EAST TENNESSEE STATE UNIVERSITY

Department of Kinesiology, Sport and Recreation Management

Graduate Sport Management Internship Manual

2012 EDITION
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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, Sport and Recreation Management, 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 Internship Coordinator.

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 facilities operations, motorsports operations, gym and fitness center management, sporting supplies and equipment sales; youth sports agencies, professional sports administration, 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 Coordinator. As part of the leadership experience, the agency supervisor and the University Sport Management Internship Coordinator 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 Expected Outcomes 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 Internship Agency must be highly recognized within the sport industry
2. The Internship Coordinator must approve the internship agency based contents of form SALM 01-12. The form must include a 2-page statement stating the internship chosen location, student's expected role, and how the internship relates to sport management. The Agency Supervisor agrees to accept the student and meet or communicate with the Internship Coordinator as needed. Such meetings or discussions will normally occur once or twice during the student's internship experience.
3. The Agency Supervisor cooperates to the fullest extent with the Internship Coordinator in carrying out the internship practices, policies, and procedures established by East Tennessee State University's Department of Kinesiology, Sport and Recreation Management.
4. 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. Approved Application for Graduate Sport Management Internship Form: SALM 01-12.
2. A 3.0 grade point average in all graduate program courses.
3. Must be permitted and enrolled in SALM 5250, Internship in Sport Management, for the given semester to obtain credit.
4. Continued cooperation with the Internship Coordinator 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 01-12, Application for Graduate Sport Management Internship).
2. Internship must be approved by the East Tennessee State University Internship Coordinator.
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 Internship Coordinator 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 Internship Coordinator.
6. Student is required to perform a Culminating Experience Presentation at the end of the semester.

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 Internship coordinator should be notified of the student's intent to register for an internship experience the semester prior to when the student intends to engage in an internship. The student should
submit Form: SALM 01-12, 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 that the student submit the Initial Internship Report (Form: SALM 03-12) to the Internship Coordinator 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 Kinesiology, Sport and Recreation Management, East Tennessee State University, and the agency providing the internship experience.
   3) Develop and submit to the Graduate coordinator goals to be accomplished during the internship.
   4) Submit to the Internship Coordinator a written account of experiences during the internship, if requested.
   5) Complete evaluation forms (Form: SALM 06-12) for use in the evaluation of the internship program.

   c. Required Assignments and Projects

   1) Present written goals to Agency Supervisor and Internship Coordinator.
   2) Submit Initial Internship Report (Form: SALM 03-12) to the Internship Coordinator
3) Submit weekly reports (Form: SALM 04-12), to the Internship Coordinator with the Agency Supervisor’s signature.
4) Submit three progress reports (Form: SALM 05-12) with the Agency Supervisor’s signature during the third, sixth, and ninth weeks of the internship.
5) Student is expected to perform a Culminating Experience Presentation at the end of the semester.

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 06-12)

   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 Internship Coordinator 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 Internship Coordinator.
   5) Work with the Graduate Internship Coordinator 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 02-12) to the East Tennessee State University Internship Coordinator.
   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 Internship Coordinator.
   3) Notify the East Tennessee State University Internship Coordinator immediately should any problem arises.
4) Cooperate with the East Tennessee State University Internship Coordinator by submitting an evaluation concerning the student's overall internship experience. The Intern Evaluation Form (Form: SALM 06-12) should be returned to the East Tennessee State University Internship Coordinator.

5) Advise the East Tennessee State University Internship Coordinator 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 Internship Coordinator**

   a. Responsibilities of the Internship Coordinator 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 02-12).
   7) Provide copies of all 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 Internship Coordinator 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.

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 Internship Coordinator through the Initial Internship Report: (Form: SALM 03-12). The intern will submit an initial report to the Internship Coordinator 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 04-12): 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 Internship Coordinator no later than the first Monday following the week for which the report is prepared.

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 05-12) to the Agency Supervisor for an assessment of the student’s progress to date, and then submitted it to the Internship Coordinator. Signatures of the intern and the Agency Supervisor are required for the form to be accepted.

Culminating Experience Presentation: Student is expected to prepare a 15-minute presentation showing the student’s experience, and how it prepared him/her for their professional career must be conducted by the student at the end of the semester.
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.

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.
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.
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.
5. Agency design and landscape architecture.
6. Maintaining special facilities.
   a. Swimming pools, ice rinks, tennis courts, and ball diamonds.
   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 01-12

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 ADD HERE YOUR 2-PAGE STATEMENT INCLUDING WHAT YOU EXPECT TO DO IN YOUR INTERNSHIP AND HOW IT RELATES TO SPORT MANAGEMENT. THIS FORM MUST BE SUBMITTED TO GRADUATE COORDINATOR VIA EMAIL AT LEAST 2 WEEKS BEFORE YOU PLAN TO REGISTER TO SALM 5250.
This is to certify that ______________________________ has been assigned and accepted as an intern with ____________________________________________

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, Sport and Recreation Management
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
INSTRUCTIONS: To be completed by the intern and returned to the Graduate Sport Management Internship Coordinator 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
INSTRUCTIONS: Each student intern is expected to submit a narrative description of his/her weekly work performance. This report should be submitted to the Graduate coordinator (via D2L dropbox) along with Progress Report for weeks THREE, SIX AND NINE. 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. All reports must be typed.
5. Your signature and date.
6. Supervisor’s signature and date.
GRADUATE SPORT MANAGEMENT
PROGRESS REPORT
FORM: SALM 05-12

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
INTERN EVALUATION FORM
FORM: SALM 06-12
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 EVALUATION 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

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

<table>
<thead>
<tr>
<th>Recommend Strongly</th>
<th>Recommend</th>
<th>Recommend with Reservation</th>
<th>Do not Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>________</td>
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</table>

Comments:

Conference with Student______________________________.

Date

_________________________  ______________________
Signature                  Date
GRADUATE SPORT MANAGEMENT
STUDENT EVALUATION OF OVERALL INTERNSHIP EXPERIENCE (page 1)
FORM: SALM 07-12

INSTRUCTIONS: PLEASE RATE THE QUALITY OF YOUR SUPERVISOR AND
THE INTERNSHIP SITE USING THE FOLLOWING SCALE.

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

SUPERVISOR

___ 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:
STUDENT EVALUATION OF OVERALL INTERNSHIP EXPERIENCE (page 2)
FORM: SALM 07-12

INTERNSHIP SITE

___ 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.