

**EAST TENNESSEE STATE
UNIVERSITY**



**Department of Kinesiology, Leisure and
Sport Sciences**

**Graduate
Sport Management
Internship Manual**

2006 EDITION

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EAST TENNESSEE STATE UNIVERSITY

DEPARTMENT OF KINESIOLOGY, LEISURE AND SPORT SCIENCES

JOHNSON CITY, TENNESSEE

Graduate Sport Management Internship Manual

This manual is designed to meet the needs of graduate Sport Management students, sport management agencies, and faculty members involved in the East Tennessee State University, Department of Kinesiology, Leisure and Sport Sciences, Graduate Sport Management Internship Program. This manual is a guide for students, faculty, and agencies on the established policies of the department for the internship requirements.

Internships in Sport Management should be student centered. The following material is written with this in mind, emphasizing the place of the student in a three-sided program which involves the sport management student intern, the sport management agency supervisor and the university sport management internship supervisor.

The Sport Management Curriculum

The purpose of a graduate curriculum in Sport Management is to prepare students to provide leadership on administrative, supervisory, and instructional levels in various sport agencies. Such experiences may include involvement with sports center operations, motorsports operations, gym and fitness center management, sporting supplies and equipment sales, youth sports agencies, professional sports administration, civic center management, resorts, sports camps, and commercial operations involving professional and amateur sports.

Purpose of the Graduate Sport Management Internship Program

The basic purpose of the graduate internship program is to provide a planned transition from the university curriculum to a professional sport management setting. During the internship, the student will test the practical application of the theories of sport management in the agency setting under the guidance, observation, and supervision of an agency professional and a departmental sport management internship supervisor. As part of the leadership experience, the agency supervisor and the university sport management internship supervisor will evaluate the student. In addition, he/she continually reviews his/her own knowledge, skills, accomplishments, and professional growth as they apply to this preparation for entry into the Sport Management profession.

Basic Objectives of the Graduate Sport Management Internship Program

1. To provide the student with an opportunity to integrate theory and practice in his/her professional education and to encourage the exchange of contemporary thinking and insights between the intern and agency personnel.
2. To provide the student with an opportunity to promote and broaden his/her philosophy and understanding of the Sport Management profession.
3. To enable the student to obtain information which can be used as a basis for making choices in relation to future jobs, areas of specialization, and/or further studies in Sport Management.
4. To enable the student to realize his/her own strengths and weaknesses.
5. To provide the student with an opportunity to gain experience in leadership, supervision, and administrative functions within Sport Management agencies.
6. To help the student gain an understanding and appreciation of the roles, duties, and responsibilities of a full-time Sport Management professional.
7. To develop the student's skills in various program areas and to increase his/her knowledge of the organization and administration of Sport Management operations.
8. To provide the student with experiences that will enable him/her to develop sound human relations.
9. To strengthen relationships between Sport Management agencies and East Tennessee State University.

Basic Criteria for Selection of Graduate Sport Management Agency Supervisor

1. The Agency Supervisor must have a high degree of professional status in his/her own area of Sport Management. This includes a degree in Sport Management or related field.

2. The university Graduate Sport Management Internship Supervisor and the student agree on the agency to which he/she is assigned by first determining the needs and interests of the student before assignment.
3. The internship must be done within a reasonable distance from campus to allow for proper supervision on the part of the university.
4. The Agency Supervisor agrees to accept the student and meet with the Graduate Sport Management Internship Supervisor as needed. Such meetings will normally occur once or twice during the student's internship experience.
5. The Agency Supervisor cooperates to the fullest extent with the Graduate Sport Management Internship Supervisor in carrying out the internship practices, policies, and procedures established by East Tennessee State University's Department of Physical Education, Exercise and Sport Sciences.
7. The Sport Management agency and the agency supervisor must assist the student in developing the following:
 - a. A sound understanding of the agency's goals and objectives.
 - b. A comprehensive understanding of how to work with boards, commissions, governing bodies, and other administrative groups.
 - c. Experiences working with budgets and budgeting for programs.
 - d. Experiences related to the purchasing and care of equipment and facilities.
 - e. Program planning and development of leadership.
 - f. Supervisory experience.
 - g. Other Sport Management leadership experiences that would be beneficial to the student.

Eligibility for Graduate Sport Management Internship Experience

1. Third semester status and permission of Graduate Sport Management Internship Supervisor.
2. A 3.0 grade point average in all graduate program courses.
3. Must be enrolled in SALM 5250, Internship in Sport and Leisure Management, for the given semester to obtain credit.
4. Completion of Form: SALM 1-05, Application for Graduate Sport Management Internship.
5. Continued cooperation with the Graduate Sport Management Internship Supervisor through the pre-intern application and qualification procedures for assignment to an agency.

Graduate Internship General Procedures to be Followed

1. Student applies for internship placement one semester in advance (Completion of Form: SALM 1-05, Application for Graduate Sport Management Internship).

2. Internship must be approved by the East Tennessee State University Graduate Sport Management Internship Supervisor.
3. Orientation sessions will be required prior to the internship, time to be arranged, and again at the completion of the internship experience for the purpose of sharing information, clarification, and the need for change within the program.
4. All interns will be visited, as necessary, by the Graduate Sport Management Internship Supervisor during their internship. The number of visits will take into consideration the student and the internship agency.
5. Evaluations will be submitted by the student and the Agency Supervisor to the Graduate Sport Management Internship Supervisor.

Major Policies and Practices

1. **Service to the Student.** The service to the student is not superseded by service to the agency.
2. **Registering for Internship.** The Graduate Sport Management Internship Supervisor should be notified of the student's intent to register for an internship experience at least one semester in advance. The student should submit Form: SALM 1-05, Application for Graduate Sport Management Internship, at that time.
3. **Procedures at Assignment.** During the period of the student's assignment to the agency, adherence to the following procedures is advantageous to the student, the Agency Supervisor, and the agency's program:
 - a. After assignment to an agency, and before the student begins the internship experience, he/she must complete a personal inventory (Form: SALM 2-05, Graduate Sport Management Intern Personal Inventory) to be forwarded to the Agency Supervisor.
 - b. After consultation with the Agency Supervisor, the student should state (in written form) clearly defined goals objectives for the internship experience and present a copy of these objectives to the Agency Supervisor and the Graduate Sport Management Internship Supervisor.
 - c. The student should submit the Initial Internship Report (Form: SALM 3-05) to the Graduate Sport Management Internship Supervisor during the first week of the internship experience.
4. **Responsibilities of the Student.**
 - a. To the Agency:
 - 1) Accept and assume full responsibility as a full-time

employee.

- 2) Realize that the agency is providing cooperative service for the intern's benefit.
- 3) Accept the responsibility of working a minimum of 480 hours during the semester as arranged by the student and the Agency Supervisor.
- 4) Develop and submit to the agency goals and objectives to be met during the internship.
- 5) Make necessary transportation and living arrangements.
- 6) Submit a written account of expenses during the internship, if requested by the agency.

b. To East Tennessee State University

- 1) Conform to East Tennessee State University policies as a fulltime student.
- 2) Accept the internship opportunity as a cooperative agreement between the Department of Physical Education, Exercise and Sport Sciences, East Tennessee State University, and the agency providing the internship experience.
- 3) Develop and submit to the Graduate Sport Management Internship Supervisor goals to be accomplished during the internship.
- 4) Submit to the Graduate Sport Management Internship Supervisor a written account of experiences during the internship, if requested.
- 5) Complete appraisal forms (Form: SALM 10-05, SALM 11-05, SALM 12-05) for use in the evaluation of the internship program.

c. Required Assignments and Projects

- 1) Present written goals to Agency Supervisor and Graduate Sport Management Internship Supervisor.
- 2) Submit Initial Internship Report (Form: SALM 3-05) to the Graduate Sport Management Internship Supervisor.
- 3) Submit weekly reports (Form: SALM 4-05), and activity planning schedules (Form: SALM 6-05) to the Graduate Sport Management Internship Supervisor with the Agency Supervisor's signature.
- 4) Submit three progress reports (Form: SALM 7-05) with the Agency Supervisor's signature during the **third**, **sixth**, and **ninth** weeks of the internship.
- 5) Submit a comprehensive journal which follows the **INTERNSHIP TRAINING GUIDE OUTLINE** of

- specific areas of operation within the agency.
- 6) Attend all internship meeting, including the internship evaluation seminar, which will be conducted, on campus, the last week of classes prior to the final exams.
 - 7) Submit a Self-Appraisal Form (Form: SALM 8-05) to the Graduate Sport Management Internship Supervisor.

5. **Responsibilities of the Sport Management Agency.**

a. To the student:

- 1) Provide professional guidance and direction relevant to the functions of the agency's Sport Management program.
- 2) Lead the student progressively into assuming increasing responsibilities as a Sport Management leader.
- 3) Consider the student as a full-time employee of the agency's staff.
- 4) Assist the student in achieving stated goals and objectives.
- 5) Provide the student with a written set of guidelines of expectations and duties during the internship.
- 6) Conduct a formal evaluation of the student. (Form: SALM 9-05)

b. To East Tennessee State University:

- 1) Assure that the student is receiving maximum opportunity, direction, and guidance during the internship experience.
- 2) Cooperate fully with the East Tennessee State University Graduate Sport Management Internship Supervisor on all matters pertaining to the student's internship.
- 3) Assign a person to supervise the student intern who has had the proper educational and practical background.
- 4) Maintain regular contacts with the Graduate Sport Management Internship Supervisor.
- 5) Work with the Graduate Sport Management Internship Supervisor in a final evaluation of the student's performance and grade.

c. Specific Agreement and Evaluation Responsibilities:

- 1) Return one copy of the Internship Agreement Contract (Form: SALM 14-05) to the East Tennessee State University Graduate Sport Management Internship Supervisor.
- 2) Cooperate with the student intern in completing a progress report during the **third**, **sixth**, and **ninth** weeks of the internship. (The student intern is responsible for seeking suggestions for improvement from the Agency Supervisor and for submitting the progress reports, with the Agency

- Supervisor's signature, to the East Tennessee State University Graduate Sport Management Internship Supervisor.
- 3) Notify the East Tennessee State University Graduate Sport Management Internship Supervisor immediately should any problem arises.
 - 4) Cooperate with the East Tennessee State University Graduate Sport Management Internship Supervisor by submitting an evaluation concerning the student's overall internship experience. The Intern Appraisal Form (Form: SALM 9-05) should be returned to the East Tennessee State University Graduate Sport Management Internship Supervisor.
 - 5) Advise the East Tennessee State University Graduate Sport Management Internship Supervisor during the last week of the internship of the agency's desire and/or preference for future interns.

5. Responsibilities of the East Tennessee State University Graduate Sport Management Internship Supervisor

- a. Responsibilities of the Graduate Sport Management Internship Supervisor to the Agency Supervisor:
 - 1) Make contact about the agency's willingness to participate in the internship program.
 - 2) Submit support materials regarding the purpose and objectives of the internship program.
 - 3) Maintain frequent contacts and/or visit with agency.
 - 4) Disclose background information about the student's professional abilities and goals.
 - 5) Make internship materials available to the agency.
 - 6) Establish a contractual agreement with the internship agency (Form: SALM 14-05).
 - 7) Provide copies of all appraisal and evaluation forms to the agency supervisor.
 - 8) Cooperate with the agency and the student in finalizing a grade for the internship.
- b. Responsibility of the Graduate Sport Management Internship Supervisor to the Student:
 - 1) Provide frequent academic counseling.
 - 2) Provide direction, guidance, and stimulation for the success of the internship.
 - 3) Provide systematic evaluation of student's performance consistent with objectives of the internship experience.
 - 4) Assist student in setting realistic goals and objectives.

- 5) Assist student in placement.
- 6) Maintain consistent contacts with student during the internship experience.
- 7) Provide for follow-up with the student intern to review the roles of the program, agency, and university.

General Objectives of the Graduate Sport Management Internship Experience

1. To develop a coherent, rational point of view concerning the relationship of Sport Management to the needs and desires of individuals and groups.
2. To become skilled in Sport Management leadership.
3. To establish democratic personal relationships with members of the staff and with all persons interested in the education of program participants.
6. To develop skill in performing routine administrative duties including the maintenance of required records and the submission of required reports.
5. To function effectively as a citizen in the community.
6. To understand and abide by department policies and procedures.

Sample Graduate Sport Management Internship Schedule

First Week - Meet with the Agency Supervisor for orientation to agency.

Second and Third Weeks - Work with agency professionals to learn the administrative process of the agency.

Fourth through Twelfth Weeks - Progress from assistance and observing to more autonomous roles of planning, leading, supervising, evaluating, etc., the Sport Management operation within the agency.

Required Projects for the Graduate Sport Management Internship Experience

Written Goals: The intern is expected to state clearly defined goals for the internship experience. These objectives are to be discussed with the Agency Supervisor and presented in written form to the Agency Supervisor and the Graduate Sport Management Internship Supervisor.

Initial Internship Report: (Form: SALM 3-05) The intern will submit an initial report to the Graduate Sport Management Internship Supervisor during the first week of the internship. This report should be submitted on the proper form and signed by both the intern and the Agency Supervisor.

Weekly Reports: (Form: SALM 4-05): The intern is expected to submit a narrative description of the weekly work schedule, which is to be signed by the intern and the

Agency Supervisor, to the Graduate Sport Management Internship Supervisor no later than the first Monday following the week for which the report is prepared.

Planning Schedules: (Form: SALM 5-05) Weekly planning schedules listing all activities for the coming week should be submitted on the proper form, along with the weekly reports, to the Graduate Sport Management Internship Supervisor on a weekly basis.

Activity Planning Schedules: (Form: SALM 6-05): One specific activity planning schedule should be submitted each week on the proper form. This schedule should be submitted for the coming week with the weekly report and the planning schedule.

Journal: One week before final exams, the intern will submit a journal concerning the internship experience. This journal should be composed of all previously submitted objectives, weekly reports, planning schedules, activity schedules, and supportive materials from the agency. The intern should include information relative to the overall administration of the agency. Additional information to be included is suggested in the **INTERNSHIP TRAINING GUIDE OUTLINE**. This journal is to be neatly bound and organized and will be available to the student the following semester.

Progress Reports: Three (3) progress reports will be due during the semester. These reports will be due during the **third, sixth, and ninth** weeks of the internship. The intern will provide the proper form (Form: SALM 7-05) to the Agency Supervisor for an assessment of the student's progress to date, and then submitted it to the Graduate Sport Management Internship Supervisor. Signatures of the intern and the Agency Supervisor are required for the form to be accepted.

**INTERNSHIP TRAINING GUIDE OUTLINE
EAST TENNESSEE STATE UNIVERSITY
GRADUATE SPORT MANAGEMENT INTERNSHIP**

The Agency Supervisor and the student intern should meet on a regular basis to discuss topics and information other than those encountered by the student on the job. During these discussions, the student can learn about others aspects of agency operation and its problems. The student should include this information in his/her journal, plus a critical analysis of his/her internship experiences and of the agency where the internship was provided.

A. Orientation.

1. General information about the community and the agency.
2. Specific information regarding agency organization.
3. Introduction to agency personnel.
4. Job orientation and work schedules.
5. Tour of agency areas and facilities.
6. Professional etiquette.
7. General information about the agency's services.
8. Plan for the total internship assignment.
9. General philosophy of the agency.
10. Goals and objectives of the agency.
11. Review of pay periods and personnel relations.
12. Living arrangements and transportation.

B. Legal Status of the Agency.

1. History of the agency, its origin, changes and development.
2. Legal action creating the agency.
3. State laws governing the agency.
4. Local ordinances or similar references to operational patterns.
5. Liability problems and insurance.
6. Methods of land acquisition, if applicable.
7. Zoning laws governing development, if applicable.
8. Federal and state assistance programs available to the agency.
9. Regulatory laws established or enforced by the agency, if applicable.
10. Financial aspects of agency development.

C. General Administration.

1. Organization of the board or governing authority.

- a. Board policies and operational procedures.
 - a. Board officers and their responsibilities.
 - b. Relationships with other agencies.
 - c. Planning and conducting a board meeting.
 - d. Working with committees of the board.
 - e. Board-director relations.
 - f. Advisory boards in the community.

- 2. Agency organization.
 - a. Line-staff relationships.
 - b. Personnel operations and policies.
 - 1) job analysis and assignment of duties.
 - 2) selection of employees.
 - 3) evaluation of personnel.
 - 4) salaries and fringe benefits.
 - 5) dress codes.
 - c. In-service training programs.
 - d. Office procedures.
 - 1) office operation.
 - 2) records and reports.
 - 3) filing systems.
 - e. Use of volunteers, if applicable.
 - 1) process of selection.
 - 2) training procedures.
 - 3) assignment of responsibilities.
 - f. Organized labor union.

- 3. Finance.
 - a. Control of finances.
 - b. Procedures for obtaining funds and sources of funds.
 - c. Policy for handling funds.
 - 1) receipts and vouchers.
 - 2) purchase orders and bids.
 - 3) approval of expenditures.
 - d. Budget.
 - 1) policies governing its development.
 - 2) steps in the planning, preparation, and presentation of the budget.
 - 3) budget forms and procedures.
 - 4) budget operations over and under adjustments.
 - e. Special finance problems.
 - 1) establishing fees, charges, and rental rates.
 - 2) special fund management.
 - 3) auditing procedures.

- 4) bonding procedures.
- 5) purchase of quantity orders and discounts.
- 6) petty cash funds.
- 7) gifts and donations.
- 8) cash flow.
- f. Payroll.
 - 1) withholding taxes, social security, retirement.
- g. Profit and loss.
 - 1) balance sheet, general ledger and financial statements.
- g. General discussion of lending institutions and rates.

D. Public Relations.

- 1. Objectives of the agency's public relations program.
- 2. Personnel responsible for public relations.
- 3. Public relations budget.
- 4. Media used for the public relations program.
- 5. Publications.
 - a. Annual report.
 - b) Bulletins program.
 - c) Fliers.
- 6. Do's and Don'ts in human relations.
- 7. How to handle complaints.
- 8. Development of mailing lists.
- 9. Determining influence centers of the community.
- 10. Image creation.
- 11. Awards and recognition of lay leadership.

E. Project Planning.

- 1. Objectives of projects.
- 2. How projects are chosen.
- 3. Percentage of the total budget for projects.
- 4. Criteria for the selection of project leaders.
- 5. Steps in project planning.
- 6. Factors affecting project planning.
- 7. Acquisition of project equipment and supplies.
- 8. Registration and reservation procedures.
- 9. Citizen/Client participation in project development.
- 10. Coordination of project staff
- 11. Coordination of agency facilities
- 12. Evaluation procedures and criteria
- 13. Planning for integration of the disabled

F. Areas and Facilities.

1. General standards of agency facilities.
2. Design and layout of facilities.
3. Space utilization of areas and facilities.
 - a. Analysis of facility operations .
 - b. Storage.
4. Special adaptations of equipment and facilities for the disabled.
5. Evaluation of areas and facilities.
6. Safety standards for agency facilities.
7. Planning process for the establishment of new facilities.
 - a. Criteria for new development.
 - b. Community involvement.
8. The role of the agency in assisting the development of a community or regional master plan.
9. Cooperation with other agencies.
10. Financing new areas and facilities.
 - a. Revenue and general obligation bonds.
 - b. Bank loans.
 - c. Stock sales.
 - d. Capital improvement loans.
 - e. Revenue sharing funds.
11. Laws, ordinances, and special regulations regulating special facilities such as swimming pools.

G. Maintenance

1. Percentage of total budget for the maintenance program.
2. Scheduling the maintenance program.
 - a. Seasonal starting dates.
 - b. Developing priorities.
3. Selection of maintenance personnel.
4. In-service training program.
 - a. Soil, turf, and plant management .
 - b. Equipment use and care.
 - c. Facility maintenance.
5. Developing a shop operations system.
6. Planting operations.
 - a. Nursery standards and planting methods.
 - b. Tree pruning, care and spraying .
 - c. Selection of trees.
7. Establishment and care of turf.
 - a. Preparation and seeding methods.
 - b. Irrigating and mowing process.
 - c. Spraying and fertilization programs.
8. Agency design and landscape architecture.

9. Maintaining special facilities.
 - a. Swimming pools, ice rinks, tennis courts, and ball diamonds.
 - b. Nature centers and trails, arboretums, and botanical gardens.
 - c. Children's farms and zoos.
 - d. Community centers and day camps.
 - e. Marinas and beaches.
 - f. Toboggan hills and ski slopes.

H. Volunteer Programs.

1. Philosophy and organization of the volunteer program.
2. Recruitment procedures for the volunteer program.
3. Orientation and training program for volunteers.
4. Recognition and evaluation of the volunteer program.

I. General Subject Areas.

1. The life of professional Sport Management personnel.
 - a. Local customs and traditions.
 - b. Membership in local organizations.
 - c. General social life and behavior.
2. Professional affiliation.
 - a. Professional organizations at local, state and national levels.
 - b. Registration of professional personnel.
 - c. How professional organizations relate to the agency.
 - d. A professional code of ethics.
3. Placement opportunities after completion of the internship.
 - a. How to look for a professional position.
 - b. What a supervisor looks for when hiring personnel.
 - c. How to conduct an interview.
4. Relationships with institutions of higher education.
 - a. Consultation.
 - b. Education .
 - c. Research.

QUESTIONS TO BE ADDRESSED DURING THE GRADUATE SPORT MANAGEMENT INTERNSHIP

The Sport Management graduate student serving his/her internship in a practical situation should receive a variety of experiences. This internship period could very well be the most important and impressive phase of his/her formal professional education. Here, he/she will learn specific responsibilities and acquire certain skills, but of more importance, he/she will acquire professional attitudes and philosophy that will carry over into his/her actual work situations after graduation. For this reason it is most important that the intern be placed in an agency which has comprehensive programs and a modern, professional approach to Sport Management.

The following constitute a series of questions to be addressed by the intern during the graduate internship experience. These questions are to be responded to in written fashion and included in the journal required at the end of the experience.

- I. Organization.
 - A. Does the agency have a stated philosophy and objectives; and, if so, what are they?
 - B. What legal basis or administrative requirements does the agency have?
 - C. To whom is the executive department director responsible (board, advisory or legal, city manager mayor, or council)?
 - D. Is there an organizational chart showing line of authority? If not, draw one.
 - E. What facilities does the agency operate? Who has direct responsibility for each facility?
 1. Are there any jointly-operated facilities? If so, are there written agreements? Who made the arrangements?

- II. Administration.
 - A. What is the source of funds for the Sport Management agency (general appropriation, tax mill, contribution, United Appeal, membership fees)?
 - B. Budget.
 1. How is it prepared?
 2. What is the total budget for the agency?
 3. How are operating costs accounted for?
 4. Show budget breakdown category by category.
 5. When is it prepared? By who? Who has final approval?
 6. What is the purchasing procedure?
 - a. How are requisitions made?
 - b. Who approves requisitions?
 - c. Are purchase orders used? If so, who approves them?
 - d. Who approves invoices and signs checks?
 - e. Is there a monthly financial statement prepared? If possible, obtain a copy.

- C. Is there a Policy and Procedure Manual for the Sport Management agency?
1. How are the policies established?
 2. Who makes changes?
 3. How is the policy communicated to staff?
 4. How strictly are policies and procedures followed?
- D. What relationships exist between:
1. Executive and Board or Commission.
 2. Board or Commission and Staff.
 3. Executive and Staff.
 4. Staff and Staff.
- E. How is inter-agency communication handled? How effective is it?
- F. Public Relations:
1. What emphasis is placed on public relations?
 2. What is the attitude of the staff toward the public?
 3. What is the general attitude of the public toward the agency?
 4. What specific methods are used to insure good public relations?
 5. Who is responsibility for good public relations?
- G. Publicity:
1. What news media are used?
 2. Who has responsibility for news released?
 3. Who writes the news release?
 4. How are news releases delivered to the various news media?
 5. What kind of cooperation does the agency receive from the news media?
- H. Is there a job classification system? Is it written?
1. What are the job classifications and general responsibilities of each position?
 2. List all positions. (Indicate whether salary or hourly wages).
 - a. Full-time.
 - b. Season or part-time.
- I. Is there an agency library? How are books selected? How are they paid for?
- J. What is the policy concerning staff attendance at conferences and workshops? Who selects the participants? Are expenses paid by the agency?

III. Projects.

- A. List projects by (whichever is applicable).
 - 1. Seasons, age groups, sex, etc.
 - 2. Sports.
 - 3. Others.
- B. Obtain copies of all project rules, regulations, bylaws, etc.
- C. How are participants registered or selected? Obtain copies of registration forms, requirements, publicity.
- D. Who determines what project will be offered?
- E. Who has responsibility for supervision? Who chooses volunteers, if used?
- F. How much pre-planning is done? Outline the planning process.
- G. Are projects evaluated at the conclusion? If so, is it formal or informal? Do participants participate in the evaluation?

IV. Maintenance.

- A. What maintenance equipment is owned by the agency? What is available from other sources? How or who performs maintenance on equipment (tractors, mowers, trucks, etc.)? Is it preventive or repair?
- B. Who is responsible for maintenance of facilities (building and grounds)? Is there a planned program of maintenance for agency facilities? How often are buildings painted? Who does the painting? How is it paid for?
- C. Who is responsible for agency equipment? How is it inventoried? Who is responsible for inventory? When is inventory performed?
- D. Who is responsible for having agency equipment repaired? When is it repaired or replaced if necessary?
- E. Who is responsible for office equipment in the agency? How often is it serviced? Are there service contracts?

V. Forms.

Obtain a copy of all forms (inventory, injury, sick leave, etc.), rules and regulations, league bylaws, purchases, policies and procedures, etc., that are available.

VI. Planning.

- A. What studies of the Sport Management agency's operation have been performed? By whom?
- B. Is there a long-range, master plan.
 - 1. Who made it?
 - 2. Is it being followed?
 - 3. What recommendations have been completed?
 - 4. What are the major recommendations for the future?
- C. How does the agency to which the student is assigned relate to other agencies in the area?
 - 1. Other city and/or major county departments (or institutional departments)
 - 2. Schools.
 - 3. Private and youth-service agencies.
 - 5. Others.
- D. How does this Sport Management agency help other such agencies? What help does it receive?

**GRADUATE
SPORT MANAGEMENT
INTERNSHIP
FORMS**

**APPLICATION FOR GRADUATE SPORT MANAGEMENT INTERNSHIP
FORM: SALM 1-05**

Name: _____ Date: _____

Campus Address: _____ Phone: _____

Home Address: _____ Phone: _____

Semester you wish to do your internship: _____

When do you plan to graduate? _____

State special circumstances, if any, which you have that should be considered in assigning you for your internship: _____

Type of agency where you desire internship placement:

First choice: _____

Second choice: _____

Third choice: _____

PLEASE DO NOT WRITE BELOW THIS LINE. COORDINATOR'S USE ONLY.

Semester: _____ Sport Management Agency: _____

Name of Agency Supervisor: _____

Address of Sport Management Agency: _____

Phone number of Sport Management Agency: _____

Placement recommended by: _____

Cumulative GPA: _____ Date: _____

Approved: _____

Graduate Sport Management Internship Supervisor

Disapproved: _____

**GRADUATE SPORT MANAGEMENT INTERN PERSONAL INVENTORY
FORMS: SALM 2-05**

PERSONAL HISTORY

NAME: _____ Date: _____

Home Address: _____ Phone: _____

College Address: _____ Phone: _____

Type of communities in which you have lived:

Large: _____ Small city: _____ Village: _____ Rural: _____

Place of birth: _____

Do you have regular responsibilities such as youth league coach, teacher, manager of home, etc.?

Nature of responsibility:

Hours per week:

Date of last physical exam: _____

Present physical condition: Excellent: _____ Good: _____ Fair: _____ Poor: _____

Have you any disabilities which might require special consideration during your internship: Yes: _____ No: _____ If so, what special considerations might you require? _____

EDUCATION

SCHOOLS AND COLLEGES ATTENDED	WHEN	DEGREE(S)

PERSONAL INVENTORY (Page 2)

Degree you are pursuing: _____

Expected date of completion: _____

What additional education do you plan? _____

Are you now paying part of your college expenses? Yes: _____ No: _____

Do you work while going to school? Yes: _____ No: _____

NATURE OF WORK	WHERE	HOURS PER WEEK

Places where you have traveled? _____

What achievements in school have given you the greatest satisfaction? _____

What do you expect this internship to do for you? _____

Are there any aspects of this internship for which you feel a need for help? _____

PERSONAL INVENTORY (Page 3)

WORK EXPERIENCE

TYPE OF WORK	LENGTH OF EMPLOYMENT	DUTIES

What age groups do you prefer to work with? _____

What activities do you prefer to provide leadership for? _____

Do you hold any current certification in the following areas? If so, please indicate which certifications you hold.

First Aid _____

Cardiopulmonary Resuscitation _____

Canoeing _____

Lifeguarding _____

Officiating _____

Water Safety Instructor _____

Martial Arts _____

Scuba Diving _____

Camping _____

Personal Trainer _____

Other (Specify) _____

What are your hobbies? _____

To what clubs or organizations do you belong in college? _____

Please describe any time commitments associated with any and all of these college organizations listed above. _____

EXPERIENCES WITH CHILDREN, YOUTH, AND ADULTS

List below any experience that you have had with children, youth, and adults, in which you had a place of responsibility (in camping, scouts, playground, 4-H, community centers, etc.)

TYPE OF EXPERIENCE	NUMBER IN GROUP	AGE OF MEMBERS	LENGTH OF TIME

**INITIAL GRADUATE SPORT MANAGEMENT INTERNSHIP REPORT
FORM SALM 3-05**

**Department of Kinesiology, Leisure and Sport Sciences
East Tennessee State University
Johnson City, TN 37614**

INSTRUCTIONS: To be completed by the intern and returned to the Graduate Sport Management Internship Supervisor as soon as possible after reporting to the sport management agency.

Date: _____

Student Intern: _____

Present Address: _____

_____ Phone: _____

Agency Name: _____

Agency Supervisor: _____

Agency Address: _____

_____ Phone: _____

Brief description of initial orientation to agency:

Duties assigned:

Agency Supervisor's Signature

Date

Student Intern's Signature

Date

**GRADUATE SPORT MANAGEMENT INTERNSHIP
WEEKLY REPORT FORMAT
FORM SALM 4-05**

INSTRUCTIONS: Each student intern is expected to submit a narrative description of his/her weekly work schedule. This report should be submitted to the Graduate Sport Management Internship Supervisor no later than the first Monday following the week for which the report is submitted. Reports submitted after the scheduled deadline will result in appropriate reductions in the final grade. The weekly reports should include the following information and data:

1. Name and date.
2. Agency and supervisor's name.
3. Weekly reports to be written, in detail addressing the following five areas:
 - A. Nature of the week's work, all encompassing.
 - B. What was learned from the week's work.
 - C. Problems encountered and how they were solved.
 - D. How Agency Supervisor aided in problem situation, conferences with, etc.
 - E. Evaluations, accomplishments, satisfactions changes that you would initiate if you were to conduct activity a second time.
4. One weekly planning schedule, listing all activities for the coming week, should be submitted on the proper form and submitted with the weekly reports.
5. One activity planning schedule should be submitted on the proper forms with the weekly report.
6. All reports must be typed.
7. Your signature and date.
8. Supervisor's signature and date.

**GRADUATE SPORT MANAGEMENT
WEEKLY PLANNING SCHEDULE
FORM: SALM 5-00**

Week of: _____ to _____
Day/Month/Year Day/Month/Year

Time of Day	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Sun.
8:00 a.m.							
9:00 a.m.							
10:00a.m.							
11:00 a.m.							
12:00 p.m.							
1:00 p.m.							
2:00 p.m.							
3:00 p.m.							
4:00 p.m.							
5:00 p.m.							
6:00 p.m.							
7:00 p.m.							
8:00 p.m.							
9:00 p.m.							
10:00 p.m.							
11:00 p.m.							

NOTE: This form is to be submitted to the Graduate Sport Management Internship Supervisor no later than Monday of the week during which the activity is to be conducted.

**GRADUATE SPORT MANAGEMENT
PROJECT PLANNING SCHEDULE
FORM: SALM 6-05**

Name _____

Day: (circle) M T W R F S S

Week _____

Brief description of project _____

Special arrangements _____

Required equipment and supplies _____

Expected number of participants _____

Detailed schedule of project:

Time of activity _____

Location _____

Details _____

Signature of Student Intern _____

Date _____

Signature of Agency Supervisor _____

Date _____

NOTE: This form is to be submitted to the Sport Leisure Management Internship Supervisor no later than Monday of the week during which the project is to be conducted.

**GRADUATE SPORT MANAGEMENT
PROGRESS REPORT
FORM: SALM 7-05**

INSTRUCTIONS: *To be completed by the Agency Supervisor and returned to the East Tennessee State University Sport and Leisure Management Internship Supervisor during the THIRD WEEK, another during the SIXTH WEEK, and another the NINTH WEEK of the internship experience.*

Date: _____ Week: Third _____ Sixth _____ Ninth _____

STUDENT'S NAME: _____

AGENCY: _____

AGENCY SUPERVISOR'S NAME: _____

STUDENT'S PROGRESS TO DATE: (CIRCLE ONE)

POOR FAIR GOOD VERY GOOD OUTSTANDING

INDICATE PARTICULAR STRENGTHS:

INDICATE PARTICULAR WEAKNESSES:

SUGGESTIONS FOR IMPROVEMENT:

CONFERENCE WITH STUDENT TO DISCUSS PROGRESS REPORT: _____
mm/dd/yy

Student's Signature

Date

Agency's Supervisor Signature

Date

**GRADUATE SPORT MANAGEMENT
SELF-APPRAISAL FORM
FORM: SALM 8-00**

TO BE COMPLETED BY THE STUDENT INTERN

NAME OF INTERN: _____

INTERNSHIP AGENCY: _____

SEMESTER COVERED BY SELF-APPRAISAL: FROM _____ TO _____

This self-appraisal should be completed with care. Please be as accurate and objective as possible. The self-appraisal should be based on the total internship experience and not on isolated incidents.

Using the rating scale below, rate yourself on each of the items in terms of the extent you meet the agency expectations during the internship. Comments and suggestions are welcome and should be placed on the back of the appraisal form.

- 4. Exceed Expectations
- 3. Meet Expectations
- 2. Below Expectations
- 1. Does Not Meet Expectations
- NA. Not Applicable

Circle the number that indicates your rating.

Attitudes Toward Work

Willingness to work or perform duties as assigned	4	3	2	1	NA
Willingness to accept responsibility	4	3	2	1	NA
Shows enthusiasm for work	4	3	2	1	NA
Shows desire to achieve	4	3	2	1	NA
Accepts criticism in a mature manner	4	3	2	1	NA
Does more than just enough to get by	4	3	2	1	NA

Leadership and Performance Qualities

Plans and organizes work in an orderly manner	4	3	2	1	NA
Promptly carries out assigned tasks	4	3	2	1	NA
Effectively communicates with supervisor	4	3	2	1	NA
Functions on own initiative when necessary	4	3	2	1	NA
Demonstrates effective leadership techniques	4	3	2	1	NA
Observes rules and agency practices	4	3	2	1	NA
Produces adequate quality of work assigned projects	4	3	2	1	NA
Demonstrates good judgement on work related decisions	4	3	2	1	NA

**GRADUATE SPORT MANAGEMENT
SELF-APPRAISAL FORM (Page 2)**

Personal and Professional Qualities

Communicates effectively with other staff members	4 3 2 1 NA
Displays patience and self control during work	4 3 2 1 NA
Demonstrates a consideration for other's viewpoints	4 3 2 1 NA
Demonstrates an ability to express myself in writing	4 3 2 1 NA
Demonstrates an ability to express myself orally	4 3 2 1 NA

Public Relations

Demonstrates courtesy in working with the public	4 3 2 1 NA
Shows respect for others in relationship with public	4 3 2 1 NA
Demonstrates tact in working with the public	4 3 2 1 NA
Makes adequate use of available media in promoting agency programs	4 3 2 1 NA

Using the following rating scale as a guide, rate yourself on each of the items as they apply to the personal skill that you feel needs improvement.

- 4. Strongly Agree
- 3. Agree
- 2. Disagree
- 1. Strongly Disagree
- NA. Not Applicable

Circle the number that indicates your rating.

My willingness to work or perform assigned duties	4 3 2 1 NA
My willingness to accept responsibility	4 3 2 1 NA
My enthusiasm for work	4 3 2 1 NA
My desire to achieve	4 3 2 1 NA
My ability to accept criticism in a mature manner	4 3 2 1 NA
My ability to communicate with supervisors	4 3 2 1 NA
My ability to plan and organize work tasks	4 3 2 1 NA
My ability to motivate myself	4 3 2 1 NA
My ability to assess the quality of my work	4 3 2 1 NA
My ability to communicate with other staff members	4 3 2 1 NA
My patience and self control during work	4 3 2 1 NA
My consideration of other's viewpoints	4 3 2 1 NA
My ability to express myself in writing	4 3 2 1 NA
My ability to effectively use leadership techniques	4 3 2 1 NA
My ability to express myself orally	4 3 2 1 NA
My tact while working with the public	4 3 2 1 NA

**GRADUATE SPORT MANAGEMENT
INTERN APPRAISAL FORM
FORM: SALM 9-05
TO BE COMPLETED BY THE AGENCY SUPERVISOR**

Name of Student Intern: _____

Appraiser: _____

Title: _____

Agency: _____

Semester covered by Appraisal: From _____ to _____.

This appraisal should be completed with care and fairness for the interest of the student. Please be as accurate and objective as possible. The appraisal should be based upon the total internship experience and not upon isolated incidents.

Using the rating scale below as a guide in completing the appraisal form, rate the student on each of the items that are applicable to your expectations of interns. Comments and suggestions are welcome and should be placed on the back of this appraisal form.

- 4. Exceeds Expectations
- 3. Meets Expectations
- 2. Below Expectations
- 2. Does not Meet Expectations
- NA. No Observation

Circle the number that indicates your rating.

Attitudes Toward Work

Willingness to work or perform duties as assigned	4	3	2	1	NA
Willingness to accept responsibility	4	3	2	1	NA
Shows enthusiasm for work	4	3	2	1	NA
Shows desire to achieve	4	3	2	1	NA
Accepts criticism in a mature manner	4	3	2	1	NA
Does more than just enough to get by	4	3	2	1	NA

Leadership and Performance Qualities

Plans and organizes work in an orderly manner	4	3	2	1	NA
Promptly carries out assigned tasks	4	3	2	1	NA
Effectively communicates with supervisor	4	3	2	1	NA
Functions on own initiative when necessary	4	3	2	1	NA
Demonstrates effective leadership techniques	4	3	2	1	NA

**GRADUATE SPORT MANAGEMENT
INTERN APPRAISAL FORM (Page 2)**

Observes rules and agency practice	4 3 2 1 NA
Produces adequate quality of work on assigned projects	4 3 2 1 NA
Demonstrates good judgement on work related decisions	4 3 2 1 NA

Personal and Professional Qualities

Communicates effectively with other staff members	4 3 2 1 NA
Displays patience and self-control during work	4 3 2 1 NA
Demonstrates a consideration for others' viewpoints	4 3 2 1 NA
Demonstrates an ability to express himself/herself in writing	4 3 2 1 NA
Demonstrates an ability to express himself/herself orally	4 3 2 1 NA

Public Relations

Demonstrates courtesy in working with the public	4 3 2 1 NA
Shows respect for others in relationships with public	4 3 2 1 NA
Demonstrates tact in working with the public	4 3 2 1 NA
Makes adequate use of available media in promoting agency programs	4 3 2 1 NA

What additional course work would you recommend for the student?

Would you recommend this student for a professional position in Sport Management?

Recommend Strongly	Recommend	Recommend with Reservation	Do not Recommend
_____	_____	_____	_____

Comments:

Conference with Student _____
Date

_____	_____
Signature	Date

**GRADUATE SPORT MANAGEMENT
STUDENT EVALUATION OF AGENCY SUPERVISOR
FORM: SALM 10-05**

INSTRUCTIONS: PLEASE RATE THE QUALITY OF THE SUPERVISION YOU RECEIVED DURING THE INTERNSHIP EXPERIENCE. USE THE FOLLOWING SCALE.

5 = EXCELLENT
4 = MORE THAN ADEQUATE
3 = ADEQUATE
2 = FAIR
1 = POOR

- ___ 1. Interest in you as a person and as a student.
- ___ 2. Willingness to discuss the full range of your activities at the site.
- ___ 3. Ability to respond to your problems and to help you work toward solutions.
- ___ 4. Quality of conference with the agency supervisor.
- ___ 5. Adequacy of arrangements made to orient you to the agency and the site.
- ___ 6. Sensitivity to your needs in accomplishing your objectives.
- ___ 7. Expression of encouragement and sincerity.
- ___ 8. Understanding of philosophy and practices in the profession.
- ___ 9. Flexibility in arranging for your tasks in light of changing situations within the agency and within you.
- ___ 10. Openness to change, innovation, and new techniques.
- ___ 11. General quality of the overall supervision you received during the internship.

Additional Comments:

**GRADUATE SPORT MANAGEMENT
STUDENT EVALUATION OF SPORT MANAGEMENT
INTERNSHIP SITE
FORM: SALM 11-05**

INSTRUCTIONS: PLEASE RATE THE STRENGTHS AND WEAKNESSES OF THE SITE IN TERMS OF MEETING YOUR NEEDS AS INTERN. USE THE FOLLOWING SCALE.

5 = EXCELLENT
4 = MORE THAN ADEQUATE
3 = ADEQUATE
2 = FAIR
1 = POOR

- ___ 1. Acceptance of you as a functional member of the staff; willingness to integrate you into all appropriate levels in activities, programs, and projects.
- ___ 2. Provision of relevant experiences in administration, supervision, and leadership.
- ___ 3. Cooperation of agency staff in providing professional growth experiences through training programs, seminars, and similar activities.
- ___ 4. Provision of assistance in helping you achieve your personal and professional goals and objectives.
- ___ 5. Availability of resources, equipment, and supplies essential to the preparation of professionals.
- ___ 6. Employment of qualified, professional staff with demonstrated capability to provide competent supervision.
- ___ 7. Adequate scheduling of conferences with you and ongoing evaluation of your performance.
- ___ 8. Allowance for relating classroom theory to practical situations.
- ___ 9. Willingness to listen to whatever suggestions or recommendations you might offer, and willingness to discuss them with you, explaining the rationale for their acceptance or rejection.
- ___ 10. General suitability of the agency for meeting your needs as an intern.

**GRADUATE SPORT MANAGEMENT
STUDENT EVALUATION OF SPORT MANAGEMENT INTERNSHIP PROGRAM
FORM: SALMI 12-05**

Instructions: Student interns are requested to include the following items in their final evaluation of the internship experience. Other pertinent comments may be included. Reports should be word processed using Microsoft Word or other word processor software. Those wishing to retain a copy of this report should make a duplicate or save the file to a disk. This evaluation should be turned in one week before final exams (during the internship evaluation seminar).

1. Were the objectives of the internship that were initially discussed with the agency supervisor achieved? Provide an explanation as to why certain objectives were not achieved.
2. Provide a brief description of the agency with particular emphasis on the specific unit, department, or program to which you were assigned or to which most of your hours were spent.
3. Describe any significant contributions you made during your internship (e.g., programs developed, materials written or designed, job analysis, etc.).
4. Give a general overview of the types of tasks you performed and the opportunities you had for administrative, supervisory, and leadership involvement.
5. Discuss problems or difficulties (personal and otherwise) that you encountered. Describe the approach(es) you used to alleviate adverse or problematic situations.
6. Provide a self-analysis in terms of professional growth, increased/decreased confidence and assertiveness, satisfaction/dissatisfaction with career choice, etc.
7. List any recommendations and suggestions for improving the Graduate Sport Management Internship Program.

**GRADUATE SPORT MANAGEMENT
INTERNSHIP CHECKLIST
FORM: SALM 13-05**

SEMESTER _____

Student's Name and Address: _____

Agency and Address: _____

Agency Supervisor: _____

Agency Phone Number: _____

1. Initial Coordinator Interview: _____
2. Application Form: _____
3. Personal Inventory: _____
4. Initial Agency Interview: _____
5. Contract: _____
6. Objectives: _____
7. Initial Internship Report: _____
8. Weekly Reports: 1 2 3 4 5 6 7 8 9 10 11 12 13 14
9. Planning Schedules: 1 2 3 4 5 6 7 8 9 10 11 12 13 14
10. Activity Schedules: 1 2 3 4 5 6 7 8 9 10 11 12 13 14
12. Progress Reports: Third Week _____
 Sixth Week _____
 Ninth Week _____
13. Journal: _____
14. Internship Evaluation Seminar: _____
15. Self Appraisal Form: _____
16. Intern Appraisal Form: _____
17. Student Evaluation of Agency Supervisor: _____
18. Student Evaluation of Agency Site: _____

COMMENTS

FINAL GRADE _____

**GRADUATE SPORT MANAGEMENT
INTERNSHIP AGREEMENT CONTRACT
FORM: SALM 14-05**

This is to certify that _____ has been assigned and
Student Name

accepted as an intern with _____
Agency

The student is expected to work up to 40 hours per week during the internship semester (a minimum of 10 weeks, 400 hours). The student will receive six (6) hours of graduate academic credit. The student is expected to adhere to the agency calendar; therefore, only agency holidays are to be granted.

Internship Semester _____

Start Date _____ End Date _____

Agency Internship Supervisor _____

Office Address: _____

Phone: _____

Home Address: _____

Phone: _____

Graduate Sport Management Internship Supervisor _____

Department of Kinesiology, Leisure and Sport Sciences
Box 70654
East Tennessee State University
Johnson City, TN 37614-0654

Agency Supervisor Signature

Date

Graduate Sport Management Internship Supervisor

Date

Sport Management Intern

Date