourism Orientation</td>
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<td>2. PRT152 Introduction to Parks, Recreation and Tourism</td>
<td>2. PRT152 Introduction to Parks Recreation and Tourism</td>
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<tr>
<td>3. PRT250 Management of Park and Recreation Facilities</td>
<td>3. PRT238 Inclusive Recreation</td>
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<tr>
<td>4. PRT220 Commercial Recreation and Tourism Management</td>
<td>4. PRT266 Introduction to Sport Management</td>
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<tr>
<td>5. PRT238 Inclusive Recreation</td>
<td>5. PRT277 – Cultural Aspects of Sport</td>
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Before taking internship, it is also advisable for the students in the PRTM program to have taken at least one concentration course and all students should have had some paid or volunteer work experience. This could consist of summer work or a part-time job while a student at the University.

Students are not permitted to register for any additional courses in the semester that they complete their internship. However, on occasions exceptions have been granted to this policy. Students are encouraged to meet with the Internship Coordinator if they need to take a course while on their internship.

**GRADING PROCEDURE**

Grading in PRT 475 will be on the basis of Satisfactory ('S') or Unsatisfactory ('U'). Any intern whose performance in the program is considered to be poor or below 'C' average will be given an Unsatisfactory ('U') grade and will be required to repeat the course. Grades are determined on the basis of (a) the agency evaluation of the intern (b) a written analysis report of the agency by the intern, (c) a special agency project evaluation, and (d) a final appraisal of the intern's overall performance by the University supervisor. If reports indicate unsatisfactory performance or behavior on the part of the intern, he/she will be removed from the internship program and will receive an unsatisfactory grade for the course. Since the internship is fundamentally a part of the University curriculum, the University supervisor must assume final responsibility for rating the student's performance in light of total course objectives, and for determining the grade that is given.

**THE INTERN'S RESPONSIBILITIES**

The focus of the internship program is upon the student and the success or failure of this internship training program will depend greatly upon the student's realization of his/her goals and responsibilities. *The intern will become a functional part of the agency and what he/she does will reflect the policies and standards of both the agency and the University. The intern must be ever aware of this and of his/her continuing responsibility to himself/herself and to the profession.*

The selected internship must be related to some aspect of the parks, recreation, tourism or sport management field.
Internship Approval Process:
1. Successfully complete PRT 375.
2. Clear eligibility to take PRT 475-internship with an academic advisor or the Internship Coordinator.
3. Using the Department's Internship Webpage and other resources search for prospective internship agencies.
4. Identify and contact internship agencies that are related to your area of interest.
5. Once you have obtained an internship, complete an Internship Work Plan (see example in Appendix 1) that describes the agency, the specific areas you will be assigned to (with some reference to the amount of time and/or percentage of internship allotted to each area) and your goals for the internship.
6. Schedule a meeting with the Internship Coordinator to obtain approval of the Work Plan. At this time the intern and Internship Coordinator will confirm the internship location, and agree on any special considerations.
7. Complete the Internship Agency Agreement and turn the form into the Internship Coordinator prior to beginning the internship.
8. Meet with the assigned University Internship Supervisor before leaving campus.
9. Register for PRT 475 (8 hours) the semester in which you hope to complete your internship.

Upon Reporting and During Internship

1. Report directly to the agency supervisor for instructions. (The intern will be responsible for his/her own transportation to and from the internship location). The intern will be expected to follow the instructions given, carry out the policies and duties outlined by the agency supervisor, and meet all scheduled commitments and arrangements made in connection with training assignments.
2. Notify your University internship advisor as soon as possible of your summer contact information if it is different from what has been provided in the Work Plan. This information is usually requested as one of the first Moodle assignments.
3. Become familiar with the regulations of the agency and conduct yourself in accordance with these regulations.
4. Act in a professional manner as a member of the agency staff.

5. Use discretion as to the people with whom you associate, the places you visit, and your conduct and manner on and off the job.

6. Notify the agency supervisor in advance when you will be unable to report for work. In case of illness, accident or emergency, both the agency supervisor and University internship advisor should be notified.

9. Consult with your supervisor when there are problems which you cannot satisfactorily solve yourself.

10. Exercise tact and diplomacy in evaluating the agency's philosophy, policy, or operating procedures.

11. Communicate with the agency supervisor when there is not a clear understanding of what is to be done.

12. Determine with the agency supervisor a **special project** for the internship.

13. Sometime during the **fourth or fifth week** of internship, have a conference with the agency supervisor. This will involve a written appraisal of the intern by the agency supervisor. Use the Midterm Performance Appraisal Form found on your course Moodle site.

15. Submit at least ten (10) responses to either a discussion or forum post on the class Moodle site. Each discussion board or forum will focus on a different aspect of your internship.

16. Complete a detailed analysis of the internship agency (see Agency Analysis Guidelines below)

17. Complete an Internship Agency Portfolio (see Internship Agency Portfolio Guidelines below)

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**REQUIRED ASSIGNMENTS**

**Special Project**

Each internship student is required to complete a special project during the 10 week internship. The nature and scope of the special project is dependent upon the type of
agency and the specific needs of the agency supervisor. Examples of previous special projects have included: A risk management manual; planning, implementing, and evaluating a special event, needs assessment, in-service training, market research, and program evaluation. The special project should be one that facilitates the required learning experiences for the internship and makes a meaningful contribution to the agency. The agency supervisor is also responsible for evaluating the special project.

**Internship Agency Portfolio Guidelines**

Each student is required to complete either a hard copy Portfolio using a 1" View binder with both a **cover** and **side label** that identify the internship agency or an Electronic Portfolio. Electronic portfolios can be submitted but make sure that everything below is included. Make sure that you carefully edit and proofread your portfolio. **Poorly written portfolios will be returned.**

Contents of the portfolio must include the following items:

1. **Agency Name and Contact information:**
   a. Agency internship supervisor or personnel director with detailed contact information
   b. Any specific internship application requirements (if applicable)

2. **Table of Contents (with page numbers lined up)**

3. **Internship Work Plan:**
   a. Describe your primary responsibilities as an intern

4. **Detailed Internship Agency Analysis**
   a. See Detailed Outline Below (page 2)

5. **Special Project**
   a. Include a description of what your special project was in addition to all applicable materials.
   b. Reflect upon your special project. Describe what the impact was to the agency/organization
   c. Describe why and how you came up with this special project.
   d. Reflect upon what you learned from the special project experience

6. **Internship Artifacts:**
   a. Provide examples of what you did over your internship – your supervisor will go over examples during the site visit/skype call (this section helps others that may want to intern with your agency understand some of what you do on a day-to-day basis)
   b. Any promotional material on the agency (i.e., brochures, program guides, flyers, etc);
7. **Photos:**
   a. Pictures of the agency and your activities as an intern (try to give a perspective of where you worked and what you did).

8. **Detailed Personal Evaluation/Critique and Overall Internship Reflection:**
   a. Include a personal evaluation of the internship as a learning experience. Reflect upon the experiences that contributed to the enjoyment of the internship, and share suggestions for ways that the internship can be improved.
   b. Reflect upon your overall internship experience and your own personal growth throughout your internship experience.

This final critique should be a substantive and well-written reflection. You can draw upon your Moodle posts to help in this reflection.

**Internship Agency Analysis**

Each intern is required to submit to the University supervisor a written analysis of the agency and the internship experience. *These reports must be an accurate description of the agency and the experiences of the intern during the internship period, with special emphasis on critiquing the agency's management functions, physical assets and other pertinent characteristics.* I understand if you cannot get some of this information, but do the BEST you can. The analysis should include:

1. **Community Description:**
   A description of the community in which the internship agency is located, with attention to the geographic, socio-demographic and leisure/recreation/sport behavior characteristics of the populations.

2. **Marketing Plan:**
   Explain the marketing efforts of your organization. If your organization has a formal marketing plan include that in this section. If there is no written plan in place provide:
   - A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the organization;
   - Competitive analysis (who are the most relevant direct competitors);
   - The main target markets (groups of consumers that are most likely to consume organization's product or service);
   - The organizational marketing goals;
   - Strategies for achieving goals;
   - Tactics (actions) achieve their strategies.
     - Use [this link](#) for an explanation of goal, strategy, and tactic

3. **Organizational Structure and Culture:**
   Provide an organizational structure overview of your organization. This summary should include the following:
   - Description of the internship agency's organizational structure,
- Advisory and policy making boards and their role and relationship to staff and the organization. This should include any description of the Board’s role in the organization, composition of the board, by-laws and term limits, and qualifications to serve on the board, how often they meet.
- Include any organizational charts that outlines the relationships between different departments and personnel.
- Does the organization have a vision/mission? What is it and how and when was it created (e.g., input from staff, community members, etc)
- Describe and provide a culture of the organization. Are there deliberate strategies employed by those in charge that are designed to maintain this culture?

4. **Personnel Practices:**
Provide an overview related to your organization’s personnel practices. This summary should include the following:
- How are staff hired? Describe the organization’s hiring philosophy (including recruitment) as well as any HR procedures (how do they interview and make personnel decisions).
- Provide an overview of any orientation or training related to new staff or professional development opportunities for current employees.
- Include a summary of some of the key personnel policies, rules and regulations and discuss how effective these are?
- How does the organization motivate and reward high performing staff? How effective are some of these motivating strategies?

5. **Financial Management Summary:**
Provide a financial overview of your organization. The summary should cover the organization’s overall economic environment as well as financial and accounting operations and will include the following:
- **Economic Environment.** Brief summary of the economic challenges and opportunities facing the organization. This section should focus on issues in the external environment. That is, activities outside the control of the organization that have had key impact (positive or negative) on the organization’s financial performance.
- **Revenue and Expenditure summary.** Summary of major annual operational revenues and expenses of the organization (if available, include an income statement or budget).
- **Assets and Liabilities summary.** Summary of the major assets and liabilities of the organization (if available, include a balance sheet)
- **Budget process.** Describe the budget development and approval process the organization uses, including the types of budgets used.
- **Financial accountability and controls.** Identify and describe the duties of staff members in the organization responsible for finance. Describe practices, policies, and procedures used by the organization to be financially accountable (e.g., segregation of duties, audits, published financial reports, cash control and purchasing procedures, inventory procedures, etc.)
  - Note: Graphs, charts, and financial statements should be included

6. Facilities and Areas:
   Provide an overview of the facilities and areas operated by your organization. The summary should cover the organization’s current facilities as well as plans for future facilities and will include the following:
   - **Description of facilities and areas.** Provide a brief overview of all of the facilities and areas in which your organization operates (e.g., administrative offices, program facilities and areas, storage areas). What is the ownership status of the facilities or areas (e.g., does your organization own the facilities, lease the facilities, or have some other arrangement to use the facilities?) You should also assess the quality of the facilities and how well they meet the current and future needs of the organization.
   - **Maintenance.** Provide copies of facility maintenance plans or describe maintenance practices of your organization related to its facilities and areas.
   - **Long-term facility plan.** Include a summary of any future expansion, relocation, renovation, or building plans your organization may be considering in the long-term. How will this plan address your organization’s needs? If no plan is in place, what recommendations would you make for a long-term facility plan to improve your organization’s operations?
   - **Sustainability.** Provide your assessment of whether your organization operates its facilities in an environmentally sustainable manner. What practices or policies are in place to ensure sustainable facility operations? What recommendations would you make to increase sustainability?
   - Note: Illustrations, plans, photos, and other evidence to support your summary should be included.

7. Programs/Events:
   Provide an overview of the major Programs/Events operated by your organization. The summary should cover the organization’s major programs and/or events. If an organization has many programs and events, focus on the ones that were particular relevant to your internship:
   - **Target Audience of the Program or Event**
• Note: Illustrations, plans, photos, and other evidence to support your summary should be included.

8. **Job Description:**
   Write a brief *job description* of the internship position with this agency.

**Rubric for the Agency Analysis**

**A. Content**
1. Do the sub-sections merely report facts and figures, or do they include site and/or operational analysis?
2. Does the analysis reflect a transfer of knowledge from coursework to application on-the-job?
3. Does the analysis demonstrate an understanding of management and administrative functions of the organization?

**B. Organization/Logically Developed**
1. Do paragraphs clearly reflect logical development with clear sentence structure?
2. Is there a cover page, title page, table of contents, and appendix for the written analysis?

**C. Thoroughness**
1. Does it give all the required information? All the essential facts?
2. Does it give additional information the reader may need to better understand unusual internship sites or situations?
3. Is the information documented?
4. Is the structure and format appropriate?

**D. Quality**
1. Is the writing free from poor grammar and syntax, spelling and punctuation errors?
2. Is the report presented in an easy to read, clear manner? Is it typed?
3. Is the report free from slang, idiomatic expressions, jargon and inappropriate vocabulary?

RESPONSIBILITY OF THE UNIVERSITY INTERNSHIP ADVISOR

The internship involves a triple inter-relationship between the student, the University, and the intern agency. The ultimate goals of all three are compatible, if not identical. Consequently, this relationship in practically all cases results in a pleasant, meaningful and rewarding experience. If, however, because of procedural breakdown or failure of the parties to live up to their responsibilities, and difficulties arise in the coordination or administration of this three-way relationship, the University internship advisor has the responsibility of working out a solution. It is he/she who will assume the ultimate responsibility for the successful operation of the internship program and for the attainment of its stated goals.

Included among the responsibilities of the University Internship advisor are:

1. Provide weekly feedback to the students using the most current on line learning system. Make whatever comments, observations, or recommendations that are appropriate.

2. Visit the agency and intern for the purpose of observing and counseling the intern and consult with the agency supervisor regarding the performance of the intern and on any other matter relative to internship. Due to the educational aspect of internship and because credit hours are given for it, the University supervisor will attempt to visit each intern at least once. On supervisory visits, conference time should be scheduled with the agency supervisor (and with other agency personnel when appropriate) and the student.

3. Remove an intern from an agency when it would seem detrimental to allow him/her to remain or upon request of the agency.

4. At the end of the internship, evaluate each student’s internship using the special project evaluation, the mid-term and final intern evaluations, their weekly discussions, the completed portfolio which includes the agency analysis and your overall observation of the internship.
Appendix 1

Work Plan Template

Student's Name:
Student's PRTM Concentration:
Agency Name:
Agency Address:
Phone:
Fax:
Agency Supervisor:
Agency Supervisor's Title:
Agency Email:
Agency Webpage Address:
Internship Start Date:
Internship End Date:

Agency Description:

Give a detailed description of the agency including: location; nature of operation (i.e., golf course, resort, state park, park & recreation department); description of products and/or services; size of operation (i.e., number of employees); and any other information that would assist in a determination of the agency's internship potential (i.e., in-house internship program, previous employment of NC State or other student interns, etc.)

Internship Description:

A detailed description of the activities and responsibilities assigned to the student intern. Remember the emphasis should be on a diversity of experiences in a majority of the agencies areas of operation (i.e., delivery of program/services, organization & supervision, maintenance & operations, sales, marketing, & member services, and general administrative areas).

Students must include either a proposed weekly schedule of internship activities or an indication of the percentage of time that will be spent in each of the above areas.

Internship Outcomes:
Students must identify what they expect to learn through completion of the internship. How will this internship contribute to the student's PRTM concentration and career goals.

**Compensation:**

Rate of pay, accommodations, stipend, etc.