

AIRPORT MANAGEMENT INTERNSHIP PROGRAM GUIDE

Dear Airport Professional:

If you have ever considered initiating an internship program at your airport, or if you currently have such a program and would like to see how it compares to another approach, the following is available for your review and consideration. The sample program attached was prepared by the folks at Centennial Airport in Colorado under the auspices of AAAE Academic Relations Committee. We thank Centennial Airport for their efforts in the preparation of this document.

This program guide is available for you to use as a template in creating or improving your own program, as you wish. We hope that you will find this information useful. It is important to remember that the better the internship program is structured, the greater the benefit, not only to the student, but also to the airport sponsoring the internship.

Enter Airport Name

Airport Management Internship Program



Airport Address / Phone

Table of Contents

	Page
1) Table of Contents	1
2) Welcome! Benefits & Experience of the Internship Program	2
3) Testimonials From Prior Interns	3
4) Introduction & Minimum Qualifications for Acceptance into Program	4
5) Program Syllabus	5-7
6) Employee Check-in Sheet	8
7) IDPP - Internship Development and Performance Plan	9-11
8) WAP - Work Agreement Plan	12
9) Internship Evaluation Sheet	13
10) Performance Elements	14-15
11) Final Project	16
12) Employee Internship Contract	17-19

Other Suggested Elements May Include:

- 1) Operations Training Program
- 2) Operations Test Syllabus
- 3) Planning & Development Training Program
- 4) Planning & Development Test Syllabus
- 5) Maintenance Training Program
- 6) Maintenance Test Syllabus
- 7) Special Programs offered to internship participant
- 8) Certificate of Achievement

Welcome!

The mission of the (Enter Airport Name) Airport Internship Program is to train student airport interns to become qualified employees in support of the aviation industry by providing expert knowledge and experience through the use of practical employment, supportive training programs, and a caring staff.

The Airport Management internship is sponsored by the (Enter Sponsor), which owns and operates (Name of Airport in City & State). The 12-month full time contract position consists of three on-the-job training programs and a final project, each designed to meet the needs of both the intern and the Airport, fulfilling not only the scholastic obligations set forth by the College or University, but also by providing the Airport Authority with a valuable member of the workforce. Duties of the intern include aiding and assisting in the operation, development, and maintenance of the Airport grounds and facilities. Responsibilities include accurate and timely completion of assigned tasks involving written and oral reports relating to the examination, analysis, and assessment of all aspects concerning management in aviation.

Benefits of the program

(Airport name) Airport's internship can be one of the most beneficial additions to a college education and career pursuit, offering several major benefits:

- ➔ Practical, hands-on experience - a necessity in today's job market
- ➔ An understanding and appreciation of the internal workings of a busy airport
- ➔ The opportunity to make many valuable contacts in the aviation industry
- ➔ College credit during your internship
- ➔ Great pay – (\$ rate) per hour, 40 hours per week

Experience is the single most valuable asset to be acquired during an internship. At (Name Airport), experience is guaranteed! During your internship you will become familiar with:

- ➔ Emergency response coordination
- ➔ Government, tenant and public relations
- ➔ Snow removal operations
- ➔ Airfield/ramp inspections, maintenance and construction procedures
- ➔ Airport land use and master planning
- ➔ Noise abatement practices
- ➔ Airport layout plan preparation and revision

Testimonials From Previous Internship Participants

Since 1986, more than (number) students have completed (Airport Name) internship program. The vast majority of former interns are now employed in the aviation industry in positions including airport managers, airport consultants and airline pilots. In fact, of the 17 intern employees at (Airport Name) Airport, 8 were hired after completion of the internship.

"College classrooms could never have prepared me for airport management as well as the operations internship did at (Name) Airport. It was the perfect on-the-job training environment".

-(Name), Airport Manager, (Airport Name)

"Take a look at all of the aviation students graduating each year around the country. As a student you have to do something to set yourself apart or elevate you above your competition. An internship is the best way to do that. I learned more in my internship than I did in 4 years of college"

-(Name), Airport Director, (Airport Name)

"An internship like this is the best path to a career in airport management. It's almost a requirement in the field."

-(Name), Airport Planner, (Airport Name)

My internship at (Airport Name) afforded me an excellent opportunity to get hands on experience in regard to what it takes to operate a very busy airport. While my classroom work was helpful, being able to work in the actual airport management environment was invaluable. I wouldn't be where I am today without it.

- (Name), (State) Department of Transportation, Aeronautics Division

Without a doubt, my internship is solely responsible for my career path in airport management. The internship and my subsequent positions at (Airport Name) gave me the knowledge, personal skills and attributes necessary to be successful as an airport manager. In my present position, there isn't a day that goes by that I don't rely on something I learned while at (Airport Name).

- (Name), Airport Manager, (Airport Name)

The experience that I received as an intern at (Name) Airport would be impossible to match anywhere. The hands-on environment gave me all of the practical knowledge needed to launch into the field of aviation. This internship is a proven secret of success!

-(Name), Aviation Planner, (State) Dept. of Transportation, Division of Aeronautics

"The internship provides hands-on experience and much more responsibility than most, allowing students to get an excellent feel for what is truly involved with airport management."

-(Name), Operations Specialist, (Airport Name)

Introduction

This internship is a contract employee training position providing exposure to the various departments within the Airport Authority at (Airport Name) Airport.

In compliance with the conditions stipulated in the employment contract, during a 12-month program the incumbent is expected to become familiar with the roles and functions of airport management while completing their assigned responsibilities under a mentored supervision program.

The internship is comprised of three management disciplines including Operations Specialist, Airport Planner, and Maintenance Technician with an overall goal to train the individual in exercising discretion, tact and good judgment in carrying out the duties of an airport staff member and to prepare them for a career in the field of aviation management.

Minimum qualifications for acceptance into internship program

“Cause Change & Lead, Accept Change & Survive, Resist Change & Die”

- *Ray Norda, Chairman, Novell*

Like the aviation industry itself, this internship emphasizes self-motivation and flexibility, calling on those who can be courageous in the face of adversity and unyielding in the face of change to meet the challenges of the future. This prospectus may act as your guide through an inherently unstructured program to resemble the inherently unstructured and dynamic industry in which it resides.

- ➔ Junior or senior status in accredited aviation management college program
- ➔ Valid drivers license
- ➔ General knowledge of purpose and activity of airports
- ➔ General knowledge of FAR's pertaining to airport and airfield operations
- ➔ Capability to fulfill the 40 hours/week stipulated in the internship contract
- ➔ Willingness of incumbent to be “on call” during other than normal hours
including nights and weekends

Our next internship will be available in _____. If you would like more information on our intern program, please contact the Deputy Director of Operations at (Phone Number).

Syllabus

- 1) Working Schedule
- 2) Check-In Sheet
- 3) Testing Schedule
- 4) Evaluation Schedule
- 5) Journal Writing
- 6) Mentor System
- 7) Employee Training Programs
- 8) IDPP - Internship Development and Performance Plan
- 9) WAP - Work Agreement Plan
- 10) Final Project

Materials required:

- 1) Airport Management Internship Prospectus
- 2) Training Program Test Sets (Provided by Mentor/ Supervisor)
- 3) Internship Program Schedule (Provided by Deputy Director of Operations)

1) Working Schedule

Conforming to season and workload, the Deputy Director of Operations will delegate the internship schedule. The twelve-month period will be divided approximately in half with 6 months spent in Operations under the Manager of Operations and 6 months in Planning & Development under direction of the Deputy Director Planning. According to scheduling arrangements, during either of the two periods, ample time will be spent working in the Maintenance Department under the guidance of the Deputy Director Maintenance.

2) Check-In Sheet

The Employee Check-in Sheet is designed to acquaint the incumbent with each member of the staff, familiarizing them with each member's occupation and responsibilities in order to facilitate future requests and duty assignments. Along with a proper introduction, each staff member shall explain his/her position and responsibilities, indicating exactly where they fit in the chain of command and what part of the Airport Authority's mission they carry out. The intern shall complete the check-in sheet requirement as soon as possible.

3) Testing Schedule

Take-home tests from each of the three departments, seven from Operations, six from Planning & Development, and three from Maintenance will be administered on a scheduled basis during that particular phase of instruction in progress. Completion of all tests along with their review is required during the twelve-month internship.

Upon completion of each test the mentor or department director will conduct a review session with the intern. Incorrectly answered questions must be resubmitted and all questions answered correctly prior to moving on. As each test is assigned, the mentor or department director will assign a due date and a date at which the review session will be held as to be compatible with the intern's schedule.

4) Evaluation Schedule

As in any system feedback is essential. An intern evaluation will be conducted by the appropriate supervisor and the Deputy Director Operations quarterly or in three-month intervals. Interns will be provided verbal as well as written feedback regarding essential skills and responsibilities, schedule compatibility, and professional relations. The evaluations are meant to be a constructive means of three-way dialog between the Deputy Director Operations, the intern's Department Director, and the intern. The intention is not only to add to the checks and balances system but also to incorporate the intern into the reporting cycle.

5) Journal Writing

During the 12-month internship the participant shall complete monthly journals to be turned in to the Deputy Director Operations. Journal entries need be no longer than a single page including the details of training thus far, significant occurrences, and personal thoughts regarding the program.

6) Mentor Program

To facilitate the learning experience and assist the participating student, a mentorship program will be established. By assigning a member of the staff who has recently graduated from the program or is currently progressing through the program, the new intern receives first hand knowledge regarding the internship process. The mission of the mentor is to lead the way so to speak, pass on the knowledge they have acquired and provide helpful insight regarding airport protocol, testing procedures, and introductions. Mentors shall be responsible for administering, reviewing, and collection of test materials as well as timely monitoring of the training programs.

7) Employee Training Programs

Each department incorporates it's own training program into the internship establishing accurate job descriptions, relevant history, and chain of command. The training programs act as a 'check-off' sheet through which each intern is given not only the opportunity to learn about, but also to receive hands-on training in all aspects of airport organization and management.

8) Internship Development and Performance Plan (IDPP)

The Internship Development and Performance Plan (IDPP) is an open dialog consisting of two-way communication and feedback between the intern and members of the evaluation staff helping to ensure a successful program by providing the intern with specific, meaningful information regarding his/her responsibilities and contributions.

9) Work Agreement Plan (WAP)

The Work Agreement Plan (WAP) works in conjunction with the IDPP as a means of sculpting the requirements for the training programs, setting forth responsibilities and performance expectations. The WAP also aids in the evaluation process. After the three training programs (Operations, Planning, and Maintenance) are complete the WAP shows a complete picture of the progress made by the participant including strengths and weaknesses.

10) Final Project

The objective of the final project is to promote accountability, self-discipline and forward thinking on the part of the intern. Although the final project has no predetermined schedule or specific format, the intention is that work is to be done throughout the 12-month period. Upon completion, the project will be presented before staff members. Coordinating with the Deputy Director, Operations the intern shall establish the parameters of which the assignment will be carried out including the required planning, execution, and presentation phases.

Considerations:

- ➔ Initial proposal for the project should include purpose and expectations, methodology, and presentation strategy.
- ➔ The Deputy Director, Operations shall have the responsibility of determining appropriateness of the project and in assisting the intern with respect to both its timeliness and presentation.

Employee Check-in Sheet

The Employee Check-in Sheet is designed to acquaint the new intern with each member of the staff, familiarizing them with each member's occupation and responsibilities in order to facilitate future requests and duty assignments. Along with a proper introduction, each staff member shall explain his/her position and responsibilities, indicating exactly where they fit in the chain of command and what part of the Airport Authority's mission they carry out. Staff members shall initial appropriate box. Upon completion the sheet shall be returned to the Deputy Director, Operations and placed in the intern's folder.

- ☐ Director (Chief Executive Officer)
- ☐ Chief Financial Officer
- ☐ Deputy Director (Chief Administrative Officer)
- ☐ Admin Asst I
- ☐ Senior Airport Planner
- ☐ Planning & Development Intern
- ☐ Environmental Planner/Noise Officer
- ☐ Deputy Director, Maintenance
- ☐ Maintenance Supervisor
- ☐ Maintenance Technician II
- ☐ Maintenance Technician II
- ☐ Maintenance Technician I
- ☐ Maintenance Technician I
- ☐ Deputy Director (Chief Operating Officer)
- ☐ Manager of Operations (Network Administrator)
- ☐ Operations Specialist
- ☐ Operations Specialist
- ☐ Operations Specialist
- ☐ Operations Specialist
- ☐ Operations Specialist Intern

Airport Authority Internship Development and Performance Plan (IDPP)

The Airport Authority Internship Development and Performance Plan (IDPP) has been designed for the twelve-month Airport Management Internship Program at (Airport name) Airport, City, State. Provisions have been made for:

- Review of interns performance;
- Establishing future performance expectations;
- Determining training and development needs; and,
- Identification of other helpful or needed support.

The IDPP provides the intern with specific, meaningful information regarding his/her responsibilities and contributions to the Airport Authority's mission. While remaining necessarily flexible due to the dynamics of the aviation industry, a timely schedule is afforded the intern making the program tolerable while running concurrent to a demanding school schedule.

Resulting from guidance of the IDPP, expectations of the intern regarding knowledge, experience, and association are met in every respect. Communications between the interns and amongst the IDPP staff * is constant, always consisting of two-way dialog of communication *and* feedback ensuring that both the expectations of the intern and those of the airport are met entirely.

Principals of the IDPP

- Establishing clear and concise goals
- Cooperative and supportive evaluation and assessment of performance
- Continuous feedback and support

IDPP plan

- | | |
|-----------|------------------------------|
| Part I: | Program preview |
| Part II: | Continued progress reporting |
| Part III: | Feedback |

**Note: The IDPP staff includes the Chief Operating Officer, Manager of Operations, Department Directors, and Mentor. All are essential components of the IDPP, each contributing opinions, concerns, and feedback to the intern.*

Part I: Program Preview

- Discuss the upcoming training processes including job description, responsibilities, and expectations.
- Accurate scheduling information including duration of training and hours to be worked.
- Review of previous training performance relevant to upcoming training.
- Intern and supervisor draft goals for upcoming training (Work Agreement Plan).

Part II: Continued Progress Reporting

- Timely evaluations between intern, Operations manager, and department supervisor.
- Monitor interns progress and growth

Part III: Feedback

- Discuss results of training program
- Review goals established in Part I
- Two-way communication regarding intern's fulfillment of program (Part II)
- Discuss condition of internship program
- Final evaluation regarding previous training programs

IDPP Program Preview: Prior to the actual beginning of a specific training program (Operations, Planning & Development, or Maintenance) a member of the IDPP staff will:

1. Carefully review the IDPP instructions and guidelines with the intern, as well as any specific procedures relating to the IDPP evaluation process.
2. Ensure mutual understanding of the current training program schedule including IDPP preview, recurrent evaluations, and feedback measures.
3. Go over the intern's position including job description, work responsibilities, and standing in the chain of command.
4. Complete the appropriate portion of the Work Plan Agreement. These should include specific performance expectations, special assignments or qualifications and goals desired by the intern and the staff member upon completion of the training program.
5. Ensure intern has obtained complete tools, training agenda and testing syllabus for next department training program.
6. If applicable, review previous training program and relevant issues pertaining to next program.

IDPP Continued Progress Reporting: During the training program the department supervisor will:

1. Maintain the Work Plan Agreement recording specific training activities, significant accomplishments or assignments based on observed performance in relation to the duties, responsibilities, and expectations set forth in the Work Plan Agreement.
2. Provide, if necessary, evaluation in coordination with the Chief Operating Officer, the intern's mentor, and the intern.
3. Ensure the intern is provided with helpful and constant feedback regarding progress and growth in regards to the current agenda including review of the training program itself with the intern.
4. Complete and sign the Work Plan Agreement upon completion of the current training period.

IDPP Feedback: Upon completion of the training program (Operations, Planning & Development, or Maintenance) a member of the IDPP staff shall:

1. Convene with the intern to discuss results of the Work Plan Agreement engaging in a two-way constructive dialogue regarding the training program, the intern's experience and knowledge gained, personal thoughts and condition of the internship program in general.
2. Review goals set forth in the Work Plan Agreement. Discuss what worked, what did not work, and make suggestions for following programs.
3. Provide intern with a final evaluation of the program, signing the Work Plan Agreement, and submitting it to the intern's progress folder.
4. Set schedule for following training program.

Work Agreement Plan

Date: _____

Department Name: _____

Intern Name: _____ IDPP Supervisor Name: _____

Working Title of Position: _____

Program Training Activities Required to Accomplish Job Duties [Completed by Department Supervisor]

(Program training required to accomplish job duties. Examples include new employee orientation, review of department responsibilities, use of department equipment, etc.)

☐ TEST 1

☐ TEST 2

Significant Accomplishments or Undertakings [Completed by the Department Supervisor]

(Outstanding performance, extraordinary activities, or special assignments)

☐ TEST 3

☐ TEST 4

☐ TEST 5

☐ TEST 6

☐ TEST 7

☐ TEST 8

Training/Development Activities Desired by Intern: [Completed by the Intern Prior to Commencement of Training Program]

(Training/Development identified by intern to support/complement academic studies)

Sign upon completion of training

Intern: _____

Date: _____

Department Supervisor _____

Date: _____

Chief Operating Officer _____

Date: _____

Internship Evaluation Sheet

Date: _____

Evaluation # _____

Intern Name: _____ IDPP Supervisor Name: _____

Program Training Activities Accomplished including Job Duties [Completed by IDPP Supervisor]

(Evaluation of the training programs completed during this evaluation period)

Significant Accomplishments [Completed by IDPP Supervisor]

(Evaluation of any special accomplishments or duties undertaken above and beyond the call of duty)

Overall Performance of duties and Responsibilities [Completed by IDPP Supervisor]

(Evaluation of the intern should be based on the normal standard of performance at the Arapahoe County Public Airport Authority. Identify the performance and deficiencies noted)

Self-Management

Work Processes & Results

Teamwork

Innovation & Change

Development

Communication

Customer Service

Sign upon completion evaluation

Intern: _____ Date: _____

Chief Operations Officer _____ Date: _____

Performance Elements

Self-Management

- Punctuality & regular work attendance
- Efficient, effective use of work time, equipment, and resources
- Working in a safe manner
- Proper use and maintenance of equipment
- Seeking and assuming additional responsibilities as appropriate
- Exhibiting integrity and honesty
- Treating others with respect and dignity
- Giving and accepting constructive feedback
- Working effectively in a diverse work environment
- Focusing on the situation, issue, or behavior rather than on the person
- Other _____

Work Processes & Results

- Providing products and services that consistently meet or exceed the needs and expectations of customers
- Using customer satisfaction as a key measure of quality
- Using appropriate problem solving methods to improve processes
- Collecting and evaluating relevant information to make decisions
- Using good judgment
- Setting and adhering to priorities
- Meeting productive standards, deadlines, and work schedules
- Accurate and timely work with minimal supervision
- Achieving results
- Pursuing efficiency and economy in the use of resources
- Informing supervisor or others of problems, identifying issues, and alternative solutions
- Other _____

Teamwork

- Supporting and focusing on the vision, mission, and goals of the organization and team
- Understanding the benefits of teamwork
- Cooperating with and offering assistance to others
- Recognizing the contributions of others
- Viewing the success of the organization and team as more important than individual achievements
- Contributing to the development, cohesion and productivity of the team

- Appropriately sharing information internally and externally
- Supporting teamwork and cooperation through open and honest communication
- Other _____

Innovation & Change

- Being creative and innovative when contributing to organizational and individual objectives
- Receptivity to new ideas and adaptability to new situations
- Avoiding being overly defensive; willingness to explore different options
- Taking calculated risks
- Seeking and acting on opportunities to improve, streamline, re-invent work processes
- Helping others to overcome resistance to change
- Other _____

Development

- Participating in opportunities to enhance knowledge and skills that are identified and offered by the organization or the evaluator
- Self-initiative in developing or upgrading knowledge and skills
- Applying new knowledge or skills squired from developmental opportunities
- Helping others learn new systems, processes, and programs
- Learning to use technology effectively, as appropriate
- Other _____

Communication

- Participating in meetings in an active, cooperative, and courteous manner
- Orally communicating effectively on a one-to-one basis and in small groups
- Making effective oral presentations before groups
- Writing clearly and succinctly
- Avoiding “bureaucratese” whenever possible in written and oral communications
- Demonstrating understanding and empathy with the listener or reader
- Being responsive and timely to emails, phone messages, and mail
- Other _____

Customer Service

- Understanding and being responsive to customers' objectives and needs
- Sensitivity to public attitudes and concerns
- Being accessible, timely, and responsive in dealing with customers
- Handling customer inquiries and complaints promptly and courteously
- When possible, going the extra mile to satisfy customer needs and expectations
- Other _____

Internship Final Project

At the onset of the program the intern is forewarned that the completion of a final project will be required prior to graduation. According to the guidelines set forth in the syllabus, the intern shall complete a project and present that project in front of their peers during the final phase of training.

Purpose: The final project rounds out the program, providing the intern with a complete education experience encompassing not only technical knowledge gained from the training programs but also professional skills such as report writing and public speaking. The final project is assigned at the very beginning of the program and may be perceived as an ultimate goal representing the completion of the internship.

Goals: The final project has two major objectives:

- Development of professional abilities such as organizing and analyzing data, business writing skills, and public speaking.
- Contribution to the aviation community in general by challenging the intern to contribute not only their time and effort, but also their imagination and ingenuity to the assignment.

Method: The intern, in coordination with the Chief Operating Officer shall establish an ultimate assignment, one that requires planning, execution, and presentation of a completed project. Parameters for which a project may be selected should include method, time limits and due dates, definite learning skills to be acquired, and goals attributable not only to the internship program but also goals that contribute to aviation in general. The project should benefit the airport, the aviation community or have some operational significance to the internship position itself.

Examples:

- Planning an event (*Just Plane Fun* air show, an appreciation day, etc.)
- Find ways to contribute or enhance tenant / community relations
- Improvements to the Internship Program
- Implementation of new procedures or instruction regarding operations, planning, or maintenance
- Report on experience in ARFF, AAAE, or other program

AVIATION MANAGEMENT INTERN CONTRACT

THIS CONTRACT is made and entered into this (Date) day of (Month)(Year) by and between (Name) Airport Authority which operates (Airport Name) Airport (hereinafter referred to as "Airport") and (Name) (hereinafter referred to as "Intern") whose address is Address, City, State, Zip

WHEREAS, the Airport has entered into a Grant Agreement for Provision of Aviation Management Internship with the (Airport/Airport Authority Name)

WHEREAS, (School Name) institution of higher learning which has an accredited masters degree program; and

WHEREAS, the Airport has agreed to participate in a cooperative training program with (School Name) providing specialized training in Aviation Management; and

WHEREAS, the Intern is a student currently enrolled at (School Name).

NOW, THEREFORE, the parties do mutually agree as follows

1) EMPLOYMENT

Airport hereby engages Intern, and Intern hereby agrees to perform for Airport the services described in APPENDIX A, attached hereto and made part hereof for the compensation hereinafter set forth, all pursuant to the terms and conditions herein.

2) EMPLOYMENT STATUS

Intern understands and agrees that he/she is not and will not be eligible for Airport paid memberships in any professional organizations or any benefits from any Airport group plan for hospital, surgical, medical and dental insurance, or for membership in any Airport retirement program, or for vacation, disability, or any job benefits other than paid holidays, personal leave, bereavement leave, and sick leave accruable to an employee in the service of the airport, other than those specified in airport temporary employee directives. Intern shall accumulate sick leave commencing from the date of the execution of this contract but shall not be entitled to use it until it accrues; and, provided further, Intern understands and agrees that he/she is not entitled to pay off or other compensation for any unused sick leave at the termination or expiration of the contract employment.

Intern understands and agrees that his/her term of employment is governed only by this Contract, that no right of tenure is created hereby, and that he/she does not hold a position in any department or office of the Airport.

3) WARRANTY OF INTERN

Intern warrants that he/she is properly certified and licensed under the laws and regulations of the (State/City) to provide the services herein agreed to where such certification or license is required by law.

4) COMPENSATION

Airport shall pay to Intern, as compensation in full for all services performed by Intern pursuant to this Contract, the salary of \$12.00 per duty hour for forty (40) hours per week for the period of this contract.

5) AIRPORT SPONSORED TRAVEL

Upon specific approval by the Airport's Internship Director, Intern may be authorized to attend conferences or seminars of a nature relevant to projects currently assigned to Intern by the Airport. Upon such approval, all, or portions of, reasonable expenses associated with such attendance may be borne by the Airport.

6) TERM OF CONTRACT

This contract shall commence on {insert beginning month day, year}, and shall terminate on {enter ending month day, year (not more than 12 months from beginning date)}, unless terminated earlier as herein provided.

7) TERMINATION OF CONTRACT FOR CONVENIENCE

Either party may terminate this Contract at any time by giving to the other party thirty (30) days written notice of such termination, specifying the effective date of such termination. Termination shall have no effect upon the right and obligations of the parties arising out of any transaction occurring prior to the effective date of the effective date of such termination. Intern shall be paid for all work satisfactorily completed prior to the effective date of such termination.

8) TERMINATION OF CONTRACT FOR CAUSE

If Intern fails to fulfill in a timely and professional manner his/her obligations under this contract, or if Intern shall violate any terms of this Contract, Airport shall have the right to terminate this Contract effective immediately upon the Airport's giving written notice thereof to Intern. Termination shall have no effect upon the rights and obligations of the parties arising out of any transaction occurring prior to the effective date of such termination. Intern shall be paid for all work satisfactorily completed prior to the effective date of such termination.

9) MODIFICATION

This contract constitutes the entire understanding of the parties hereto and no changes, amendments, or alterations shall be effective unless in writing and signed by both parties.

10) NON-ASSIGNMENT OF CONTRACT

This contract is intended to secure the individual services of Intern and, thus, Intern shall not assign, transfer, delegate or sublet this Contract or any interest therein without the consent of the Airport, and any such assignment, transfer, delegation, or sublet without the Airport's prior written consent shall be null and void.

11) COVENANT

The validity, enforceability, and interpretation of any of the clauses of this Contract shall be determined and governed by the laws of (State, City, etc.).

12) NONDISCRIMINATION

There shall be no discrimination against any person employed pursuant to this Contract in any manner forbidden by law.

13) CONFLICTS OF INTEREST

No officer, employee, director, or agent of the Airport shall participate in any decision relating to this contract which affects his/her personal interest or the interest of any corporation, partnership, or association in which he/she is directly or indirectly interested, or shall any such person have any interest, direct or indirect, in this Contract or the provision thereof.

14) COPYRIGHT

Any reports, maps, documents or other materials produced in whole or part under this Contract shall be the property of the Airport and shall not be subject to an application for copyright by or on behalf of Intern without the prior written approval of the Airport.

15) FINDINGS CONFIDENTIAL

No reports, maps, information, documents, or any other materials given to or prepared by Intern shall become the property of the Intern nor be made available to any individual or organization by the Intern without the prior written approval of the Airport.

IN WITNESS WHEREOF, the Airport and Intern have executed this Contract on the date recorded below.

Deputy Director - Operations & Internship Director

Date

Intern

Date