



EAST TENNESSEE STATE UNIVERSITY

**Department of
Sport, Exercise, Recreation,
and Kinesiology**

**Graduate
Sport Management
Internship Manual
2017 EDITION**

This manual is designed to meet the needs of Graduate Sport Management majors, sport management agencies, and faculty members involved in the East Tennessee State University, Department of Sport, Exercise, Recreation, and Kinesiology 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 on-site supervisor, and the university sport management internship supervisor.

The Graduate Sport Management Curriculum

The Internship experience may include involvement with sports center operations, gym and fitness center management, sporting supplies and equipment sales, youth sports agencies or organizations, 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 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 on-site agency professional and a departmental sport management internship supervisor. As part of the leadership experience, the on-site 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/organization 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 strengthen relationships between Sport Management agencies/organizations and East Tennessee State University.
9. Provide the student with networking opportunities, which will assist them with the future job search.

Basic Criteria for Selection of Sport Management On-site Supervisor

1. The Agency Supervisor must have a high degree of professional status in his/her own area of Sport Management. This could include a degree in Sport Management or related field.
2. The university Graduate Sport Management Internship Supervisor and the student agree on the agency/organization to which he/she is assigned by first determining the needs and interests of the student before assignment.
3. The On-site 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.
4. The On-site 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 Kinesiology, Sport & Recreation Management.
5. The Sport Management agency/organization and the on-site supervisor must assist the student in developing the following:
 - a. A sound understanding of the agency/organization'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 Internship Experience

1. Maintenance of a 2.0 grade point average.
2. Must be enrolled in SALM 4250, Internship in Sport and Leisure Management, for the given semester to obtain credit.
3. Continued cooperation with the Sport Management Internship Supervisor

Supervisor through the pre-intern application and qualification procedures for assignment to an agency.

*- It is highly recommended that students wait until their last semester to complete their internship.

Internship General Procedures to be Followed

1. Internship must be approved by the East Tennessee State University Sport Management Internship Supervisor.
2. Student supplies internship contract before start of classes each semester or before internship.
3. All interns will be visited as necessary, by the Sport Management Internship Supervisor during their internship. The number of visits will take into consideration the student and the internship agency location.
4. Evaluations will be submitted by the student and the On-Site Supervisor to the Sport Management Internship Supervisor.

1- Responsibilities of the Student.

a. To the Agency/Organization:

- 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 On-site 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/organization.

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 Sport, Exercise, Recreation, & Kinesiology, East Tennessee State University, and the agency/organization providing the internship experience.
- 3) Develop and submit to the Graduate Sport Management Internship Supervisor goals and objectives to be accomplished during the internship.
- 4) Submit to the Graduate Sport Management Internship Supervisor a written account of experiences every 3 weeks during the internship.
- 5) Complete appraisal forms for use in the evaluation of the internship program.

c. Required Assignments and Projects

- 1) Submit Internship Contract (Form: SALM 1-00) to the Graduate Sport Management Internship Supervisor.
- 2) Create 3-4 learning outcomes by the end of the first week of the internship, in conjunction with the on-site internship supervisor.
- 3) Submit three progress reports (Form: SALM 2-00) with the Agency Supervisor's signature during the third, sixth, and ninth weeks of the internship, in addition to a written account of experience.
- 4) Create a five minute video introducing the internship site and supervisor and provide accounts of internship experience.
- 5) Submit intern appraisal form (Form: SALM 3-00). This form is to be completed by on-site supervisor.
- 6) Submit internship on-site supervisor and internship site evaluation forms (Forms: SALM 4-00 and 5-00).
- 7) Submit an internship portfolio (outlined on page 7) at the end of your internship

2. Responsibilities of the Graduate Sport Management Agency/Organization.

a. To the student:

- 1) Provide professional guidance and direction relevant to the functions of the agency/organization's Sport Management program.
- 2) Lead the student progressively into assuming increasing responsibilities as a Sport Management leader.
- 3) Treat the student as a full-time employee of the agency/organization'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 3-00)

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 Sport and Leisure 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 1-00) to the East Tennessee State University 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 arise.
- 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 3-00) should be returned to the East Tennessee State University Graduate Sport Management Internship Supervisor.

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

a. Responsibilities of the Graduate Sport Management Internship Supervisor to the On-Site Supervisor:

- 1) Submit support materials regarding the purpose and objectives of the internship program.
- 2) Maintain frequent contacts and/or visit with agency/organization.
- 3) Disclose background information about the student's professional abilities and goals.
- 4) Make internship materials available to the agency/organization.
- 5) Establish a contractual agreement with the internship agency/organization (Form: SALM 1-00).
- 6) Cooperate with the agency/organization and the student in finalizing a grade for the internship.

b. Responsibility of the Graduate Sport Leisure 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.

IMPORTANT INFORMATION FOR STUDENT:

Required Projects for the Graduate Sport Management Internship Experience

Internship Contract: The student is expected to Submit Internship Contract (Form: SALM 1-00) to the Graduate Sport Management Internship Supervisor, which is to be signed by the intern and the On-Site Supervisor, to the Graduate Sport Management Internship Supervisor at **least one week before the internship starts.**

Learning Outcomes Document: Completed by the end of the first week of your internship, a description of your learning outcomes should be submitted. You will develop 3 or 4 learning outcomes that you wish to derive from your internship this semester. These should be focused on areas of improvement for you, in terms of knowledge and/or skill sets. These are specific areas that will help you in your future career. This is the above and beyond portion of your internship! Be mindful of these learning outcomes throughout your internship, placing specific focus on these areas. Success in this area will be measured by the content within your portfolio at the end of the internship, as well as the written reports you turn in.

Tri-Weekly 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 2-00) to the On-Site 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 On-Site Supervisor are required for the form to be accepted.

Consultancy Research: Student will identify a problem/phenomenon within the sport organization they are interning and conduct consultancy research, in an effort to address the current problem or shed light to the phenomenon occurring within the organization. The purpose of this research is to offer professional suggestions to the organization. This research will include the following: development of hypothesis, review of literature, data collection (qualitative, quantitative, or mixed-methods will be accepted), data analyzation, and reporting. Students will create a 10 page report which will include all of the above, as well as suggestions for the organization based on the student's research findings. More information will be provided on D2L.

Presentation: Student will give a 30-minute presentation to Sport Management faculty. The presentation will focus on the overall internship experience, learning outcome success, consultancy research project and results, and any additional information that serves to highlight your internship experience. Presentations will be given at the conclusion of the internship. More information will be provided on D2L.

Intern Appraisal: Student is expected to submit the intern appraisal form (Form: SALM 3-00), which must be completed by on-site supervisor, by the end of week 12 of the internship.

Student Evaluation of the Internship Site: Student is expected to submit the internship on-site supervisor and site evaluation forms (Forms: SALM 4-00 and 5-00), by the end of week 12 of the internship.

Professional Portfolio: At the end of your internship, you will prepare a professional portfolio to include; internship experiences, skills developed, learning outcomes, evidence of how you went above and beyond in your internship, and an explanation of what you learned and your “biggest takeaway.” Also, in your professional portfolio include an up-to-date resume, list of networks you have created in the sport industry, and any additional information that will serve to set you apart from your competition when job searching. Additional information will be provided on D2L.

**GRADUATE SPORT
MANAGEMENT
INTERNSHIP FORMS**

**GRADUATE SPORT MANAGEMENT
INTERNSHIP AGREEMENT CONTRACT
FORM: SALM 1-00**

This is to certify that _____ has been assigned and
accepted as an intern with _____
Student Name
Agency/Organization

The student is expected to work up to 40 hours per week during the internship semester (a minimum of 12 weeks, 480 hours). The student will receive twelve (12) hours of 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 _____

On-Site Internship Supervisor _____

Office Address: _____

Phone: _____

Home Address: _____

Phone: _____

Sport Management Internship Supervisor _____

Department of Sport, Exercise, Recreation, and Kinesiology
Box 70671
East Tennessee State University
Johnson City, TN 37614

On-Site Supervisor Signature

Date

Sport Management Internship Supervisor

Date

Sport Management Intern

Date

**GRADUATE SPORT MANAGEMENT INTERNSHIP
TRI-WEEKLY PROGRESS REPORT
FORM: SALM 2-00**

INSTRUCTIONS: To be completed by the On-Site Supervisor and returned to the East Tennessee State University Graduate Sport 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/ORGANIZATION: _____

ON-SITE 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

On-Site Supervisor Signature

Date

**GRADUATE SPORT MANAGEMENT INTERNSHIP
INTERN APPRAISAL FORM
FORM: SALM 3-00**

TO BE COMPLETED BY THE ON-SITE INTERNSHIP SUPERVISOR

Name of Student Intern: _____

Appraiser: _____

Title: _____

Agency/Organization: _____

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.

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

Circle the number that indicates your rating.

Attitudes Toward Work

Willingness to work or perform duties as assigned	5 4 3 2 1
Willingness to accept responsibility	5 4 3 2 1
Shows enthusiasm for work	5 4 3 2 1
Shows desire to achieve	5 4 3 2 1
Accepts criticism in a mature manner	5 4 3 2 1
Does more than just enough to get by	5 4 3 2 1

Leadership and Performance Qualities

Plans and organizes work in an orderly manner	5 4 3 2 1
Promptly carries out assigned tasks	5 4 3 2 1
Effectively communicates with supervisor	5 4 3 2 1
Functions on own initiative when necessary	5 4 3 2 1
Demonstrates effective leadership techniques	5 4 3 2 1
Observes rules and agency practice	5 4 3 2 1
Produces adequate quality of work on assigned projects	5 4 3 2 1
Demonstrates good judgment on work related decisions	5 4 3 2 1

INTERN APPRAISAL FORM (Page 2)

Personal and Professional Qualities

Communicates effectively with other staff members	5 4 3 2 1
Displays patience and self-control during work	5 4 3 2 1
Demonstrates a consideration for others' viewpoints	5 4 3 2 1
Demonstrates an ability to express himself/herself in writing	5 4 3 2 1
Demonstrates an ability to express himself/herself orally	5 4 3 2 1

Public Relations

Demonstrates courtesy in working with the public	5 4 3 2 1
Shows respect for others in relationships with public	5 4 3 2 1
Demonstrates tact in working with the public	5 4 3 2 1
Makes adequate use of available media in promoting agency programs	5 4 3 2 1

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

**STUDENT EVALUATION OF ON-SITE SUPERVISOR
FORM: SALM 4-00**

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:

**STUDENT EVALUATION OF GRADUATE SPORT MANAGEMENT
INTERNSHIP SITE
FORM: SALM 5-00**

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.