PROFESSIONAL GOLF MANAGEMENT

Internship Handbook
(Revised, May 17, 2012)

University of Nevada, Las Vegas
William F. Harrah College of Hotel Administration
PGA Golf Management Program
4505 Maryland Parkway, Box 453035
Las Vegas, Nevada 89154-3035
Office: (702) 895-2932  Fax: (702) 774-8994
The UNLV PGA Golf Management Internship program, in conjunction with the PGA of America, has set specific criteria, guidelines, policies and procedures that must be followed to successfully complete 16 months of internship experience. These policies and procedures were created so that each PGA student can maximize his or her internship experience while fulfilling the specific graduation requirements set forth by the PGA of America for membership in the PGA.

The PGA Golf Management internship is a full-time work experience that requires 35 to 40 hours per week at an approved golf facility. Successful completion of 16 months (64 weeks) of internship experience is required of each student seeking either a Bachelor of Science in Recreation or Hospitality Management with a concentration in PGA Golf Management. Students will complete a minimum of four (4) internships in order to fulfill the 16 months (64 weeks) required. Students will be limited to interning no more than twice (2) at any given facility. Additionally, it is recommended that PGA students complete internship work experiences at a minimum of three (3) different types of facilities, students are required to complete internships at a minimum of two (2) different types of facilities, such as private, daily fee, resort, governmental golf facilities, a PGA section office or PGA/LPGA headquarters.

Three (3) out of the four (4) required internships will fall within the summer semester months during the student’s freshman, sophomore and junior academic years. Internships during the freshman year is required to be green grass type facilities and under the supervision of a PGA Member. After completion of Level 1, a student may do an internship in one of the expanded career paths with or without PGA Member supervision. An internship at a green grass facility following completion of Level 1 will still need to be under the supervision of a PGA Member. The extended internship will act as a final internship experience taking place upon completion of all course work at UNLV.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in well-planned and organized practical experiences. The PGA Golf Management Internship Coordinator, in cooperation with the site PGA professional or supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA Golf Management curriculum. Internship sites will offer a variety of professional experiences including, but not limited to, outside operations, inside operations, turfgrass management, tournament and event management and food and beverage operations. The PGA Golf Management program must conduct an evaluation of each internship site prior to placement of students.

Students are required to comply with the policies and procedures that have been established by the PGA Program and the PGA of America. These standards have been set in place so that each student may gain valuable work experience during their tenure at UNLV. The policies and procedures are divided into three different categories: General Information, Pre-Internship, Internship and Post-Internship.
General Policies and Procedures

Internships must follow the eligible employment guidelines outlined in the PGA Constitution.

Students are required to complete 16 months (64 weeks) of supervised internship experience as part of their graduation requirement from the PGA Golf Management program.

Internship should occur at least three (3) times at different types of settings as outlined in the *PGA Golf Management Internship Handbook* (e.g., public, private, resort); students are required to complete internships at a minimum of two (2) different types of facilities, the PGA Golf Management Internship Coordinator or Director must approve all settings.

PGA Golf Management University students may complete a maximum of two internship experiences at the same facility. If a second internship is completed at the same facility, the student must have different documented job responsibilities.

All PGA Golf Management University Program internships prior to completion of all Level 1 requirements must take place at a green grass type facilities and under the supervision of a PGA Member (must be A-1, A-4, or A-13).

Following successful completion of Level 1, a PGA Golf Management University student may complete additional internships in any of the following (apprentice) classifications with or without PGA member supervision: a) B-9, B-10, B-12, B-14, B-15, B-16, B-17, B-18, B-19, B-20, B-21, B-22 or B-23. b) as a B-6 at a “PGA Recognized Indoor Facility” under the supervision of a PGA member Director of Instruction (A-14).

An internship at a green grass facility following completion of Level 1 will still need to be under the supervision of a PGA Member (must be A-1, A-4, or A-13).

Employment in a course maintenance operation or food and beverage operation does not meet internship eligibility.

Internships at teaching facilities will need to be employed at a green grass facility under the supervision of a PGA Member (must be A-14).

Students must complete a minimum of four (4) internships in order to fulfill the 16 months (64 weeks) of internship requirements.

Each internship is required to be a minimum of thirteen (13) consecutive weeks.

Each student is required to work a minimum of thirty five (35) to forty (40) hours per week.

Students must register for academic credit for each internship.
Three (3) out of the four (4) required internships will fall within the summer semester months during the student’s freshman, sophomore and junior academic years. Internships during the freshman and sophomore years are required to be green grass type facilities. The extended internship will act as a final internship experience and should take place upon completion of all course work at UNLV.

Students transferring or starting the PGA Golf Management program in the spring semester will start PGA internship requirements the following summer semester.

Internships must follow all requirements as outlined in the *PGA Golf Management Internship Handbook*. Successful completion of each internship experience requires completion of all required assignments, as well as earning a passing grade of C or better.

Students may not take more than one 3-credit hour class and complete an internship during any semester.

UNLV does not provide insurance coverage for students on the Internship. However, students are encouraged to have medical and personal liability insurance during their Internship.

Procedure:
If the Internship agency requires a student to have medical, liability or other insurance coverage, the agency is expected to communicate this requirement in writing to the student. The student is expected to submit proof of the required coverage to the agency prior to the start of the Internship experience. The University considers all such arrangements to be between the student and the Internship agency.

**Pre-Internship Policy and Procedures**

Prior to student placement, the PGA Golf Management University has the responsibility for securing interested potential internship sites. The PGA Golf Management University Program student shall not contact an internship site, nor accept an internship experience prior to PGA Golf Management University Program staff contact with a host facility.

Procedure:
At the time the student’s potential internship site(s) have been agreed upon, the student must complete the *PGA Interest List Form* and submit that to the Internship Coordinator.

Each student must have an internship meeting with the internship coordinator to decide on a potential internship site. That meeting will take place at the beginning of the semester before the student will intern.

University must conduct a thorough evaluation of each internship site prior to placement of students and this evaluation should be written and on file.
Once the agency, student and coordinator have agreed upon an internship site, the *Agency Designation Form* must be completed and submitted to the PGA office by the student.

Before placement, the university must initiate an agreement stipulating the internship specifics (dates, wages, etc.) and work experiences anticipated for each student. This contract or agreement must be validated in writing by the host professional, the university and the student. A copy of a student’s agreement must be on-file in the PGA Golf Management University Program office prior to the beginning of the internship.

The Internship Coordinator will conduct group advising sessions with all PGA Golf Management students prior to start of internship; each session will outline the assignments and requirements for the upcoming internship.

The Internship Coordinator will contact each site to determine its appropriateness prior to placement.

Specific due dates for internship paperwork and meetings will be set at the beginning of each semester.

In conjunction with the agency supervisor, the Internship Coordinator will communicate verbally, and in written form (Joint Agreement) the work responsibilities of the student for his/her internship.

Students who do not fully comply with, and successfully complete all pre-screening requirements for their potential internship facility, will not be allowed to complete another internship during that semester.

Students are allowed to make up one (1) missed/failed internship; however students are not allowed to intern more than ten (10) consecutive months at a given facility.

**Policy and Procedures During the Internship**

Students who are terminated before the required end date will receive a failing grade. Students will not be allowed to complete another internship during that semester.

Students who leave an internship due to serious illness, death in the family, a University excused absence, or a condition out of the student’s control can receive a grade for their internship. The internship grade will be determined based on completed internship assignments. The student will have to make up the remaining missed weeks of their internship before graduation.

Students who are terminated from internship are required to contact the Internship Coordinator or PGA Director within 48 hours. Students who do not comply will automatically receive a failing grade.
Students are required to complete a series of internship and PGA Work Experience assignments with specific due dates throughout their internship experience.

All required internship assignments must have two signatures on them, the host professional/supervisor’s and the student’s, before being submitted.

The Internship Coordinator will monitor the student through periodic phone calls and emails to the host professional/supervisor during the internship.

If a student has not successfully completed their PAT, they are required to attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

UNLV requires that each host professional/supervisor completes a detailed mid-term evaluation of each student’s performance during the internship.

**Post-Internship Policy and Procedures**

UNLV requires that each host professional/supervisor complete a detailed final evaluation of each student’s performance during the internship, as well as a grade recommendation form.

UNLV requires that each student complete the *Internship Evaluation Form* at the completion of the Internship.

All students must complete a post-internship interview on campus with the PGA Director or Internship Coordinator after their internship as been completed. Students are required to submit an updated resume at this meeting.

All assignments, evaluations and records will be stored in each student’s internship files.

At the end of the internship, students must make certain that all the required assignments are finalized and submitted before a grade can be awarded.
International Students

Being admitted in the PGA Golf Management program at UNLV presents special issues for you in F-1 status. We want to pass this information to you, so you know how your program requirements may affect your F-1 status and what you will need to do.

Your 16-month full-time internship is a requirement of your program. However, you must be in F-1 status (two semesters - summer does not count) for one academic year before you are eligible to apply for the internship.

Because your internship is paid, you will need to: register for the internship course, have the internship form completed by your advisor, bring your I-20 and internship form to the OISS and request an off-campus work permit. You must have an employer before you apply for the work permit.

Since you will complete 16 months of full-time internship, you will not be eligible for the 12 months of full-time OPT (for students after they graduate).

I, the undersigned, have read and understand the contents of the University of Nevada, Las Vegas PGA Golf Management Policy and Procedures Manual, as well as the PGA Golf Management Internship Handbook.

Print Name ____________________________  Internship Coordinator ____________________________

Sign Name ____________________________  Date ____________________________
INTRODUCTION

The application of classroom learning to professional practice is a crucial element in the education of students who are preparing for careers in golf management. The PGA Golf Management Program within the Harrah Hotel College at the University of Nevada, Las Vegas (UNLV) is committed to a process which will provide students with practical learning experiences under the direct supervision of well-qualified and experienced golf professionals and the ongoing tutorial supervision of a University faculty member.

PGA Internship

The PGA Golf Management internship is considered to be a full-time experience that requires 35 to 40 hours per week at an approved golf facility. Successful completion of 16 months (64 weeks) of internship experience is required of each student seeking a Bachelor of Science in Recreation of Hospitality Management with a concentration in PGA Golf Management. Students will complete a minimum of four (4) internships in order to complete the 16 months (64 weeks) of requirements. Students will be limited to interning no more than twice (2) at any given facility. Additionally, it is recommended that PGA students complete internship work experiences at a minimum of three (3) different types of facilities, students are required to complete internships at a minimum of two (2) different types of facilities, such as private, daily fee, or resort.

Internship students should be afforded the opportunity to participate in administrative meetings that are related to their assigned duties. When possible, students will attend the agency’s policy-advisory board meetings. In addition, students are required to attend relevant workshops and training sessions whenever possible. Importance is placed on application of knowledge and skills to actual job roles and responsibilities.

This manual has been prepared to assist students, faculty members, administrators and agency supervisors in understanding the aims, objectives, principles, policies and requirements for the professional internship in PGA Golf Management in the William F. Harrah College of Hotel Administration at The University of Nevada, Las Vegas.

Internship Concentrations

Students will complete a minimum of four (4) internships during their PGA degree program. At the completion of the first academic year of course work, students will complete Internship 1; this level may involve all outside work. Internship 2 will be completed during their sophomore year, and work experience should be divided at eighty percent (80%) inside and twenty percent (20%) outside. Internship 3 should be completed during their junior year and will encompass three (3) areas of concentration: 1/3 of the student’s time is involved in turfgrass management, 1/3 of the student’s time involved in tournament and event management, and 1/3 divided up between inside and outside work. Internship 4 and 5 should be completed during their senior year and will be conducted concurrently with each other. During that time, PGA student assignments should involve at least eighty percent (80%) of inside work. At this juncture of their internships, students should be considered Assistant Professionals at their respective facility.
Educational Objectives of Internships

Due to the variation in settings, work assignments, course level and academic credit, no single set of objectives can serve all placements; therefore, the educational and course objectives will be personalized for each student once the specific duties and responsibilities have been established for the particular placement.

Internship Academic Credit – 12 credit hours (1.0 curriculum)

Students will be required to register for University Credit during each internship. The student will be required to register for two (2) credit hours for RLS 462A (Internship 1), RLS 462B (Internship 2), and RLS 462C (Internship 3) respectively. The student will register for three (3) credit hours for RLS 462D (Internship 4) and RLS 462E (Internship 5).

Internship Academic Credit – 5 credit hours (2.0 curriculum)

Students will be required to register for University Credit during each internship. The student will be required to register for one (1) credit hour for PGM 162 (Internship 1), PGM 262 (Internship 2), and PGM 362 (Internship 3) respectively. The student will register for two (2) credit hours for PGM 462 (Internship 4 & 5).

Internship Completion – 16 months (64 weeks)

To fulfill the 16 months (64 weeks) of documented internship experience required by the PGA of America and the University of Nevada, Las Vegas PGA Golf Management program, the University will recognize thirty five (35) to forty (40) hours of work experience, no less. Students must complete all assignments / requirements and receive a passing grade of C or better to earn required internship weeks towards graduation.
PGA INTERNSHIP DESCRIPTION

General Information

The Golf Management internship is considered to be a full-time work experience that encompasses 35 to 40 hours per week at a recognized golf facility. Successful completion of 16 months (64 weeks) of internship experience is required of each student seeking a Bachelor of Science degree in Recreation or Hospitality Management with a concentration in PGA Golf Management.

The primary purpose of the Internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience. The PGA Internship Coordinator, in cooperation with the site PGA professional or supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the basic requirements of the PGA Golf Management curriculum. Internship sites will offer a variety of professional experiences including but not limited to: outside operations, inside operations, turfgrass management, tournament and event management and food and beverage operations. The PGA program must conduct an evaluation of each internship site prior to placement of students.

Internship Agencies

The Internship Coordinator approves agency selection after consultation with the student. Students are strongly encouraged to locate a placement that meets the criteria for internship sites as soon as possible. To qualify as an internship site, the agency should meet the following criteria:

1. The agency should have a sound professional philosophy that is applied in its programs and golf services.

2. The agency should express a willingness and commitment to provide the student with a high quality internship by

   a. Assigning the student to a supervisor with appropriate training experience who will supervise the intern for the duration of the internship experience.

   b. Providing the assigned supervisor with appropriate time for the express purpose of supervising the student.

   c. Approving specific goal and objectives for the individual intern prior to the start of the internship.

   d. Providing a training program to meet the learning objectives of the student, agency, and golf management curriculum.

   e. Supplying the student with agency materials appropriate to the internship including
guidelines and a prearranged schedule of assignments.

f. Agreeing to provide an evaluation of student involvement and performance at mid-term and at the completion of the internship.

3. If an agency uses a contract that has to be agreed upon by the University, the agency is expected to initiate that process at the earliest possible time. Students are unable to confirm or begin an internship until the contract has been completely negotiated.

Qualified agencies wishing to participate in the PGA Golf Management Internship program are encouraged to submit brochures, internship policies/procedures and other descriptive materials to the PGA Golf Management Internship Coordinator.

The PGA Golf Management Program, using the Joint Agreement form in Appendix C, initiates cooperative agreements between UNLV and participating agencies. After a student selects an agency and the faculty approves it, a Joint Agreement form is sent to the agency (if none is on file) by the student. Once this form (or comparable contractual agreement) is signed by both agency and University personnel, a cooperative agreement is established and the agency is eligible to accept Internship students.

Students generally are not allowed to complete an internship with an agency for which they have been employed. If the internship responsibilities differ significantly from the previous work opportunities, a student may submit a letter of exception to the faculty (with written support from the agency) with details defining the differences. The faculty will make the final decision regarding approval.

**Faculty Supervisor**

The University will designate the PGA Golf Management Internship Coordinator to monitor the experience of each Internship student. Generally, the internship coordinator will contact the student by telephone and written correspondence to provide feedback on written assignments and receive periodic updates on the Internship process. The agency supervisor is encouraged to contact the faculty supervisor as needs arise (and vice versa).

The PGA Golf Management Internship Coordinator will visit (or make arrangements for a PGA representative to visit) internship agencies located in Southern Nevada.
**Agency Supervisor**

Each Internship agency will designate one supervisor to serve as the student's agency supervisor. This individual is responsible for working with the student to develop and implement a systematic program designed to help the student meet his/her Internship goals. In addition, the agency supervisor will review and sign all written reports/papers submitted by the student and complete a mid-term and final evaluation (see Appendix G) on the student's performance during the Internship.

The agency supervisor is, in effect, the student's "teacher" throughout the Internship process, and the quality of his/her supervision is critical to the success of the Internship experience. It is expected that weekly conferences will be scheduled between the student and agency supervisor to discuss written reports, evaluate the student's progress and plan future assignments and activities. These conferences should also provide an opportunity to answer the student's questions and to discuss issues and trends related to the golf industry.

**Internship Student**

The Internship is a course of study with both an experiential and academic component. The Internship student, therefore, has the responsibility to conduct himself/herself in a professional manner throughout the Internship process and to document his/her experience through submission of written reports and assignments to the faculty supervisor. It is expected that the experiential component will involve 35 to 40 hours per week of supervised work experience. In general, preparation of written reports and papers required by the University is not to be included as part of the workweek; however, agency visitations, evaluation conferences, etc., should be included within the 35 to 40 hour week.

**Length of the Internship**

Generally, each of the four (4) internship experiences is thirteen (13) consecutive weeks in length. The extended internship will run concurrently with each other. Students will also complete a four (4) week food and beverage practicum within the Hotel College during their senior year. If a student works less than 35 to 40 hours in a given week, the remaining hours must be made up prior to completion of Internship (i.e., overtime or extension of completion date). Work hours in excess of 40 hours per week may not be used to reduce the total number of weeks of Internship. Each internship lasts for thirteen (13) consecutive weeks, and University semesters last fifteen (15) weeks. It is not required, but it is recommended, to work the final few weeks of the semester. Students must complete at least one (1) extended internship (6 to 8 months) prior to graduation.
**Paid Employment During the Internship**

Interns must work full-time and receive at least Federal Minimum Wage during their internship.

**Holiday and Sickness Policy**

Students are given credit for official agency holidays (or closings due to inclement weather), providing this does not result in missing more than one workday in a given week. If more than one workday is missed in a week due to holidays, the student is expected to make up the additional days/hours prior to the completion of Internship.

In case of illness or need for personal leave, students are expected to notify their agency supervisors according to established agency procedures. Students are entitled to one sick day (or personal leave day) during their Internship without the necessity to make up the working time that is missed. Additional work days/hours missed due to illness, observance of religious holidays or other matters of personal necessity are expected to be made up prior to completion of Internship.

**Early Start or Late Completion Policy**

Except in unusual circumstances, Internship is to be completed during a given semester (or combined summer sessions, including intercession). Specifically, all work-related hours credited to the Internship experience are to be completed between the first and last day of classes (or last day of exams during summer only). If the student selects an Internship agency that requires an early start or late completion, all work-related hours that are not during the semester (or summer sessions) will not be part of the Internship experience. Early start and/or late completions are considered to be voluntary arrangements between the student and the agency.

**Insurance Policy**

UNLV does not provide insurance coverage for students on the Internship; however, students are encouraged to have medical and personal liability insurance during their Internship experiences.

If the Internship agency requires a student to have medical, liability or other insurance coverage, the agency is expected to communicate this requirement in writing to the student. The student is expected to submit proof of the required coverage to the agency prior to the start of the Internship experience. The University considers all such arrangements to be between the student and the Internship agency.
Preparation for Internship

Students must successfully complete the first two (2) semesters of classes in their first year before they will be eligible to begin internship requirements (transfer students must successfully complete one (1) semester of classes). Students must also maintain a 2.5 GPA to be eligible for internships.

Agency Search and Selection

In order to aid students with identifying and selecting agencies that meet their educational goals, the PGA Golf Management program office maintains two methods of assistance: (1) file folders containing agency brochures and descriptive materials and (2) a website (www.hotel.unlv.edu/PGM.htm) containing updated lists of potential Internship agencies. These resources enable each student to identify agencies that appear to offer suitable Internship experiences.

After discussing tentative plans for the internship with the Internship Coordinator, each student is expected to

Contact the Internship Coordinator so that he/she can make the first contact with potential agencies to identify the appropriate contact person(s) and determine the availability of Internship positions during the semester in question.

1. Mail a cover letter, resume and list of internship goals to the contact person for each potential Internship agency after initial contact from the Internship Coordinator is made. The PGA Director and/or Internship Coordinator must have approved the cover letter, resume and goal statements prior to mailing.

2. Call to arrange for an interview with each potential Internship agency. Although the student is strongly encouraged to visit several agencies, only one interview is required. If an on-site interview is not possible due to financial or logistical considerations, a telephone interview may be conducted.

3. Select his /her Internship agencies, confirm selection by telephone and follow-up written correspondence with the agency supervisor, and notify the Internship Coordinator of this selection using the Internship Agency Designation Form Appendix A.

4. Notify all other potential agency supervisors (those interviewed for the Internship) that he/she has accepted placement with another agency.
Joint Agreement - Agency and University

In order for a student to be placed with an agency for the Internship, the Joint Agreement Form in Appendix C must be on file in the PGA Golf Management Office. This agreement is signed by University, agency personnel, and PGA student, as well as specifies the minimum obligations of each organization.

Upon submission of the Internship Agency Designation Form by the student, the Internship Coordinator will:

a. Initiate action to approve the agency for placement by sending a Joint Agreement Form and supporting materials to the agency supervisor.
INTERNSHIP ASSIGNMENTS

UNLV's PGA Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include:

1. **Initial Report**

   Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. *(Due 7 calendar days after start of the Internship)*

2. **Assignment Checklist**

   This form (see Appendix E) includes dates for all written assignments and forms. *(Due 7 calendar days after start of the Internship)*

3. **Internship Activity Report: Bi-Weekly**

   Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period. *(For reporting purposes, the student's week is Monday through Sunday. The activity report, therefore, must be submitted to the PGA Internship Coordinator following work on Sunday and a new report will start on Monday)*

   **Note:** Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.

4. **Internship Reaction Paper**

   At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation and Internship Evaluation Form)*

5. **Mid-Internship and Final Evaluations**

   The agency supervisor is expected to conduct formative evaluations of the student's performance at least twice during the Internship. The mid-Internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to
date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-Internship and final evaluations be conducted using identical forms. (Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the competition of the Internship, but no later than the last day of classes)

6. Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. (Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship)

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. (Due along with the Final Evaluation)

7. PGA Work Experiences

All PGA work experience activities that are listed on the syllabus are to be completed on internship. For 1.0 students, all PGA work experience activities must be typed, placed into the Level 1, 2, or 3 kits and submitted to the PGA Office no later than the first day of classes for the following semester. For 2.0 students, all PGA work experience activities must be completed on-line at and submitted on-line no later than the first day of classes for the following semester.

8. Grade Recommendation

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student's special project. (Due 1 week after the completion of the Internship, but no later than the last day of classes)

The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.
9. **Playing Ability Test**

If students have not successfully completed their PAT, they are required to attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

**Internship Assignment Points**

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Grading Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>450 – 500</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>400 – 449</td>
</tr>
<tr>
<td>7 Bi-Weekly Reports</td>
<td>350 – 399</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>300 – 349</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>299 &amp; Below</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
</tr>
<tr>
<td>PGA Work Experience</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>500 pts</strong></td>
</tr>
</tbody>
</table>

The point scale for Internship 4 & 5 will differ due to completion of all three levels of PGA work experience.
GRADE CRITERIA FOR INTERNSHIP ASSIGNMENTS

Internship Activity Report: Bi-Weekly

A  Report submitted on time. The internship activity report contains the student’s full name, the number of the report, the dates covered by the report, the complete name of the site, the number of internship hours covered by the report, total number of internship hours to date, signature spaces for the students and the site supervisor, a space for comments by the site supervisor and a signature space for the faculty supervisor.

The internship activity report of an “A” report reflects a detailed list of the daily activities for the period of time covered by the report. All days are accounted for; including days off and sick or personal days, and a signature space for the site supervisor is included in the activity time log.

B  Report submitted 1 day late. The cover page is missing 1-2 pieces of required information (identified in the intern manual).

The internship activity report of a “B” report provides a summary of activities but also contains gaps or blocks of unaccounted time. Descriptions of the activities of the students are not complete.

C  Report is submitted 2 days late. The cover page is missing a substantial amount of the required information.

The internship activity report of a “C” report provides an average summary of activities containing blocks of unaccounted time. Descriptions of the activities of the student are not clearly communicated.

D  Report submitted 3 days late.

The internship activity report of a “D” report provides only a sketch of the time period covered for which time blocks are unaccounted.

F  Report submitted 4 or more days late. The report does not include the required components, such as the internship activity report.
PGA Work Experience Activities

A  Activities are submitted on time. The activities include all required and relevant materials.
B  Activities are submitted 1 day late.
C  Activities are submitted 2 days late and activities are not in order.
D  Activities submitted 3 days late and activities are not in order.
F  Activities submitted 4 or more days late.

Reaction Paper

A  Report submitted on time. The report contains a cover page containing the student’s full name and address of the agency.
B  Report submitted 1 day late. The cover page is missing required information.
C  Report is 2 days late.
D  Report is 3 days late.
F  Report is 4 or more days late.

Note: The Reaction Paper will be graded on content: technical correctness, comprehensiveness, clarity, etc and format: grammatical correctness, spelling/typing errors, style and overall appearance, etc.
# APPENDIX

<table>
<thead>
<tr>
<th>Appendix A</th>
<th>PGA Internship Interest Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix B</td>
<td>Internship Agency Designation Form</td>
</tr>
<tr>
<td>Appendix C &amp; C1</td>
<td>Joint Agreements</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Initial Report</td>
</tr>
<tr>
<td>Appendix E &amp; E1</td>
<td>Assignment Checklist #1- #3 &amp; Extended</td>
</tr>
<tr>
<td>Appendix F</td>
<td>Internship Activity Report Information</td>
</tr>
<tr>
<td>Appendix G</td>
<td>Internship Evaluation Form (Mid-Term &amp; Final)</td>
</tr>
<tr>
<td>Appendix H</td>
<td>Grade Recommendation Form</td>
</tr>
<tr>
<td>Attachments</td>
<td>Internship Activity Report, Internship Evaluation Form, and syllabi for PGM 162, 262, 362 &amp; PGM 463 C &amp; PGM 463 D &amp; E</td>
</tr>
</tbody>
</table>
APPENDIX A

UNLV PGA GOLF MANAGEMENT
PGA INTERNSHIP INTEREST FORM

Submission of this form to the Internship Coordinator constitutes official notification of potential internship sites for the upcoming semester. The PGA Golf Management student must submit this form to the Internship Coordinator prior to any official contact being made for the purposes of an Internship.

PLEASE PRINT:

Name: _______________________________ Email & Phone: __________________ / __________

Internship (#1 - #4): ______ Student PGA #: ________________________________

INTERNSHIP INTEREST LIST:

Facility Name & Website: ______________________________ / _____________________

Supervisors Name & Email: ____________________________ / ______________________

PGA Class A: Yes / No (Class A1, A4, or A13 is required for a green grass internship)
Facility Phone Number: ______________ Setting (private, resort, etc): ______________

Facility Name & Website: ______________________________ / _____________________

Supervisors Name & Email: ____________________________ / ______________________

PGA Class A: Yes / No (Class A1, A4, or A13 is required for a green grass internship)
Facility Phone Number: ______________ Setting (private, resort, etc): ______________

Facility Name & Website: ______________________________ / _____________________

Supervisors Name & Email: ____________________________ / ______________________

PGA Class A: Yes / No (Class A1, A4, or A13 is required for a green grass internship)
Facility Phone Number: ______________ Setting (private, resort, etc): ______________

Appendix A Received _____ Joint Agreement Sent _____ Received _____

Appendix B Received _____ Syllabus Sent _____
APPENDIX B

UNLV PGA GOLF MANAGEMENT
INTERNSHIP AGENCY DESIGNATION FORM

Submission of this form to the Internship Coordinator constitutes official notification of the student’s intention to do his/her Internship at the agency specified below. Any changes in the student’s Internship agency or semester of enrollment must be made in consultation with the Internship Coordinator and the Agency Supervisor.

PLEASE PRINT:

Name of Student:________________________________________

Internship Agency:______________________________________
Agency Main Phone Number: (   )____________________ Fax: (   )___________
Department (pro shop, tournament operations, etc.):________________________
Agency Address:________________________________________

City:________________________ State:____________________ Zip Code:__________

Internship Setting (private, etc, other-please specify): ______________________
Internship (#1 – #5): ______ Student PGA #: __________________________

Agency Supervisor:______________________________________
Title (Head Professional, Director of Golf, etc):__________________________
PGA Class A: Yes / No (An A1, A4, or A13 is required for a green grass internship)____
Agency Supervisor’s Phone Number or Extension: (   )____________________
Agency Supervisor’s Email Address: _________________________________
Agency’s Website: ____________________________________________

Semester / Year for Internship: Fall ______ Spring ______ Summer ______
Credits for Internship: _____ Tentative Starting Date: _______ Ending Date: _______

This is to certify that I have completed an interview with the appropriate personnel from the above agency, and they have accepted me for placement during the semester specified above.

Signature of Student:____________________________________ Date:____________

Signature of Academic Advisor:_____________________________ Date:____________
AGENCY – INTERNSHIP EDUCATIONAL AGREEMENT *(Please print clearly)*

Student: ________________________________________________________________

-AND-

*(To be completed by Agency)*

Facility Name: __________________________________________________________

Address: ______________________________________________________________

City: ________________________ State: _______________ Zip: ______________

Telephone Number: ___________________________ Fax: ______________________

PGA Professional or On-site Supervisor: _________________________________

*(PGA of America requires a Class A1, A4, or A13 for green grass internships)*

Start Date: ___________________________ End Date: _______________________

*(Agency supervisors must notify the Internship Coordinator immediately if any changes are made to the Internship start date after submitting the Joint Agreement to the UNLV PGA program)*

Work hours per week: ________________ Pay range: ________________________

Major Duties Assigned: __________________________________________________

Is housing provided?: ___Yes ___No

If yes, Please describe: __________________________________________________

If no, will the facility help with housing arrangements?: ___Yes ___No

It is agreed that the UNLV PGA Student stated above will work toward obtaining the knowledge and experience of the PGA Golf Management Work Experience Activities selected for a PGA Level __________ Internship. Due to the variation in settings, work assignments, internship level and academic credit, no single set of objectives can serve all placements;
therefore, the PGA Internship Coordinator, in cooperation with the site PGA Professional/site supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA Golf Management curriculum provided by the PGA of America.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience.

AGENCY – INSURANCE

UNLV does not provide insurance coverage for students on the Internship; however, students are encouraged to have medical and personal liability insurance during their Internship experiences.

If the Internship agency requires a student to have medical, liability or other insurance coverage, the agency is expected to communicate this requirement in writing to the student. The student is expected to submit proof of the required coverage to the agency prior to the start of the Internship experience. The University considers all such arrangements to be between the student and the Internship agency.

PGA GOLF MANAGEMENT CHECKLIST INVENTORY

PGA Level 1 ____
(Internship #1 – outside operations: golf cars, range, bag room, etc.)

Rules of Golf
Activity 1: Defining and Marking the Course
Activity 2: Rules Committee Volunteer
Activity 3: Rules Officiating at a Local Tournament
Activity 4: Rules Tips and Newsletter Articles
Activity 5: Rules Clinics on Equipment
Activity 6: Rules Clinics on Course

Tournament Operations
Activity 3: Tournament Staffing
Activity 4: Tournament Publicity
Activity 5: Critique of Facility Preparation
Activity 6: Golf Course Preparation
Activity 7: Preparing for the People
Activity 8: Health and Safety Issues
Activity 9: Tournament Preparations, Execution, & Follow-up

Golf Car Fleet Management
Activity 1: Defining Golf Car Fleet
Activity 2: Analyze Golf Car Needs
Activity 3: Evaluate Golf Cars
Activity 4: Investigate Lease vs. Buying
Activity 5: Compare Fees & Special Deals
Activity 6: Exploring Operational Procedures
Activity 7: Maintaining the Fleet
Golfer Development Program
Activity 1: Design
Activity 2: Planning

Golf Club Design and Repair
Activity 1: Club Repair and the Golf Professional

Introduction to Teaching
Activity 1: Research Teaching Styles and Methods
Activity 2: Research Learning and Skills Development
Activity 3: Lesson Observations
Activity 4: Conduct a Series of Lessons

Analysis of the Swing – Pre Seminar
Read Pre Seminar material, no work to be completed

Customer Relations – Pre Seminar
Activity 1.3: What Your Customer’s Think
Activity 1.4: Improve Customer Satisfaction
Activity 2.1: Using the Model in Day-to-Day Interactions
Activity 2.2: Using the Model in Challenging Interactions

Business Planning and Operations – Pre Seminar
Activity 2.1: Write / Revise a Mission Statement
Activity 11.1: Document Your Facility’s Organizational Setup
Activity 12.1: Critique Your Procedures Manual
Activity 14.1: Conduct a Technology Audit of Your Facility

PGA Level 2
(Internship #2 – inside & outside operations: 50% inside, 50% outside)

Analysis of the Swing Seminar
Section 2:
- Section 1: Establishing a Relationship with Your Student
- Section 2: Swing Observations
- Section 3: Clubfitting
- Section 4: Lesson Analysis

Activity 1: Conduct a Lesson
Activity 4: Conduct Clubfitting Sessions
Activity 5: Evaluate Clubfitting Systems

Business Communications
Activity 3: Writing Informational Material
Activity 5: Schedules, Notices, and Signs

Turfgrass Management
Activity 1: Interview with the Golf Course Superintendent
Activity 2: Touring the Golf Course Maintenance Facility
Activity 3: Turfgrass Basics at Your Facility
Activity 4: Routine and Non-Routine Maintenance Practices
Activity 5: Traffic Management
Activity 6: Pests and Other Problems at Your Facility
Activity 7: Golf Course and the Environment
Activity 8: Communicating with the Superintendent

**Philosophy & Swing Concepts of Teaching – Pre Seminar**
Activity 3.1: Using the Group Lesson Plan on Putting
Activity 3.2: Using the Putting Evaluation Matrix
Activity 3.3: Giving the “How Well Should You Putt?” Test
Activity 4.1: Using the Socratic Method to Teach Basic Chipping Technique
Activity 4.2: Using the Three Suggestions to Improve the Basic Pitch
Activity 5.1: Using the Greenside Bunker Lesson Plan
Activity 5.2: Working With Fearful Students to Improve Bunker Play
Activity 6.1: Working With Uneven Lies
Activity 6.2: Dealing With Windy Conditions
Activity 7: Conducting a Group Lesson
Activity 8.1: Conducting a Lesson Series
Activity 8.2: Working With Women Golfers
Activity 8.3: Working with a Physically Challenged Golfer
Activity 9.1: Physical Training for Golf
Activity 9.2: Golf Flexibility Exercises
Activity 9.3: Exercises for the lower back

**Merchandising and Inventory Control – Pre Seminar**
Activity 2.1: Compare Two Product Lines
Activity 3.1: Document the Profile of an Outstanding Vendor
Activity 4.1: Explore Pricing Methods
Activity 5.1: Learning from a Back Room War Story
Activity 6.1: Evaluate a Merchandise Display
Activity 7.1: Describe a Successful Golf Shop Promotion
Activity 8.1: Describe Your Inventory Control System
Activity 9.1: Analyze One Performance Variance

**ELECTIVES – CHOOSE 1 (to be completed on 2nd internship)**

**Caddie Management**
Activity 2.1: Caddie Committee Member Interview
Activity 2.2: Caddie Master Interview
Activity 4.1: Caddie Training Course Review
Activity 4.2: Caddying a Loop of Golf
Activity 5.1: Making a Caddie Assignments
Activity 6.1: Caddie Rating and Compensation

**Golf Range Management**
Activity 1: Article Research Chart
Activity 2: Competitive Course Observation Checklist

**Golf Course Design**
Activity 1: The Process at your Facility
Activity 2: The Team at Your Facility
Activity 3: The Functioning of Your Course
Activity 4: The Form of Your Course
Activity 5: Innovative Environmental Programs in Your Area

**Golf Facility Design**
Activity 1: Evaluate Your Facility’s Design Needs
PGA Level 3
(Internship #3 & Extended Internship – inside operations/golf shop: merchandising, teaching, supervision, food & beverage etc.)

Philosophy and swing Concepts of Teaching
Activity 1: Seminar Learning Journal
Activity 2: Developing a Personal Teaching Philosophy Statement
Activity 3.1: Using the Group Lesson Plan on Putting
Activity 3.2: Using the Putting Evaluation Matrix
Activity 3.3: Giving the "How Well Should You Putt?" Test
Activity 4.1: Using the Socratic Method to Teach Chip Technique
Activity 4.2: Using the Three Suggestions to Improve the Basic Pitch
Activity 5.1: Using the Greenside Bunker Lesson Plan
Activity 5.2: Working with Fearful Students to Improve Bunker Play
Activity 6.1: Working with Uneven Lies
Activity 6.2: Dealing with Windy Conditions
Activity 7: Conducting a Group Lesson
Activity 8.1: Conducting a Lesson Series
Activity 8.2: Working with Women Golfers
Activity 8.3: Working with a Physically Challenged Golfer
Activity 9.1: Physical Training for Golf
Activity 9.2: Golf Flexibility Exercises
Activity 9.3: Exercises for the Lower Back

Merchandising and Inventory Control
Activity 1: Creating the Open-to-Buy Plan
Activity 2: Merchandise Assortment Plan
Activity 3: Pricing Merchandise
Activity 4: Monitoring Sales and Inventory
Activity 5: Displaying Merchandise for Sale

Supervising and Delegating Seminar
Activity 1: Diagnosing a Performance Problem
Activity 2: Conducting a Joint Problem-Solving Discussion
Activity 3: Designing a Motivating Assignment
Activity 4: Delegating and Assignment

Food and Beverage Control
Activity 1: Identifying the Benefits of the Food and Beverage Operation
Activity 2: Day-to-Day Involvement of the Golf Professional
Activity 3: Conducting a Customer Survey
Activity 4: Identifying the Appropriate Levels of Food and Beverage
Activity 5: Shopping your Competition
Activity 6: Developing a Labor Pro Forma
Activity 7: Developing an Estimated Potential Costs Chart
Activity 8: Receiving and Storage Review
Activity 9: Food and Beverage Regulations in Your Community
EXPECTATIONS FROM THE EMPLOYER

Before placement, complete all required paperwork that stipulates students internship position, work responsibilities (PGA Golf Management), start date & end date, work hours and compensation.

Appoint a site supervisor to work with the student. Provide a variety of learning opportunities that will help the student gain valuable knowledge and skills towards PGA membership.

Supervisors, in conjunction with the student are required to sign all PGA paperwork (initial report, bi-weekly reports, etc.) before it can be submitted to the Internship Coordinator.

Complete and submit a mid-internship report to the Internship Coordinator concerning the student’s progress.

After internship completion, complete and submit a final evaluation and the grade recommendation form to the Internship Coordinator.

The supervisor should meet with the students as often as possible to discuss the student’s progress.

Immediately call the Internship Coordinator if the performance or behavior of the student is unsatisfactory and/or detrimental to the facility and PGA program.

EXPECTATIONS FROM THE UNIVERSITY/PGA PROGRAM

Before placement, the Internship Coordinator will provide each site supervisor the appropriate documents (Joint Agreement, etc.) to allow the PGA student the opportunity to complete their internship at the facility.

The Internship Coordinator will provide each site supervisor a syllabus for the specific internship level and experience.

During this period the Internship Coordinator will phone / email the student periodically in order to monitor his/her progress. We will also be contacting you to make certain that the student’s performance is meeting your expectations. If at anytime you have concerns or questions, please contact our office at 702-895-4837.
**EXPECTATIONS FROM THE STUDENT**

Before placement, the student must meet with the Internship Coordinator to decide on a potential internship site, PGA Golf Management work experiences activities, and due dates for submitting all required paperwork.

Report to the golf facility on the date specified by the facility.

Be professional at all times, during working and non-working hours.

Become acquainted with the overall structure of the facility, as well as its staff members.

Be professionally dressed at all times.

Meet with your supervisor immediately upon arrival at the facility to discuss your goals for the internship.

Meet with your supervisor periodically throughout the internship to discuss your progress.

Submit all required paperwork on time and with the proper signatures.

Complete and submit your reaction paper, updated resume, Internship Evaluation Form, and PGA Golf Management activities at the conclusion of your internship.

Complete a post-internship interview on campus with the PGA Golf Management Director or Assistant Director / Internship Coordinator.
SIGNATURES

STUDENT
I have read the PGA Golf Management Internship Handbook, Joint Agreement, PGA Policy and Procedures and agree to fulfill the stipulated requirements.

_____________________________  ________________________________
Student Name – Print  Student’s Telephone Number

_____________________________  ________________________________
Student Signature  Student’s E-mail Address

_____________________________
Date

AGENCY
The agency agrees to follow the policies and procedures regarding the internship as outlined in the attached course guide. Your signature also acknowledges that you agree to support the student with their current PGA Golf Management requirements.

_____________________________  ________________________________
PGA Professional/Site Supervisor – Print  Agency Telephone Number

_____________________________  ________________________________
PGA Professional/Site Supervisor – Signature  Supervisor’s Email Address

_____________________________
Date

UNLV PGM PROGRAM
Provide the agency with the current Internship Syllabus in PGA Golf Management as a guide for the planning and operation of internship programs. Cooperate with agency personnel in identifying and selecting students for the internship. Assist in the internship process by periodic consultation with agency personnel and by close supervision of the students who are assigned to the agency for the internship.

______________________________
UNLV PGA Internship Coordinator – Print

______________________________
UNLV PGA Internship Coordinator – Signature

_____________________________
Date
AGENCY – INTERNSHIP EDUCATIONAL AGREEMENT (Please print clearly)

Student:__________________________________________________________

-AND-

(To be completed by Agency)
Facility Name:_____________________________________________________

Address: __________________________________________________________

City:________________________ State:__________________ Zip:__________

Telephone Number:________________________ Fax:______________________

PGA Professional or On-site Supervisor: ________________________________

(PGA of America requires a Class A1, A4, or A13 for green grass internships)

Start Date:__________________ End Date:______________________________

(Agency supervisors must notify the Internship Coordinator immediately if any changes are made to the Internship start date after submitting the Joint Agreement to the UNLV PGA program)

Work hours per week:__________________ Pay range:____________________

Major Duties Assigned:________________________________________________

Is housing provided?: __Yes ___No
If yes, Please describe:_______________________________________________

If no, will the facility help with housing arrangements?: ___Yes ___No

It is agreed that the UNLV PGA Student stated above will work toward obtaining the knowledge and experience of the PGA Golf Management Work Experience Activities selected for a PGA Level _________ Internship. Due to the variation in settings, work assignments, internship level and academic credit, no single set of objectives can serve all placements; therefore, the PGA Internship Coordinator, in cooperation with the site PGA Professional/site
supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA Golf Management curriculum provided by the PGA of America.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience.

**AGENCY – INSURANCE**

UNLV does not provide insurance coverage for students on the Internship; however, students are encouraged to have medical and personal liability insurance during their Internship experiences.

If the Internship agency requires a student to have medical, liability or other insurance coverage, the agency is expected to communicate this requirement in writing to the student. The student is expected to submit proof of the required coverage to the agency prior to the start of the Internship experience. The University considers all such arrangements to be between the student and the Internship agency.

**PGA GOLF MANAGEMENT CHECKLIST INVENTORY**

**PGA 2.0 Level 1 _____**
**(Internship #1 – outside operations: golf cars, range, bag room, etc.)**

**Business Planning and Operations**
Activity 1: Develop a Golf Operations Business Plan
Part 1: Business Plan Outline:
Title
Overview
Define the Business:
  - Vision Statement and Core Values
  - Facility Profile
  - Market, Customers, and Competitors
  - Mission Statement
Assess the Current State of the Business:
  - Summary of Past Financial Performance
  - SWOT Analysis
Business Goals, Objectives, and Related Strategies:
  - Business Objectives
  - Strategies for Achieving the Objectives
Financial Forecast and Budget:
  - Assumptions
Annual Financial Forecast:
  - 12-Month Operating Budget
Monitor Performance:
  - Key Performance Ratios
  - Variances and Corrective Adjustments
Customer Relations
Activity 1: The Business Value of Effective Customer Relations
Activity 2: Moments of Truth at My Facility
Activity 3: Strategies and Skills at My Facility
Activity 4: Improving Positive Engagement Routines

Tournament Operations
Activity 1: Develop a Tournament Business Plan
Title
Overview
Define the Business
Mission Statement
Market, Customers, and Competitors
Past Financial Performance
SWOT Analysis
Objectives and Related Strategies
Promotion
Activity 2: Plan and Prepare for a Tournament Event
Overview
Tournament Planning Summary
Budget Summary
Publicity Summary: include examples of publicity materials
Planning tools and Document Samples: include planning tools and documents
Tournament Organization Summary: include organizational chart
Course Preparation
My Responsibilities and Tasks
Activity 3: Run the Tournament
Facility Setup: include photos of typical signage used at the event
Conditions of Play: include any tournament information sheets, include photos of scoreboards, and include tournament results
Managing Play
Your Role
Activity 4: Review and Evaluate the Tournament
Team Review Summary
Tournament Financial Performance Summary
Tournament Customer Satisfaction Summary
Tournament Operations Summary
Potential Areas of Improvement

Golf Car Fleet Management
Activity 1: Create a Golf Car Fleet Business Plan
Title
Overview
Image
Current State of the Fleet: include SWOT analysis
Size of Fleet
Staffing
Financial Performance: include one year operating budget
Managing the Fleet
Activity 2: Analyze Fleet Operational Policies and Procedures
Activity 3: Examine Fleet Maintenance and Storage Practices
Part 1: Maintenance
Part 2: Storage
Activity 4: Analyze Fleet Customer Satisfaction and Financial Performance
Part 1: Fulfilling Customer and Facility Needs
Part 2: Fulfilling Financial Expectations and Goals: complete financial summary forecast for either purchased or leased fleet
Activity 5: Prepare a Final Report with Recommendations
Overview
Principle Findings
Operating Policies and Procedures
Maintenance Practices
Program Performance
Conclusion and Recommendations

Introduction to Teaching and Golf Club Performance

Before the first lesson:
1. Student Background Information
   - Bring Clipboard for interview, with questions printed out, to make this easier
2. Student Golf Club Information
   - Bring Clipboard for interview, with questions printed out, to make this easier

After the first lesson:
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
   - Utilizing information from the Introduction to Teaching and Golf Club Performance seminars located on PGALinks
4. Pre-Swing and In-Swing Changes
5. Physical Fitness Evaluation and Summary
   - Must download form from PGALinks, print out, and bring to lesson. Fill out during lesson. Upload form on PGALinks where prompted.
6. Golf Club Performance Evaluation and Summary

After the second lesson:
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
4. Pre-Swing and In-Swing Changes

After the third lesson:
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
4. Pre-Swing and In-Swing Changes
5. Physical Fitness Evaluation and Summary
   - Must download form from PGALinks, print out, and bring to lesson. Fill out during lesson. Upload form on PGALinks where prompted. This form should be different than the one submitted after Lesson One.
6. Golf Club Performance Evaluation and Summary
7. Evidence for Learning
   - Part One: Background Information
   - Part Two: Swing Changes
   - Part Three: Measures and Observations to Assess Full Swing Changes
   - Part Four: Evidence for Learning Within Each Lesson
   - Part Five: Evidence for Learning Between Lessons
   - Part Six: Evidence for Learning Over the Three Lessons
PGA 2.0 Level 2 ____
(Internship #2 – inside & outside operations: 50% inside, 50% outside)

**Golf Operations**
Activity 1: Creating a Promotional Strategy Using Your Case Study
Activity 2: Defining and Aligning the Golf Operation with the Business Plan
Activity 3: Evaluating Operational Practices Linked to Pace-of-Play
  Part 1: Investigate the Program
  Part 2: Observe the Program
Activity 4: Assessing a Promotional Strategy at Your Facility
Activity 5: Coordination and Collaboration at Your Facility
Activity 6: Yield Management
  Part 1: Analyzing the Tee Sheet
  Part 2: Performing an Hour-by-Hour Analysis

**Merchandising and Inventory Management**
Activity 1: Develop a Comprehensive Merchandising Plan for Headwear at Your Facility
  Part 1: Define the Purpose and Connection of the Merchandise Operation to the Facility Mission
  Part 2: Analyze Historical Performance Data and Information on Current Trends
  Part 3: Develop a Comprehensive Buying Plan, Including an OTB Plan, a MAP, Vendor Selection, and Pricing
  Part 4: Describe how Inventory will be Purchased, Received, Displayed, and Managed on the Floor
  Part 5: Develop a Promotional Plan for a Single Event
  Part 6: Describe the Selling and Related Training

**Turfgrass Management**
Activity 1: Turfgrass at a Case Study Facility
Activity 2: Interview the Course Superintendent
  Part 1: Before the Interview
  Part 2: Superintendent Interview
  Part 3: After the Interview
Activity 3: Communications and Course Conditions
  Part 1: Coordination and Communication between Departments
  Part 2: Communication with Customers
Activity 4: Scheduled Maintenance at Your Facility
Activity 5: Sustainable Practices at Your Facility
Activity 6: Functional Course Design

**Intermediate Teaching and Golf Club Alteration**
Activity 1: Develop and Conduct a Group Instructional Program
  Part 1: Develop a Program Plan and Gather Student Background Information
  Part 2: Create a Video to Document the Program
  Part 3: Reflect on the Instructional Program and the Results for Students
Activity 2: Physical Fitness Evaluation and Summary
Activity 3: Measure and Alter a Set of Golf Clubs

PGA 2.0 Level 3 ____
(Internship #3 & Extended Internship)
**EXPECTATIONS FROM THE EMPLOYER**

Before placement, complete all required paperwork that stipulates students internship position, work responsibilities (PGA Golf Management), start date & end date, work hours and compensation.

Appoint a site supervisor to work with the student. Provide a variety of learning opportunities that will help the student gain valuable knowledge and skills towards PGA membership.

Supervisors, in conjunction with the student are required to sign all PGA paperwork (initial report, bi-weekly reports, etc.) before it can be submitted to the Internship Coordinator.

Complete and submit a mid-internship report to the Internship Coordinator concerning the student’s progress.

After internship completion, complete and submit a final evaluation and the grade recommendation form to the Internship Coordinator.

The supervisor should meet with the students as often as possible to discuss the student’s progress.

Immediately call the Internship Coordinator if the performance or behavior of the student is unsatisfactory and/or detrimental to the facility and PGA program.

**EXPECTATIONS FROM THE UNIVERSITY/PGA PROGRAM**

Before placement, the Internship Coordinator will provide each site supervisor the appropriate documents (Joint Agreement, etc.) to allow the PGA student the opportunity to complete their internship at the facility.

The Internship Coordinator will provide each site supervisor a syllabus for the specific internship level and experience.

During this period the Internship Coordinator will phone / email the student periodically in order to monitor his/her progress. We will also be contacting you to make certain that the student’s performance is meeting your expectations. If at anytime you have concerns or questions, please contact our office at 702-895-4837.
EXPECTATIONS FROM THE STUDENT

Before placement, the student must meet with the Internship Coordinator to decide on a potential internship site, PGA Golf Management work experiences activities, and due dates for submitting all required paperwork.

Report to the golf facility on the date specified by the facility.

Be professional at all times, during working and non-working hours.

Become acquainted with the overall structure of the facility, as well as its staff members.

Be professionally dressed at all times.

Meet with your supervisor immediately upon arrival at the facility to discuss your goals for the internship.

Meet with your supervisor periodically throughout the internship to discuss your progress.

Submit all required paperwork on time and with the proper signatures.

Complete and submit your reaction paper, updated resume, Internship Evaluation Form, and PGA Golf Management activities at the conclusion of your internship.

Complete a post-internship interview on campus with the PGA Golf Management Director or Assistant Director / Internship Coordinator.
SIGNATURES

STUDENT
I have read the PGA Golf Management Internship Handbook, Joint Agreement, PGA Policy and Procedures and agree to fulfill the stipulated requirements.

______________________________  ______________________________
Student Name – Print  Student’s Telephone Number

______________________________
Student Signature  Student’s E-mail Address

Date

AGENCY
The agency agrees to follow the policies and procedures regarding the internship as outlined in the attached course guide. Your signature also acknowledges that you agree to support the student with their current PGA Golf Management requirements.

______________________________  ______________________________
PGA Professional/Site Supervisor – Print  Agency Telephone Number

______________________________
PGA Professional/Site Supervisor – Signature  Supervisor’s Email Address

Date

UNLV PGM PROGRAM
Provide the agency with the current Internship Syllabus in PGA Golf Management as a guide for the planning and operation of internship programs. Cooperate with agency personnel in identifying and selecting students for the internship. Assist in the internship process by periodic consultation with agency personnel and by close supervision of the students who are assigned to the agency for the internship.

______________________________
UNLV PGA Internship Coordinator – Print

______________________________
UNLV PGA Internship Coordinator – Signature

Date
APPENDIX D
UNLV PGA GOLF MANAGEMENT
INITIAL REPORT

Instructions: To be completed by the student, signed by the Agency Supervisor and returned to the Internship Coordinator during the first week of Internship.

Name of Student:_____________________________________________________

Internship Agency: ___________________________________________________
Agency Main Phone Number: (     )_________________________ Fax: (     )________________________
Department (pro shop, tournament operations, etc.): ___________________________
Agency Address: _______________________________________________________
City:________________________ State:________________________ Zip Code:________
Internship Setting (private, etc, other-please specify): __________________________
Internship (#1 – #5): _______ Student PGA #: ___________________________

Agency Supervisor: ___________________________________________________
Title (Head Professional, Director of Golf, etc): ___________________________
PGA Class A: Yes / No (Class A is required for a green grass internship)________
Agency Supervisor’s Phone Number or Extension: (     )________________________
Agency Supervisor’s Email Address: _________________________________
Agency’s Website: _______________________________

START DATE OF INTERNSHIP: ________________________________
TENTATIVE COMPLETION DATE: ________________________________

Regular Work Days/Hours: ________________________________

Major Duties Assigned: ________________________________

________________________________________
Student’s Signature Date

________________________________________
Agency Supervisor’s Signature Date

Back of form may be used for comments by either Student or Agency Supervisor
APPENDIX E

UNLV PGA GOLF MANAGEMENT
INTERNSHIP ASSIGNMENT CHECKLIST
Internship I  Internship II  Internship III
(Circle One)

The due date for Internship written assignments is their deadline for arrival at The PGA Golf Management Program office. If your assignments are being mailed, it is essential that they be sent in sufficient time to arrive by the due date. If an assignment is postmarked at least four days prior to its due date, it will not be reduced in grade for lateness. The reduction for late assignments is 10% per day, excluding holidays and weekends.

Internship Start Date

Initial Report

Due Date:_________ Date Turned In:_________

Weekly Reports

#1 Due Date:_________ Date Turned In:_________
#2 Due Date:_________ Date Turned In:_________
#3 Due Date:_________ Date Turned In:_________
#4 Due Date:_________ Date Turned In:_________
#5 Due Date:_________ Date Turned In:_________
#6 Due Date:_________ Date Turned In:_________
#7 Due Date:_________ Date Turned In:_________

Mid-term Evaluation

Due Date:_________ Date Turned In:_________

Reaction Paper

Due Date:_________ Date Turned In:_________

Final evaluation

Due Date:_________ Date Turned In:_________

Grade recommendation

Due Date:_________ Date Turned In:_________

Internship Evaluation Form & Resume

Due Date:_________ Date Turned In:_________

PGA Work Activities

Due Date:_________ Date Turned In:_________

PAT Test Date

Completed Internship Weeks To Date:_________

*Students doing Internships in Southern Nevada should submit directions to their agency with the first weekly report.
APPENDIX E1

Student Name:___________________________________________________________

UNLV PGA GOLF MANAGEMENT
INTERNSHIP ASSIGNMENT CHECKLIST

Extended Internship

The due date for Internship written assignments is their deadline for arrival at The PGA Golf Management Program office. If your assignments are being mailed, it is essential that they be sent in sufficient time to arrive by the due date. If an assignment is postmarked at least four days prior to its due date, it will not be reduced in grade for lateness. The reduction for late assignments is 10% per day, excluding holidays and weekends.

<table>
<thead>
<tr>
<th>Internship Start Date</th>
<th>Date:_____________</th>
</tr>
</thead>
</table>

Initial Report

Due Date:_________ Date Turned In:_________

Weekly Reports

<table>
<thead>
<tr>
<th>#</th>
<th>Due Date:_____ Date Turned In:_____</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td></td>
</tr>
<tr>
<td>#4</td>
<td></td>
</tr>
<tr>
<td>#5</td>
<td></td>
</tr>
<tr>
<td>#6</td>
<td></td>
</tr>
<tr>
<td>#7</td>
<td></td>
</tr>
<tr>
<td>#8</td>
<td></td>
</tr>
<tr>
<td>#9</td>
<td></td>
</tr>
<tr>
<td>#10</td>
<td></td>
</tr>
<tr>
<td>#11</td>
<td></td>
</tr>
<tr>
<td>#12</td>
<td></td>
</tr>
<tr>
<td>#13</td>
<td></td>
</tr>
<tr>
<td>#14</td>
<td></td>
</tr>
<tr>
<td>#15</td>
<td></td>
</tr>
<tr>
<td>#16</td>
<td></td>
</tr>
</tbody>
</table>

Mid-term Evaluation

Due Date:_________ Date Turned In:_________

Reaction Paper

Due Date:_________ Date Turned In:_________

Final evaluation

Due Date:_________ Date Turned In:_________

Grade recommendation

Due Date:_________ Date Turned In:_________

Internship Evaluation Form & Resume

Due Date:_________ Date Turned In:_________

PGA Work Activities

Due Date:_________ Date Turned In:_________

Completed Internship Weeks To Date:

PAT Test Date:_________

*Students doing Internships in Southern Nevada should submit directions to their agency with the first weekly report.
APPENDIX F

INTERNSHIP ACTIVITY REPORT INFORMATION

The internship activity report is an important aspect of the Internship because it serves a number of vital functions for the student, the agency supervisor and the faculty supervisor. The bi-weekly report:

1. Provides early and consistent feedback to the faculty supervisor regarding important aspects of the student's field experience.
2. Ensures a systematic method of communication between the agency supervisor and the student.
3. Offers an opportunity for either the student or the agency supervisor to put comments in writing to the faculty supervisor.

Internship Activity Report

The internship activity report include the student's full name, the number of the report, the dates covered by the report, the complete name of the agency, the number of internship hours covered by the report, the total number of Internship hours to date (35 to 40 hours = 1 completed week), signature spaces for the student and agency supervisor, a space for comments by the agency supervisor, a signature space for the faculty supervisor.

The activity report requires the student to keep a detailed record of his/her daily experiences during the Internship. This written record should give the faculty supervisor an understanding of the student's many duties and responsibilities. The report may also provide the student with a framework for discussing the previous week's activities with his/her agency supervisor.

In general, the student should summarize activities in time blocks of 1 hour or greater. Entries in the report must include the specific activity and time spent to allow the faculty supervisor to understand the breadth and depth of each day's experiences. At the conclusion of each day's entry, the student should report the total number of Internship hours for that day (excluding routine meals and breaks).

Tips for doing a good daily log include

1. Making sure the experience described can be understood by someone unfamiliar with your situation
2. Accounting for all days of the week (indicate days off, sick or personal leave days, etc).
APPENDIX G

UNLV PGA GOLF MANAGEMENT
INTERSHIP EVALUATION FORM

THE UNIVERSITY OF NEVADA, LAS VEGAS
COLLEGE OF HOTEL ADMINISTRATION
PGA GOLF MANAGEMENT
SFB 312
4505 Maryland Parkway
Las Vegas, NV 89154

Name of Student ________________________________ Evaluation Date ____________

Name of Rater ______________________________________________________________

Position or Title _____________________________________________________________

Agency ____________________________________________________________

Period Covered by Rating: Mid-Internship Evaluation
(Circle One) Final Evaluation

This evaluation should be made with care and fairness for the interest of the student. Reflect carefully upon the person's work and make an honest judgment of the qualities of the intern. Base your judgment on the entire period covered and not upon isolated incidents alone. This evaluation is to be made on a bi-term basis, and the evaluation should be shared with the student. Your discussion of the evaluation with the student, especially at mid-term, is an opportunity to set up personal growth goals based upon the feedback.
EVALUATION

Space is provided below for comments concerning this evaluation. If more space is needed, please attach sheet or use the back of this form.

1. Briefly describe the student’s professional performance to date? (Ex. has the student displayed the ability to organize people and resources, do they complete assignments on or before due dates, do they have the ability to communicate ideas, etc.)

2. Briefly describe the students’ professional knowledge? (Ex. has the student shown the ability to apply knowledge in a practical way, have they shown the ability to think independently, etc.)

3. Briefly describe the students’ professional personality? (Ex. are they courteous and tactful, do they exhibit pleasant, tasteful personal appearance, etc.)

4. Briefly describe the students’ professional attitude? (Ex. do they display initiative and imagination, a zeal for the profession, accepts assignments willingly, demonstrates a positive relationship with agency staff members, accepts suggestions, direction and critical evaluation, etc.)
5A. (midterm evaluation) As a supervisor, what would you like to see the student accomplish during the second half of their internship?

5B. (final evaluation) In your opinion, what was the student’s best accomplishment(s) during their internship?

COMMENTS

RATER’S COMMENTS (if needed):

STUDENT'S COMMENTS:

SUMMARY OF EVALUATION CONFERENCE:

__________________________________________ Date
Rater’s Signature

__________________________________________ Date
Student’s Signature

__________________________________________ Date
Advisor’s Signature
APPENDIX H
UNLV PGA GOLF MANAGEMENT
GRADE RECOMMENDATION FORM

FROM: ____________________________________________

TO: INTERNSHIP SUPERVISORS

This form should be completed at the end of the internship term and returned to me along with the green final evaluation.

We realize that the internship is a learning experience for the student. Therefore, the green mid-term and final evaluation forms are used primarily for feedback to students regarding their progress. However, the grade recommendation is your assessment of the total progress and level of achievement for the student that you supervise.

Academic letter grade system

A = excellent Indicates exceptional achievement.
B = good Indicates above average achievement.
C = satisfactory Indicates average achievement
D = poor Indicates below average achievement.
F = failure Indicates inadequate achievement necessitating a repetition of the course in order to secure credit

You may use a "+" or "-" if desired. (i.e. b+ or b-)

Please select one of the above grade designations and write in your grade selection as follows:

I recommend the grade of_____ for the total internship experience.

Comments:

Student Name: _______________________________________

Agency: ________________________________________________

Evaluator’s Name: ___________________________ Date: ________________
ATTACHMENTS

1. Internship Activity Report

Directions: In whole numbers (nearest hour) indicate the total number of hours you spent on various activities each week at the facility. Please have your supervisor confirm the weekly report by signing it. For reporting purposes, the student’s week is Monday through Sunday. The activity report, therefore, must be submitted to the PGA Golf Management Internship Coordinator following work on Sunday and a new report will start on Monday.

Briefly describe significant learning opportunities you were involved in during the past two weeks. Also, list the PGA work experience activities that have been completed or are in progress at this time.

2. Internship Evaluation Form

Directions: At the completion of the internship experience, please take the time to complete the internship form and reaction paper. The evaluation form will help future PGA Golf Management students in their quest for an internship site to fit their needs. This form is to be turned in with the final internship paperwork. Please be professional with your responses. (Due no more than two (2) weeks after completing the Internship)

3. PGM 162, 262, 362, & PGM 463 C, & PGM 463 D & E Syllabi

Syllabi for UNLV PGA Internships: PGM 162, 262, 362, & PGM 463 C, & PGM 463 D & E
INTERNERSHIP ACTIVITY REPORT: BI-WEEKLY
For reporting purposes, the student's week is Monday through Sunday. The activity report, therefore, must be submitted to the PGA Golf Management Internship Coordinator following work on Sunday and a new report will start on Monday.

Students Name: ___________________________  Bi-Weekly Report #: ______

Facility: ___________________________  Internship Level: ______

Supervisor: ___________________________  Internship hours to date: ______

Dates: ___________ Week # ____  Dates: ___________ Week # ____

Hours worked: ____  Hours worked: ____

Area(s) of responsibility: ____________________________________________

Major tasks completed: ____________________________________________

SUMMARY AND EVALUATION OF CURRENT WORK EXPERIENCE
Briefly describe significant learning opportunities you were involved in during the past two weeks. Also, list the PGA work experience activities that have been completed or are in progress at this time.

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

PGA Activities: ____________________________________________________

Student's Signature: ________________________________________________

Agency Supervisor's Signature: ________________________________________

Comments by Supervisor:

_________________________________________________________________
_________________________________________________________________

Faculty Supervisor's Signature: ________________________________________
Internship Evaluation

PGA Golf Management Students:

In an effort to communicate your Internship experiences with other interested PGA Golf Management students, we hope you will assist us by taking approximately 10 minutes to complete the enclosed questionnaire.

The survey will help future PGA Golf Management students in their quest for an internship site to fit their needs. Please check all areas that apply and describe your internship experiences thoroughly so we may communicate this information to those interested in working with the club on their next internship. The completed internship work experience surveys will be available to students in the PGA Golf Management office.

Thank You!

PGA Golf Management Staff

PLEASE BE PROFESSIONAL IN YOUR RESPONSES!
Name of Facility: ____________________________________________________________

City & State: ______________________________________________________________

Starting date of internship: ______________

Your Name: _________________________________________

Your current phone: ______________________ E-mail: _________________________

Facility:    ____Private    ____Semi-Private    ____Public    ____Resort    ____Daily-Fee
            ____Municipal    ____Other

Internship Level: ___1    ___2    ___3

In your opinion, what level did you work:    ___1    ___2    ___3

Percentage (%) of time you spent on each area:

___Golf Shop   ___Bag Room   ___Tournament Activities
___Teaching   ___Cart room   ___Other______________
___Club Repair  ___Driving Range  ___Other______________
___Starter   ___Course advisor

Other responsibilities included:____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

What type of work schedule did you have (average week)?

_____ eight (8) hour days with regular days off

_____ six (6) day work week with one (1) day off per week

_____ Other:____________________________________________________________________

____________________________________________________________________

What were your regular earnings?:   $_______ per hour     $________per week

Did you receive any other form of compensation from the club?:   __Yes   __No

If yes, did you receive extra compensation from:

___Teaching Amount $ (per week)
______

___Tournament Activities
______

___Club Repair
______

___Tips from Cleaning and caring for clubs
______

___Bag Room duties
______

___Other:
What type of weekly or annual tournaments were held at your club?:

___Women’s League/Day         ___Men’s League/Day
___Junior League/Day          ___Weekend Member Tournaments
___Local Professional or Amateur Events  ___Other:_______________________________________________________________

_______________________________________________________________________

Name of Head Golf Professional/Supervisor:___________________________________

Describe your working relationship with the Head Golf Professional/Supervisor:_____  
________________________________________________________________________
________________________________________________________________________

Were the Head Golf Professional, Assistant Golf Professional and other staff available to assist you with PGA Work Experience?: __Yes   __No

Explain:_________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Description of Course Layout (if applicable): (eg. long, short, wide open, etc.)_________

________________________________________________________________________

General Condition of course and greens: (1=Poor, 10=Excellent)

Course____
Greens____

Was housing provided?: ___Yes   ___No

If yes, Please describe:________________________________________________________________________

If no, did the facility help with housing arrangements: ___Yes   ___No

If yes, how did they help?:____________________________________________________________________

Describe the area where your club was located:___________________________________________________

________________________________________________________________________

List and describe some of the other golf courses in the area:______________________________

________________________________________________________________________

Was your Head Golf Professional/Supervisor willing to call and allow you to play on area golf courses?: ___Yes   ___No  Comments:____________________________________________________________________

When were you allowed to play and practice?:_______________________________________________

Would you recommend this golf club for future PGA students?: ___Yes   No  __Uncertain
Comments:___________________________________________________
________________________________________________________________________
________________________________________________________________________
How would you rate your overall work experience?:
___Excellent ___Good ___Average ___Fair ___Poor
________________________________________________________________________

(To be completed by PGA Golf Management Staff)
Evaluation read by:  _____________________ Date:____________
Action taken if required:____________________________________________________
________________________________________________________________________
________________________________________________________________________
Resume and Reaction Paper reviewed by: _____________________ Date:___
Internship Post Interview completed by:___________________________ Date:____
*(completed during first day of PGA classes)*
Action taken if required:____________________________________________________
________________________________________________________________________
College of Hotel Administration
PGA Golf Management Program
University of Nevada, Las Vegas

PGM 162 - Internship in Professional Golf Management
Summer 2012
Internship 1

INSTRUCTOR
Chris Brown, Ph.D. Office: SFB 312 Phone: 702-895-4837
Office Hours: By Appointment
Email: chris.brown@unlv.edu

COURSE DESCRIPTION
The Golf Management internship is considered to be a full-time experience that requires 40
hours per week at an approved golf facility. Successful completion of 16 months of internship
experience is required of each student seeking a Bachelor of Science Hospitality Administration
with a concentration in PGA Golf Management. Students will complete a minimum of four (4)
internships in order to complete the 16 months of requirements.

The primary purpose of the internship is to enable each student to meet their educational
objectives through participation in a well-planned and organized practical experience. Due to
the variation in settings, work assignments, internship level and academic credit, no single set
of objectives can serve all placements; therefore, the PGA Internship Coordinator, in
cooperation with the site PGA professional or supervisor and student, will plan a
comprehensive practical experience that meets the educational needs of the student and the
requirements of the PGA curriculum. Internship sites will offer a variety of professional
experiences. Importance is placed on application of knowledge and skills to actual job roles
and responsibilities. The PGA program must conduct an evaluation of each internship site prior
to placement of students.

PGA Golf Management majors only.

COURSE OBJECTIVES – INTERNSHIP 1
1. To understand the requirements and process of the internship
2. To develop job skills that are in conjunction with outside service professionals
3. To develop the written and verbal communication skills needed to be successful in the
golf industry
4. To understand the role and function of a specific golf facility
5. To acquire knowledge and skills needed to successfully complete segments of the Level
   1 PGA work experience activities
6. To understand the major ethical dilemmas of professional practice
7. To understand the impact and future trends of the golf industry
INTERNSHIP ASSIGNMENTS

UNLV's PGA Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include

1. Initial Report

Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. **(Due 7 calendar days after start of the Internship)**

2. Assignment Checklist

This form (see Appendix E) includes dates for all written assignments and forms. **(Due 7 calendar days after start of the Internship)**

3. Internship Activity Report: Bi-Weekly

Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period. **(For reporting purposes, the student’s week is Monday through Sunday. The activity report, therefore, must be submitted to the PGM Internship Coordinator following work on Sunday and a new report will start on Monday)**

**Note:** Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.

4. Internship Reaction Paper

At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. **(Due along with the Final Evaluation and Internship Evaluation Form)**
5. **Mid-Internship and Final Evaluations**

The agency supervisor is expected to conduct formative evaluations of the student’s performance at least twice during the Internship. The mid-internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-internship and final evaluations be conducted using identical forms. **(Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the completion of the Internship, but no later than the last day of classes)**

6. **Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference**

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. **(Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship)**

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. **(Due along with the Final Evaluation)**

7. **PGA Work Experiences: Level 1**

All PGA activities that are listed on the syllabus are to be completed on internship. To complete Level 1 activities, students will need to access your work experience portfolio and an internet connection. All PGA activities must be completed on-line and submitted on-line at PGALinks. **(Due no later than the first day of classes for the following semester)**
8. **Grade Recommendation**

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student's special project. **(Due 1 week after the completion of the Internship, but no later than the last day of classes)**

The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.

9. **Playing Ability Test**

It is required that students attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

**Internship Assignment Points**

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Grading Scale:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>450 – 500</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>400 – 449</td>
</tr>
<tr>
<td>7 Bi-Weekly Reports</td>
<td>350 – 399</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>300 – 349</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>299 &amp; Below</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
</tr>
<tr>
<td>PGA Work Experience</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>500 pts</strong></td>
</tr>
</tbody>
</table>
TENTATIVE COURSE OUTLINE

Level 1 Work Experience Required to be completed on Internship:
Tournament Operations
Golf Car Fleet Management
Introduction to Teaching and Golf Club Performance

Level 1 Work Experience Recommend to be completed on Internship:
Business Planning
Customer Relations

Week 1: Tournament Ops

Activity 1: Develop a Tournament Business Plan
   A. Title
   B. Overview
   C. Define the Business
   D. Mission Statement
   E. Market, Customers, and Competitors
   F. Past Financial Performance
   G. SWOT Analysis
   H. Objectives and Related Strategies
   I. Promotion

Week 2: Tournament Ops

Activity 2: Plan and Prepare for a Tournament Event
   A. Overview
   B. Tournament Planning Summary
   C. Budget Summary
   D. Publicity Summary: include examples of publicity materials
   E. Planning tools and Document Samples: include planning tools and documents
   F. Tournament Organization Summary: include organizational chart
   G. Course Preparation
   H. My Responsibilities and Tasks

Week 4: Tournament Ops

Activity 3: Run the Tournament
   A. Facility Setup: include photos of typical signage used at the event
   B. Conditions of Play: include any tournament information sheets, include photos of scoreboards, and include tournament results
   C. Managing Play
   D. Your Role
**Week 5: Tournament Ops**

Activity 4: Review and Evaluate the Tournament
   A. Team Review Summary
   B. Tournament Financial Performance Summary
   C. Tournament Customer Satisfaction Summary
   D. Tournament Operations Summary
   E. Potential Areas of Improvement

**Week 6: Golf Car Fleet Management**

Activity 1: Create a Golf Car Fleet Business Plan
   A. Title
   B. Overview
   C. Image
   D. Current State of the Fleet: *include SWOT analysis*
   E. Size of Fleet
   F. Staffing
   G. Financial Performance: *include one year operating budget*
   H. Managing the Fleet

**Week 7: Golf Car Fleet Management**

Activity 2: Analyze Fleet Operational Policies and Procedures

Activity 3: Examine Fleet Maintenance and Storage Practices
   Part 1: Maintenance
   Part 2: Storage

**Week 8: Golf Car Fleet Management**

Activity 4: Analyze Fleet Customer Satisfaction and Financial Performance
   Part 1: Fulfilling Customer and Facility Needs
   Part 2: Fulfilling Financial Expectations and Goals: *complete financial summary forecast for either purchased or leased fleet*

Activity 5: Prepare a Final Report with Recommendations
   A. Overview
   B. Principle Findings
   C. Operating Policies and Procedures
   D. Maintenance Practices
   E. Program Performance
   F. Conclusion and Recommendations
**Weeks 9 – 13: Introduction to Teaching and Golf Club Performance**

Work Experience Portfolio Step-by-Step Instructions:

In the “Introduction to Teaching and Golf Club Performance” Work Experience Activities, you are to give three (3) sixty-minute lessons. The following criteria are to be adhered to:

- Lessons to be given to a **junior or beginning adult**
- The lessons are to be spaced out so that the second and third lessons are no sooner than seven (7) and no more than fourteen (14) days after the previous lesson
- The camera angle should be “Down the Line”
- The camera must be on a tripod on level ground
- The sun must be behind the camera
- The frame should show the entire player, from his/her feet to the club at the top of the backswing

You are to record a total of six (6) video clips. Record the first few swings as the lesson begins and the last few swings as the lesson is ending. Each clip should contain a minimum of three (3) swings and should be no longer than two (2) minutes in length. The two (2) video clips for each lesson will be uploaded to your personal YouTube account at the completion of each lesson activity. After the third lesson you will also upload the first video clip from the first lesson and the last video clip from the last lesson to show the learning progression of your student. Total uploads is eight (8). In these video clips only the student’s swings are being observed and no sound or the teacher’s presence is required.

*If the above criteria are not met, your Work Experience Portfolio Submission will not be approved.*
Step-by-Step Instructions

Following each lesson, you must fill out a set of worksheets in this portfolio. The worksheets are presented in the order in which they should be completed, as follows:

Save your answers at the bottom of each page once you are finished. **Without clicking the “Save Answers” button, the form will be cleared, and all of your work will be lost!**

**Before the first lesson (Page 1 in the Work Experience Portfolio):**
1. Student Background Information
   - Bring Clipboard for interview, with questions printed out, to make this easier
2. Student Golf Club Information
   - Bring Clipboard for interview, with questions printed out, to make this easier

SAVE ANSWERS and continue.

**After the first lesson (Page 2 in the Work Experience Portfolio):**
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
   - Utilizing information from the Introduction to Teaching and Golf Club Performance seminars located on PGALinks
4. Pre-Swing and In-Swing Changes
5. Physical Fitness Evaluation and Summary
   - Must download form from PGALinks, print out, and bring to lesson. Fill out during lesson. Upload form on PGALinks where prompted.
6. Golf Club Performance Evaluation and Summary

After the lesson, upload the first two to three swings of the beginning lesson and the two to three swings at the end of the lesson to YouTube and provide the link in the second-to-last blank on this page. Then, provide the SAME link in the last blank.

SAVE ANSWERS and continue.

**After the second lesson (Page 3 in the Work Experience Portfolio):**
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
4. Pre-Swing and In-Swing Changes

After the lesson, upload the first two to three swings of the beginning lesson and the two to three swings at the end of the lesson to YouTube and provide the link in the second-to-last blank on this page. Then, provide the SAME link in the last blank.
SAVE ANSWERS and continue.

**After the third lesson (Page 4 in the Work Experience Portfolio):**
1. Lesson Format and Plan
2. Effective Explanations and Demonstrations
3. Cause and Effect Evaluation
4. Pre-Swing and In-Swing Changes
5. Physical Fitness Evaluation and Summary
   - Must download form from PGALinks, print out, and bring to lesson. Fill out during lesson. Upload form on PGALinks where prompted. **This form should be different than the one submitted after Lesson One.**
6. Golf Club Performance Evaluation and Summary
7. Evidence for Learning
   - Part One: Background Information
   - Part Two: Swing Changes
   - Part Three: Measures and Observations to Assess Full Swing Changes
   - Part Four: Evidence for Learning Within Each Lesson
   - Part Five: Evidence for Learning Between Lessons
     - **After the lesson, upload the first two to three swings of the beginning lesson and the two to three swings at the end of the lesson to YouTube and provide the link in the second-to-last blank on this page. Then, provide the SAME link in the last blank.**
     - Part Six: Evidence for Learning Over the Three Lessons

After the Lesson Series:

**In the first blank here, provide the YouTube link to the beginning swings from lesson one. In the second blank (last on Page 4), provide the YouTube link to the last swings from lesson three.**

SAVE ANSWERS.

You’re done!
INSTRUCTOR  
Chris Brown, Ph.D.  Office: SFB 312  Phone: 702-895-4837  
Office Hours: By Appointment  
Email: chris.brown@unlv.edu

COURSE DESCRIPTION
The Golf Management internship is considered to be a full-time experience that requires 40 hours per week at an approved golf facility. Successful completion of 16 months of internship experience is required of each student seeking a Bachelor of Science Hospitality Administration with a concentration in PGA Golf Management. Students will complete a minimum of four (4) internships in order to complete the 16 months of requirements.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience. Due to the variation in settings, work assignments, internship level and academic credit, no single set of objectives can serve all placements; therefore, the PGA Internship Coordinator, in cooperation with the site PGA professional or supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA curriculum. Internship sites will offer a variety of professional experiences. Importance is placed on application of knowledge and skills to actual job roles and responsibilities. The PGA program must conduct an evaluation of each internship site prior to placement of students.

PGA Golf Management majors only.

COURSE OBJECTIVES – INTERNSHIP 2
8. To understand the requirements and process of the internship
9. To develop job skills that are in conjunction with outside service professionals
10. To develop the written and verbal communication skills needed to be successful in the golf industry
11. To understand the role and function of a specific golf facility
12. To acquire knowledge and skills needed to successfully complete segments of the Level 2 PGA work experience activities
13. To understand the major ethical dilemmas of professional practice
14. To understand the impact and future trends of the golf industry
INTERNSHIP ASSIGNMENTS

UNLV's PGA Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include

1. **Initial Report**

Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. *(Due 7 calendar days after start of the Internship)*

2. **Assignment Checklist**

This form (see Appendix E) includes dates for all written assignments and forms. *(Due 7 calendar days after start of the Internship)*

3. **Internship Activity Report: Bi-Weekly**

Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period. *(For reporting purposes, the student’s week is Monday through Sunday. The activity report, therefore, must be submitted to the PGM Internship Coordinator following work on Sunday and a new report will start on Monday)*

*Note: Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.*

4. **Internship Reaction Paper**

At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation and Internship Evaluation Form)*
5. **Mid-Internship and Final Evaluations**

The agency supervisor is expected to conduct formative evaluations of the student’s performance at least twice during the Internship. The mid-internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-internship and final evaluations be conducted using identical forms. *(Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the completion of the Internship, but no later than the last day of classes)*

6. **Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference**

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. *(Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship)*

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation)*

7. **PGA Work Experiences: Level 2**

All PGA activities that are listed on the syllabus are to be completed on internship. To complete Level 2 activities, students will need to access your work experience portfolio and an internet connection. All PGA activities must be completed on-line and submitted on-line at PGALinks. *(Due no later than the first day of classes for the following semester)*
8. **Grade Recommendation**

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student's special project. *Due 1 week after the completion of the Internship, but no later than the last day of classes*

The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.

9. **Playing Ability Test**

It is required that students attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

**Internship Assignment Points**

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Grading Scale:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>450 – 500</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>400 – 449</td>
</tr>
<tr>
<td>7 Bi-Weekly Reports</td>
<td>350 – 399</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>300 – 349</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>299 &amp; Below</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
</tr>
<tr>
<td>PGA Work Experience</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>500 pts</strong></td>
</tr>
</tbody>
</table>
TENTATIVE COURSE OUTLINE

Level 1 Work Experience Required to be completed on Internship:
Merchandising and Inventory Management
Golf Operations

Level 1 Work Experience Recommend to be completed on Internship:
Turfgrass Management
Intermediate Teaching and Golf Club Alteration

Week 1: Merchandising and Inventory Management
Activity 1: Develop a Comprehensive Merchandising Plan for Headwear at Your Facility
   Part 1: Define the Purpose and Connection of the Merchandise Operation to the Facility Mission

Week 2: Merchandising and Inventory Management
Part 2: Analyze Historical Performance Data and Information on Current Trends
Part 3: Develop a Comprehensive Buying Plan, Including an OTB Plan, a MAP, Vendor Selection, and Pricing

Week 4: Merchandising and Inventory Management
Part 4: Describe how Inventory will be Purchased, Received, Displayed, and Managed on the Floor
Part 5: Develop a Promotional Plan for a Single Event
Part 6: Describe the Selling and Related Training

Week 5: Golf Operations
Activity 1: Creating a Promotional Strategy Using Your Case Study (completed in class)
Activity 2: Defining and Aligning the Golf Operation with the Business Plan

Week 6: Golf Operations
Activity 3: Evaluating Operational Practices Linked to Pace-of-Play
   Part 1: Investigate the Program
   Part 2: Observe the Program

Week 7: Golf Operations
Activity 4: Assessing a Promotional Strategy at Your Facility
Activity 5: Coordination and Collaboration at Your Facility
Week 8: Golf Operations

Activity 6: Yield Management
   Part 1: Analyzing the Tee Sheet
   Part 2: Performing an Hour-by-Hour Analysis

Weeks 9 – 13: Turfgrass Management and/or Intermediate Teaching and Golf Club Alteration

Turfgrass Management

Activity 1: Turfgrass at a Case Study Facility
Activity 2: Interview the Course Superintendent
   Part 1: Before the Interview
   Part 2: Superintendent Interview
   Part 3: After the Interview
Activity 3: Communications and Course Conditions
   Part 1: Coordination and Communication between Departments
   Part 2: Communication with Customers
Activity 4: Scheduled Maintenance at Your Facility
Activity 5: Sustainable Practices at Your Facility
Activity 6: Functional Course Design

Intermediate Teaching and Golf Club Alteration

Activity 1: Develop and Conduct a Group Instructional Program
   Part 1: Develop a Program Plan and Gather Student Background Information
       Instructional Program Requirements:
       • The program must focus on four intermediate golfers
       • The program must include four lessons
       • Each lesson must be a minimum of 120 minutes in length
       • The program must include instruction on the full swing and short game (including putting, chipping, pitching, and bunker play)

       Information on the Overall Program:
       • The purpose and goals of the overall program
       • Lesson dates and times
       • Descriptions of the program participants

       Four Individual Lesson Plans:
       • Lesson objectives
       • Instructional setting at facility
       • Necessary equipment, teaching aids, and training aids
- A description of instructional activities
- A description of practice activities

Part 2: Create a Video to Document the Program

Video Documentation Requirements:
- Video each of the four lessons in their entirety. This is a total of eight (8) hours.
- While being filmed, both the teacher and students should behave as they normally would in a lesson, as if they were not being recorded. The students should stay in the video frame as much as possible, and the teacher can move in and out of the shot as needed to help the students.
- Edit the video into three ten (10) minute segments that illustrate the following teaching and student behaviors:

Segment 1: Communication and Relationship Building. Include scenes that illustrate lesson openings and closings, explanations, demonstrations, feedback, and other interactions with students. Illustrate your enthusiasm for helping students and how you provided a supporting and caring environment.

Segment 2: Instruction on Full Swing and Short Game. Show a variety of instruction focusing on critical full swing and short game skills. Highlight the following areas:

A. Instruction on Pre-Swing and In-Swing Fundamentals. Illustrate how your instruction improved pre-swing and in-swing fundamentals for both full swing and short game lesson components.

B. Cause and Effect. Show how the instruction addressed the “Laws, Principles and Preferences,” particularly clubface position, clubhead path, and angle of approach. You do not have to talk about cause and effect during the lessons, but you must show how your instruction addressed clubface position, for example.

C. Use of Teaching Aids, Training Aids, and Drills. Illustrate the use of any teaching aids, training aids, or drills that you used to facilitate student learning during the lessons or recommended for practice sessions.

D. Practice Recommendations and Effects Between and During Lessons. Illustrate how you used practice during lessons, and recommended practice between lessons, to enhance student learning.

Segment 3: Use of Augmented Feedback and KR and KP During Instruction. Illustrate how you used augmented feedback to provide students with knowledge, reinforcement, or motivation. Also illustrate how you used KR and KP during the lessons to enhance learning.
Upload each of the segments described above into your portfolio using your YouTube account. Part 3 of this activity requires you to explain each of these areas listed above.

Technical Considerations:
- Place the camera on a tripod.
- The camera should be level.
- The sun should be behind the camera, so no unnecessary shadows interfere with the clarity of the picture.
- For individual shots, the camera’s field of vision should include the student’s feet and the top of the student’s backswing.
- For group shots to illustrate teacher communication, explanations, or demonstrations, the students should be close to the teacher (for example, in a semi-circle) in order to capture the students’ responses and behaviors.
- To get the best possible sound, attach portable microphones to the collars of the teacher and student(s). If microphones are not available, zoom the camera lens back to its widest setting and bring the camera as close to the lesson area as possible while still capturing the necessary visual information. This method ensures that the camera’s internal microphone is as close as possible to the teacher and student(s).
- Use the highest shutter speed possible while taking into consideration the effect it will have on the overall lighting.

Part 3: Reflect on the Instructional Program and the Results for Students

Activity 2: Physical Fitness Evaluation and Summary
Activity 3: Measure and Alter a Set of Golf Clubs
INSTRUCTOR
Chris Brown, Ph.D.  
Office: SFB 312  
Phone: 702-895-4837  
Office Hours: By Appointment  
Email: chris.brown@unlv.edu

COURSE DESCRIPTION
The Golf Management internship is considered to be a full-time experience that requires 40 hours per week at an approved golf facility. Successful completion of 16 months of internship experience is required of each student seeking a Bachelor of Science Hospitality Administration with a concentration in PGA Golf Management. Students will complete a minimum of four (4) internships in order to complete the 16 months of requirements.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience. Due to the variation in settings, work assignments, internship level and academic credit, no single set of objectives can serve all placements; therefore, the PGA Internship Coordinator, in cooperation with the site PGA professional or supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA curriculum. Internship sites will offer a variety of professional experiences. Importance is placed on application of knowledge and skills to actual job roles and responsibilities. The PGA program must conduct an evaluation of each internship site prior to placement of students.

PGA Golf Management majors only.

COURSE OBJECTIVES – INTERNSHIP 2
15. To understand the requirements and process of the internship
16. To develop job skills that are in conjunction with outside service professionals
17. To develop the written and verbal communication skills needed to be successful in the golf industry
18. To understand the role and function of a specific golf facility
19. To acquire knowledge and skills needed to successfully complete segments of the Level 2 PGA work experience activities
20. To understand the major ethical dilemmas of professional practice
21. To understand the impact and future trends of the golf industry
INTERNSHIP ASSIGNMENTS

UNLV's PGA Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include:

1. **Initial Report**

Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. *(Due 7 calendar days after start of the Internship)*

2. **Assignment Checklist**

This form (see Appendix E) includes dates for all written assignments and forms. *(Due 7 calendar days after start of the Internship)*

3. **Internship Activity Report: Bi-Weekly**

Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period. *(For reporting purposes, the student’s week is Monday through Sunday. The activity report, therefore, must be submitted to the PGM Internship Coordinator following work on Sunday and a new report will start on Monday)*

*Note:* Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.

4. **Internship Reaction Paper**

At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation and Internship Evaluation Form)*
5. **Mid-Internship and Final Evaluations**

The agency supervisor is expected to conduct formative evaluations of the student's performance at least twice during the Internship. The mid-internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-internship and final evaluations be conducted using identical forms. *(Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the competition of the Internship, but no later than the last day of classes)*

6. **Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference**

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. *(Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship)*

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation)*

7. **PGA Work Experiences: Level 2**

All PGA activities that are listed on the syllabus are to be completed on internship. To complete Level 2 activities, students will need to access your work experience portfolio and an internet connection. All PGA activities must be completed on-line and submitted on-line at PGALinks. *(Due no later than the first day of classes for the following semester)*
8. **Grade Recommendation**

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student’s special project. *(Due 1 week after the completion of the Internship, but no later than the last day of classes)*

The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.

9. **Playing Ability Test**

It is required that students attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

**Internship Assignment Points**

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Grading Scale:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>450 – 500 A</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>400 – 449 B</td>
</tr>
<tr>
<td>7 Bi-Weekly Reports</td>
<td>350 – 399 C</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>300 – 349 D</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>299 &amp; Below F</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
</tr>
<tr>
<td>PGA Work Experience</td>
<td></td>
</tr>
<tr>
<td>Total Points Possible</td>
<td>500 pts</td>
</tr>
</tbody>
</table>
College of Hotel Administration
PGA Golf Management Program
University of Nevada, Las Vegas

PGM 463 C – Internship in Professional Golf Management
Summer 2012
Internship 3

INSTRUCTOR
Chris Brown, Ph.D. Office: SFB 312 Phone: 702-895-4837
Office Hours: By Appointment
Email: chris.brown@unlv.edu

COURSE DESCRIPTION
The Golf Management internship is considered to be a full-time experience that requires 40
hours per week at an approved golf facility. Successful completion of 16 months of internship
experience is required of each student seeking a Bachelor of Science in Recreation with a
concentration in PGA Golf Management. Students will complete a minimum of four (4)
internships in order to complete the 16 months of requirements.

The primary purpose of the internship is to enable each student to meet their educational
objectives through participation in a well-planned and organized practical experience. Due to
the variation in settings, work assignments, internship level and academic credit, no single set
of objectives can serve all placements; therefore, the PGA Internship Coordinator, in
cooperation with the site PGA professional or supervisor and student, will plan a
comprehensive practical experience that meets the educational needs of the student and the
requirements of the PGA curriculum. Internship sites will offer a variety of professional
experiences. Importance is placed on application of knowledge and skills to actual job roles
and responsibilities. The PGA program must conduct an evaluation of each internship site prior
to placement of students.

PGA Golf Management majors only.

COURSE OBJECTIVES – INTERNSHIP 3
22. To understand the requirements and process of the internship
23. To develop job skills that are in conjunction with inside service professionals
24. To develop the written and verbal communication skills needed to be successful in the
golf industry
25. To understand the role and function of a specific golf facility
26. To acquire knowledge and skills needed to successfully complete segments of the Level
3 PGA work experience activities
27. To understand the major ethical dilemmas of professional practice
28. To understand the impact and future trends of the golf industry
INTERNSHIP ASSIGNMENTS

UNLV's Professional Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include

1. **Initial Report**

Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. **(Due 7 calendar days after start of the Internship)**

2. **Assignment Checklist**

This form (see Appendix E) includes dates for all written assignments and forms. **(Due 7 calendar days after start of the Internship)**

3. **Internship Activity Report: Bi-Weekly**

Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period. **(For reporting purposes, the student’s week is Monday through Sunday. The activity report, therefore, must be submitted to the PGM Internship Coordinator following work on Sunday and a new report will start on Monday)**

**Note:** Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.

4. **Internship Reaction Paper**

At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. **(Due along with the Final Evaluation and Internship Evaluation Form)**
5. **Mid-Internship and Final Evaluations**

The agency supervisor is expected to conduct formative evaluations of the student's performance at least twice during the Internship. The mid-internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-internship and final evaluations be conducted using identical forms. ([Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the competition of the Internship, but no later than the last day of classes])

6. **Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference**

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. ([Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship])

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. ([Due along with the Final Evaluation])

7. **PGA Work Experiences**

All PGA activities that are listed on the syllabus are to be completed on internship. All PGA activities must be typed, placed into the Level 1, 2, or 3 kits and submitted to the PGA Office no later than the first day of classes for the following semester.

8. **Grade Recommendation**

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student's special project. ([Due 1 week after the completion of the Internship, but no later than the last day of classes])
The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.

9. Playing Ability Test

It is required that students attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

Internship Assignment Points

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments:</th>
<th>Grading Scale:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>10 pts</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>10 pts</td>
</tr>
<tr>
<td>7 Bi-Weekly Reports</td>
<td>20 pts each</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>40 pts</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>100 pts</td>
</tr>
<tr>
<td>Final evaluation</td>
<td>100 pts</td>
</tr>
<tr>
<td>PGA Work Experience</td>
<td>100 pts</td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>500 pts</strong></td>
</tr>
</tbody>
</table>

**TENTATIVE COURSE OUTLINE**

**Week 1: Philosophy and swing Concepts of Teaching**

1: Seminar Learning Journal
2: Developing a Personal Teaching Philosophy Statement
3.1: Using the Group Lesson Plan on Putting
3.2: Using the Putting Evaluation Matrix
3.3: Giving the "How Well Should You Putt?" Test

**Week 2: Philosophy and swing Concepts of Teaching**

4.1: Using the Socratic Method to Teach Chip Technique
4.2: Using the Three Suggestions to Improve the Basic Pitch
5.1: Using the Greenside Bunker Lesson Plan
5.2: Working with Fearful Students to Improve Bunker Play
6.1: Working with Uneven Lies
**Week 3: Philosophy and swing Concepts of Teaching**

6.2: Dealing with Windy Conditions  
7: Conducting a Group Lesson  
8.1: Conducting a Lesson Series  
8.2: Working with Women Golfers

**Week 4: Philosophy and swing Concepts of Teaching**

8.3: Working with a Physically Challenged Golfer  
9.1: Physical Training for Golf  
9.2: Golf Flexibility Exercises  
9.3: Exercises for the Lower Back

**Week 5: Merchandising and Inventory Control**

1: Creating the Open-to-Buy Plan  
2: Merchandise Assortment Plan

**Week 6: Merchandising and Inventory Control**

3: Pricing Merchandise  
4: Monitoring Sales and Inventory  
5: Displaying Merchandise for Sale

**Week 7: Supervising and Delegating**

1: Diagnosing a Performance Problem  
2: Conducting a Joint Problem-Solving Discussion

**Week 8: Supervising and Delegating**

3: Designing a Motivating Assignment  
4: Delegating and Assignment

**Week 9: Food and Beverage Control**

1: Identifying the Benefits of the Food and Beverage Operation  
2: Day-to-Day Involvement of the Golf Professional

**Week 10: Food and Beverage Control**

3: Conducting a Customer Survey  
4: Identifying the Appropriate Levels of Food and Beverage
**Week 11: Food and Beverage Control**

5. Shopping your Competition  
6. Developing a Labor Pro Forma  
7. Developing an Estimated Potential Costs Chart

**Week 12: Food and Beverage Control**

8. Receiving and Storage Review  
9. Food and Beverage Regulations in Your Community

**Week 13: Apprentice Presentation Form**
College of Hotel Administration
PGA Golf Management Program
University of Nevada, Las Vegas

PGM 463 D&E – Internship in Professional Golf Management
Summer & Fall 2012
Internship 4 & 5

INSTRUCTOR
Chris Brown, Ph.D. Office: SFB 312 Phone: 702-895-4837
Office Hours: By Appointment
Email: chris.brown@unlv.edu

COURSE DESCRIPTION
The Golf Management internship is considered to be a full-time experience that requires 40 hours per week at an approved golf facility. Successful completion of 16 months of internship experience is required of each student seeking a Bachelor of Science in Recreation with a concentration in PGA Golf Management. Students will complete a minimum of four (4) internships in order to complete the 16 months of requirements.

The primary purpose of the internship is to enable each student to meet their educational objectives through participation in a well-planned and organized practical experience. Due to the variation in settings, work assignments, internship level and academic credit, no single set of objectives can serve all placements; therefore, the PGA Internship Coordinator, in cooperation with the site PGA professional or supervisor and student, will plan a comprehensive practical experience that meets the educational needs of the student and the requirements of the PGA curriculum. Internship sites will offer a variety of professional experiences. Importance is placed on application of knowledge and skills to actual job roles and responsibilities. The PGA program must conduct an evaluation of each internship site prior to placement of students.

PGA Golf Management majors only.

COURSE OBJECTIVES – INTERNSHIP 4 & 5
29. To understand the requirements and process of the internship
30. To develop job skills that are in conjunction with inside service professionals
31. To develop the written and verbal communication skills needed to be successful in the golf industry
32. To understand the role and function of a specific golf facility
33. To understand the major ethical dilemmas of professional practice
34. To understand the impact and future trends of the golf industry
INTERNSHIP ASSIGNMENTS

UNLV's Professional Golf Management program majors are required to submit a number of written assignments and forms during the Internship experience. These include

1. **Initial Report**

Within the first week of the Internship, the student must complete and submit an Initial Report. This report (see Appendix D) provides the faculty supervisor with information for contacting the student and his/her agency supervisor. *(Due 7 calendar days after start of the Internship)*

2. **Assignment Checklist**

This form (see Appendix E) includes dates for all written assignments and forms. *(Due 7 calendar days after start of the Internship)*

3. **Internship Activity Report: Bi-Weekly**

Throughout the entire length of the internship, the student is required to submit bi-weekly reports to his/her faculty supervisor. These reports contain an internship activity report covering the two (2) week period (see Appendix F). The internship activity report should be updated on a daily basis. A student doing the Internship in Southern Nevada should also include directions to his/her agency with the first weekly report. The 7th and final bi-weekly report of each internship experience will cover a one (1) week period.* (For reporting purposes, the student's week is Monday through Sunday. The activity report, therefore, must be submitted to the PGM Internship Coordinator following work on Sunday and a new report will start on Monday)*

**Note:** Students must receive an orientation to the other programs, departments and disciplines within their Internship agency. This cross training must be documented in the bi-weekly reports.*

4. **Internship Reaction Paper**

At the completion of each internship experience, the student is required to submit a reaction paper. The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. *(Due along with the Final Evaluation and Internship Evaluation Form)*
5. **Mid-Internship and Final Evaluations**

The agency supervisor is expected to conduct formative evaluations of the student's performance at least twice during the Internship. The mid-internship evaluation conference is especially important because (1) it provides structured feedback for the student on his/her performance to date, and (2) it offers an opportunity for the student and supervisor to reestablish goals before the second half of the Internship. The final evaluation allows the student to assess his/her progress during the Internship and should assist the agency supervisor in determining his/her grade recommendation for the student (see below).

The agency supervisor may use the evaluation form supplied by the University (see Appendix G & H), or an agency personnel evaluation form may be substituted, if desired. Regardless of what form is selected, it is important that the mid-internship and final evaluations be conducted using identical forms. **(Mid-Internship Evaluation - Due 1 week following mid-point; Final Evaluation – Due 1 week after the competition of the Internship, but no later than the last day of classes)**

6. **Internship Evaluation Form, Reaction Paper & Resume / Post-Internship Conference**

After completion of an internship, each student will complete and submit the Internship Evaluation Form, Reaction Paper, and an updated resume. After submitting these assignments, the Internship Coordinator will meet with each student and discuss the positives and negatives of the internship experience and review the required evaluations. **(Internship Evaluation Form – Due 1 week after the competition of the Internship; Conference – must be scheduled for no more than two (2) weeks after completion of the Internship)**

The paper should give students an opportunity to discuss, analyze and provide insight into their various internship experiences. At the minimum, the paper should include a cover page and be three (3) double spaced pages in length. **(Due along with the Final Evaluation)**

7. **PGA PGM Work Experiences**

All PGA activities that are listed on the syllabus are to be completed on internship. All PGA activities must be typed, placed into the Level 1, 2, or 3 kits and submitted to the PGA Office no later than the first day of classes for the following semester.

8. **Grade Recommendation**

At the conclusion of the Internship, the agency supervisor is expected to submit a Grade Recommendation Form (see Appendix H) to the faculty supervisor. This form enables the agency supervisor to assign a letter grade that reflects the total progress and level of achievement attained by the student during the Internship. This form also requests that the agency supervisor assigns a letter grade for the student's special project. **(Due 1 week after the completion of the Internship, but no later than the last day of classes)**
The final grade for the student's Internship is assigned by the internship coordinator. This overall grade is based on the recommendation of the agency supervisor and the quality (including promptness) of the student's written assignments.

9. **Playing Ability Test**

It is required that students attempt at least one (1) Playing Ability Test during their internship. If a PAT is not attempted during internship, students will be lowered one (1) letter grade.

**Internship Assignment Points**

Each of the assignments that are submitted throughout the internship will be evaluated upon the following point scale:

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Grading Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>270 – 300</td>
</tr>
<tr>
<td>Assignment Checklist</td>
<td>240 – 269</td>
</tr>
<tr>
<td>14 Bi-Weekly Reports</td>
<td>210 – 239</td>
</tr>
<tr>
<td>Reaction Paper</td>
<td>180 – 209</td>
</tr>
<tr>
<td>Mid-term evaluation</td>
<td>179 &amp; Below</td>
</tr>
<tr>
<td>Final evaluation</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>300 pts</strong></td>
</tr>
</tbody>
</table>