

2021-2022

INTERNSHIP PROGRAM GUIDELINES

The Institute for Public Service of the
University of Tennessee

Internship Guidelines

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Welcome and Introduction

Several years ago, the Institute for Public Service (IPS) at the University of Tennessee accepted the responsibility of developing a statewide public service internship program for graduate students interested in working with local governments. The program continues to grow and to evolve, and over the past 10 years we have introduced more than 195 students to the importance of and excitement with Tennessee local governments. We have added a limited number of internships for undergraduate students approaching or in their senior year and, as demand permits, have added internships in manufacturing and in economic development when hosting industries are available.

IPS is committed to introducing students from groups that have traditionally been underrepresented to public service in Tennessee. Women and people of color are encouraged to apply for these internships.

Our expectation is that the intern experience will provide these students with meaningful and often inspirational experiences that help to develop the next generation of local government and industry leaders. We require the completion of learning objectives for the student interns, and provide early opportunities and experiences for each student. We also require a formal presentation at the end on the work to review and highlight the accomplishments of each intern.

In today's economic environment it is often difficult for the university or for anyone to maintain programs and initiatives, and a statewide internship program carries the same challenges of any program. When I consider the difficulties facing similar important programs, I am reminded to thank the donors, the staff, the local government hosts, the industries and the exceptional students that make this such a successful effort for IPS.

I am pleased to provide this update of the IPS Internship Programs and welcome your thoughts, suggestions, and comments.

Sincerely,

Dr. Steven T. Thompson
Assistant Vice President Institute for Public Service

Program Summary – Choosing the Right Internship

While each program has different expectations and serves different students and stakeholders, the Internship Program of the Institute for Public Service provides opportunities for students to gain valuable experience with local governments and industries. Both students and employers benefit from participation in this internship, and the expected benefits and responsibilities of students, hosts and consultants are outlined later in this guide.

This guide provides a brief summary of the process and logistics of the internship program, starting with Public Service Internships and followed by Manufacturing and Economic Development Internships. For further information please refer to the semester announcement for the specific internship.

Opportunities are often available with local governments and industries in Tennessee. Each is briefly summarized below.

Public Service Internships

Public service internships are structured for seniors and graduate students with a demonstrated interest in a career in local government. Students selected work with cities and counties in Tennessee through the two IPS agencies that directly serve local governments – the County Technical Assistance Service and the Municipal Technical Advisory Service. Opportunities with state agencies will be considered as these become available. We emphasize competitive placement through interviews and structured learning objectives.

IPS is committed to introducing students from groups that have traditionally been underrepresented to public service in Tennessee. Women and people of color are encouraged to apply for these internships.

Interns are assigned to and supervised by MTAS or CTAS offices near their home or campus for research, special projects, preparatory work for field consultants, or cities and counties for specific research issues. Depending on a student's particular area of interest, he or she may also participate as a key participant on research projects and qualify for class credit with an independent study through their respective college or university.

Internships are located in Tennessee but application is not limited to universities or students in Tennessee. Responsibility for the program is shared by IPS, faculty and campus, the host and the student.

About the Internships:

1. This is a statewide program and, to the extent possible, internships will be located convenient to students and hosts.
2. Students entering their senior year (or equivalent) and graduate students with a demonstrated interest in local government careers are welcome and encouraged to apply. The program is open to students in public administration and other majors and specialties in any of a wide variety of fields.
3. Students submit a resume and letter of interest through faculty at their campus or to the contact below. The letter of interest should describe the student's professional interests,

including interest in a local government career and area of the state desired for the internship. The resume should include academic degrees, overall GPA and anticipated graduation schedules of the student, along with 3 academic or personal references.

4. Host agencies and communities work with IPS consultants to develop projects of interest to the local government and of benefit to the students.
5. We do emphasize competitive placement through interviews and structured learning objectives. Students that are not placed are welcome to reapply.
6. Interns complete a series of required learning objectives. IPS emphasizes professional development and, when available, interns attend city, county and professional association meetings.
7. Interested students must participate no later than the semester following graduation.
8. Compensation is \$15 per hour, and the only extra benefits are the challenges and opportunities of working with local governments or industries.
9. Consultants serve as mentors and supervisors, and provide technical advice, coordinate training opportunities and travel, and approve compensation and reimbursement.
10. Students are limited to a single IPS Internship with IPS.
11. IPS maintains a website with announcements and a summary of the program:
<http://www.ips.tennessee.edu/public-service-internships>

Application and Selection Process

The selection and process for internships follows a specific path each semester, starting with a call for resumes for students interested in internships for the upcoming semester:

1. Each semester IPS posts and advertises for interested students, and accept letters of interest and resumes from students and faculty. IPS Administration will also coordinate student assignments to consultants as outlined in paragraph 3.
2. The application process mirrors that in use for many professional positions. Interested students should submit a resume and a letter of interest outlining where the internship is preferred and the specific professional interests of the student. Three references are required with the initial letter, and the references must include at least one university campus faculty member familiar with the student's work. After submission the student will also be asked to complete a brief email application.

IPS will schedule initial interviews with area IPS consultants, and finalists will interview with local governments interested in hosting student interns.

Resumes and questions should be directed to the Institute for Public Service at the address below:

Dr. Steven Thompson, Assistant Vice President IPS
steve.thompson@tennessee.edu

(865) 974-9609

For further information visit the IPS website at <http://www.ips.tennessee.edu/public-service-internships>.

COVID-19 Testing

At IPS we take every opportunity to both maintain a safe environment for students and staff and to eliminate obstacles to the placement of interns. All students notified of a placement will need to have COVID-19 testing within 2 weeks of the placement, and recognizing the current delay in obtaining results we recommend allowing adequate time for the testing and results. The county health departments provide testing at no cost and are a great resource for students and residents.

Background Checks

The University of Tennessee does require background check of all employees, including interns, and a summary check will be completed prior to final placement for all interns.

International Students

International students are welcome to apply but typically follow a few extra steps for admittance into the program. Students will need to provide a copy of an unexpired passport and a completed I-9 form. After these forms are reviewed and before the internship is otherwise final, international students will then need to complete the same packet of information required of other students.

Post-Graduate Fellowships

IPS, through MTAS and CTAS, also offers the Post Graduate Fellowship. The Fellowship is an outstanding two-year position competitively filled by graduate students ready to enter local government service, and is available only when local governments sponsor the position. Participants serve in one of Tennessee's grand divisions (East, Middle, or West) and work directly in one or more sponsoring cities or counties. Local governments that choose to take part in the program generally host the position as a member of the management team of the city or county and often rotate the Fellow through various departments and duties to provide extensive experience in all aspects of city or county management.

Unlike other IPS internships, the Fellowship is a full-time, 2-year position, offering both salary and benefits.

Supervision of the program is provided by the sponsoring cities or counties and by an assigned CTAS or MTAS field consultant. The purpose of the program is to fully prepare the individual to enter the workforce as a manager or assistant manager within a city or county.

Internships in Manufacturing and Economic Development

The University of Tennessee Center for Industrial Services (UTCIS) is an agency of the University of Tennessee Institute for Public Service, with a mission to serve business and government to improve the lives of Tennesseans. Each year, UTCIS provides consulting assistance to 650 companies, trains over 5,000 participants, and facilitates over \$1 billion in business investment, cost reduction, new sales and other economic impacts. Our consulting and training services assist firms and communities throughout Tennessee in economic development, manufacturing excellence, health and safety, growth and innovation, energy and environmental management, and government procurement.

While these internships are not available every semester, internships with UTCIS focus on two specific internships for highly qualified undergraduate and graduate students:

Economic Development

Economic development internships help students prepare for a career focused on strengthening communities and improving the lives of Tennesseans. As technology advances and global competition increases, Tennessee communities need informed and engaged leadership to attract and retain high quality jobs and needed investment. Interns will learn about possible economic development careers, meet professionals in the field, and gain relevant experience.

Manufacturing

Manufacturing Internships provide experience in a growing sector for students from a range of educational backgrounds. As technology advances and global competition increases, U.S. manufacturers will need informed and engaged leadership to meet customer needs and develop strong, growing companies. Manufacturing internships help you learn more about manufacturing careers while gaining valuable experience.

About CIS Internships

Interns must have a junior, senior or graduate student classification from a Tennessee college or university. UTCIS will use a competitive process to select interns. Those selected will work with UTCIS consultants in visiting plants, discussing manufacturing challenges, and researching and presenting solutions. Each intern will have a specific 8-10-week workplan tailored to their background, customer needs, and structured learning objectives. By seeing multiple plants and taking a variety of UTCIS training courses, interns will learn about a range of manufacturing careers, meet manufacturing professionals, and gain experience.

To learn more about UTCIS, go to www.cis.tennessee.edu.

The Role and Expectations of Interns

Interns are expected to bring enthusiasm and an interest to the internship and should in turn expect the internship to provide a comprehensive glimpse into the work of industry or local government professionals. There are specific assignments and tasks that interns will be asked to accomplish during the semester.

Required Learning Objectives

Our focus at IPS is to provide services that support our customers, students, and the University, and the program includes required learning objectives for the student interns. This includes early requirements to discuss the work and experiences of each student and a formal presentation at the end on the work and accomplishments of the intern. Each semester will include the following:

1. IPS will schedule orientation for all interns early in the semester. This may require travel for both the intern and the consultant serving as the mentor for the student.
2. The student will prepare and submit an initial summary of the intern's hopes and expectations for the internship. This summary is due during the first 2 weeks of the internship.
3. The student will also prepare a written end-of-internship summary, with a brief review of the community or agency that they served, the people that they worked with, work accomplished and lessons learned.
4. This same information is to be developed into a presentation, with PowerPoint and other graphics, for a formal review near the end of the internship. This may require travel for both the intern and the consultant serving as the mentor for the student.

IPS will cover normal expenses for travel, and at the conclusion of the internship IPS will receive copies of the presentations and reports.

Facebook

IPS has established a Facebook page for the Internship program, and all interns are asked to provide and maintain weekly posts to the page. Initially interns post an introduction, with a photo and a very brief bio paragraph. Over the semester posts can be brief summaries with photos of work and experiences that interns encounter and other comments that may be of interest to potential employers and future interns. The Facebook site is:

<https://www.facebook.com/IPSPublicServiceInterns>.

Interns can do so through their personal account or through the internship Facebook site at <https://www.facebook.com/IPSPublicServiceInterns>. The Facebook posts can be from either the intern's personal page or the IPS Internship page, but we ask that posts tag IPS from either site. A sample post, as an example, could be "Today I toured the offices of the Mayor of the City of Knoxville while working with @UTIPS and @UT IPS Internships." The post can include any other relevant info, with a photo. For frequent posts this should not be lengthy but more of a snapshot of what the intern is doing and where. Please always tag @UTIPS and

@UTIPSInternships in the posts. It is not necessary to tag @UTIPSInternships if the post is from the internship Facebook site.

We have considered setting up a system linking tweets to Facebook submittals. We are, however, hearing that this practice of connecting tweets with Facebook is no longer encouraged. We suggest instead that interns either post to your personal Facebook account or post to the Internship site, and tag us.

We also welcome tweets to Twitter users, and interns can tweet info to IPS followers by including the IPS handle @UT_IPS in the tweet.

Orientation

Internship orientations are scheduled early in the semester, and every intern is expected to participate. These meetings typically include a discussion about professional dress, interview resources and other resources available through the staff at IPS. This also includes an orientation to the University of Tennessee and the work of IPS. These are working meetings for interns and a program expectation, with travel expenses paid by IPS.

Professional Development

Professional development opportunities are often available to interns within the state during the semester. Participation is not mandatory, but these are often great opportunities for students to meet industry or local government officials and professionals. IPS provides room, registration and travel expenses for approved meetings. IPS will be looking for and approving opportunities for you, and students attending meetings will be asked to help with conference logistics and other tasks to increase networking opportunities with the participants.

Final Report and Presentation

Interns are required to submit a written report at the end of the internship experience and to summarize this report with a formal presentation. PowerPoint presentations and the use of appropriate graphics are encouraged, and while presentations should be targeted to approximately 15 minutes in length, the length and quality of the presentation is yours to define. The deadline for the report and location of the presentation will be provided well in advance of the end of the semester.

The report should summarize the organization that hosted the internship and the accomplishments and lessons learned through the experience. Topics to be covered should include at least the following:

1. A summary of the internship host. Briefly describe the history, services and the background of the organization. Include current or recent controversies, and if or how these have been resolved.
2. A description of the work of the intern. Interns frequently work in many areas, of varying levels of complexity, so describe what you do and who you work with.

3. Evaluate the internship provided in this organization. Are there lessons that should be repeated for future interns, or changes that can make the internship better for future interns?

The presentation of the report, much like an interview, is an opportunity to highlight the intern as a professional and to showcase the intern's abilities to plan, organize and present comments on service topics important to that local government or agency.

Preparation of the report and presentation are within the working scope of the internship and the time required should be within the hours per week available for the intern. Early preparation for the report will provide benefits later in the writing of the report, and a work log may help with tracking important accomplishments and lessons.

For further information and assistance contact your consultant or contact Steve Thompson at IPS at steve.thompson@tennessee.edu.

The Role of Local Governments with Public Service Internships

Local governments are the foundation for Public Service Internships with the Institute for Public Service at UT, and serve as hosts for an internship. The role of the host is simple – to make the internship a successful experience in local government for the student and to serve the needs of the local government.

IPS has usually advertised for interns through campuses and faculty throughout this region of the United States before the student is interviewed and placed. The staff of IPS takes input and suggestions from faculty advisors, consultants and mentors, and local government agency professionals that serve as the hosts for the internship. The students compete for internships through a selection process that mirrors that required of most professional positions – students prepare and provide a cover letter and resume, and finalists are submitted through a staff interview to make sure that the fit and understanding is appropriate. Only after these initial steps are completed are the potential interns introduced to and interviewed with the staff of the local government.

Specific projects and experiences help to keep internships productive

1. The intern should be assigned to a particular project. The consultants supervise the interns, approve timesheets for UT, and work with your staff to give the government and the student a worthwhile experience. Many of these are graduate students and we stress that at this level students should always help out as necessary, as most professional staff do, but that they should not be generally assigned receptionist or clerical duties.

Students often benefit from exposure to the work of the offices of the city or county, and rotation of the intern through the other main offices of the locality can also be beneficial.

2. Interns should have an opportunity to participate in and observe meetings of elected and appointed members of the local government or agency. Meetings are often an important part of public service, and attending these allow the interns to observe and even participate in discussions about services and programs important to the community and this state.
3. Local government service should be inspirational for both the residents and staff, and an internship at the local government level should be an inspiring experience for the local government as well. Public service is interesting, important and often difficult, and the faculty advisor, consultant/mentor, and the local government should help the intern with background and perspective to understand and improve the processes required of effective public service.

The program includes required learning objectives

1. IPS holds a mandatory orientation for all interns early in the semester in Knoxville or Nashville. The IPS staff can assist with travel if necessary and travel time is paid time with the internship. Mileage to orientation and other intern requirements is reimbursable.

2. The student prepares and submits an initial summary of the intern's hopes and expectations for the internship during the first 2 weeks of the semester.
 - a. The student also prepares a written end-of-internship summary, with a brief review of the community or agency that they served, the people that they worked with, work accomplished and lessons learned. This same information is then formally presented near the end of the internship. This may require travel for both the intern and the consultant serving as the mentor for the student.
 - b. IPS has established a Facebook page for the Internship program, and all interns are expected to provide and maintain weekly posts to the page.

IPS reimburses for normal travel expenses and, at the conclusion of the internship, receives copies of the presentations and reports.

An internship with IPS should be a very worthwhile investment of the government's time and resources. It is always difficult and often distracting to work with an inexperienced employee, and interns are almost always exactly that. At the same time, the assistance of a local government as a host for these interns is building local government leadership for the future.

The hope of the staff at IPS is that over the years local officials will have very positive contacts with these same interns in local government service to Tennessee.

The Role and Expectations of Mentors

The role of the consultant/mentor is simple – to make the internship successful for the student and the host industry, agency or local government, and to provide guidance and assistance along the way. While placing and supervising inexperienced employees and interns can be difficult and often distracting, internships also allow the IPS staff to help build and connect with the leadership of the future in Tennessee.

Placing Interns

IPS consultants and mentors are critical to finding and supervising the placement of interns, and have the personal knowledge and relationships necessary to grow a successful internship program with cities, counties and industries in Tennessee. The IPS administrative staff builds connections with the universities and advertises for interns through the campuses and faculty. The administrative staff is available to assist as necessary in finding, placing and resolving problems for the consultants, but the key to this successful internship program is the relationship of the consultant with the potential host industries and governments in the state.

The consultant works with potential hosts to create internship opportunities, brings the students through an interview with the potential host and coaches, supervises and assists the interns during the semester. This mentor experience allows the consultant to keep the internship productive for both the student and the host, and to encourage careers in Tennessee for outstanding professionals.

Supervision and Evaluation of Interns

In addition to guiding the student to success, the consultant/mentor also helps the student to effectively travel through specific check points:

1. The HR packet is coordinated with and completed by the student and returned to the central contact in the administrative offices of IPS for processing through the university system. All paperwork and the student's background review must be completed **before the intern starts work**.
2. The consultant/mentor is available to advise the intern on reports and presentations and to accompany the intern to orientation and to the final presentation.
3. The mentor signs off on the intern's timesheets and is a resource for the intern, assisting with travel and paperwork for professional development.
4. At the conclusion of the internship the intern should participate in an exit interview with the mentor/consultant. Potential questions include the following:
 - a. Did the experience meet your initial expectations? Why or why not?
 - b. Did you find your placement interesting and beneficial to your interests?
 - c. What was your favorite task during the course of the internship?
 - d. Did the internship affect your future plans in anyway?

- e. Would you recommend the program to others in the future?
- f. What could IPS do to improve the program?

Each consultant should also meet with the city, county or industrial contact, and explore the following areas:

1. How was the experience from the perspective of the host?
2. Was the intern satisfactory, and was the internship worthwhile?
3. How can the program be improved?
4. Are you willing to consider hosting another intern?

These steps must be completed and turned in before the intern leaves the program.

Internships Are Important to IPS

Internships benefit host local governments and industries through the hard work of students on projects and programs important to the community. Internships also provide experience and invaluable contacts to young professionals. Together these benefits help the agencies of the Institute for Public Service to support good business and government in the state and to bring the resources of the University of Tennessee to help address the needs of Tennessee communities.

Appendix

Faculty Contacts

Faculty members and universities supporting the Public Service Internship Program include the following:

East Tennessee State University

Dr. J. David Briley MPA Director
Department of Political Science, International Affairs
(423) 439-6697
briley@etsu.edu

Middle Tennessee State University

Dr. Lisa Langenbach
Internship Director, Political Science Department
lisa.langenbach@mtsu.edu

Tennessee State University

Dr. Rodney E. Stanley
Chair, Department of Public Administration, College of Public Service and Urban Affairs
(615) 963-7249
Rstanley1@tnstate.edu

Tennessee Tech University

Dr. Lauren Harding Assistant Professor
Sociology and Political Science
(931) 372-3817
LHarding@tntech.edu

Dr. Lori Maxwell Department Chairperson
Sociology and Political Science
(931) 372-3437
LmMaxwell@tntech.edu

University of Tennessee-Chattanooga

Dr. Christopher S. Horne
UC Foundation Associate Professor of Public Administration
Department of Political Science, Public Administration and Nonprofit Management
(423) 425-1709
Christopher-Horne@utc.edu

University of Tennessee-Knoxville

Dr. David H. Folz
Professor and MPPA Director
Howard Baker Jr. Center for Public Policy UT Department of Political Science
1001 McClung Tower
Knoxville, TN, 37996
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dfolz@utk.edu

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(901) 678-3365

jtpinka@memphis.edu