



SCHOOL OF KINESIOLOGY
OFFICE OF GRADUATE STUDENT AFFAIRS
UNIVERSITY OF MICHIGAN

***SPORT MANAGEMENT
GRADUATE INTERNSHIP - KIN686***

***HANDBOOK
(Guidelines and Procedures)***

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KIN 686 – INTERNSHIP IN SPORT MANAGEMENT

Goals of Internship in Sport Management

The Sport Industry is a hands-on/applied enterprise. As such, one of the most crucial dimensions of any successful Sport Management Degree program is its associated practical/experiential learning opportunities. The goal of the School of Kinesiology Sport Management Internship is to offer an experiential learning opportunity that will provide students with pre-professional, practical experience within a sport business/sport management setting.

Practical/Experiential Learning courses such as the KIN 686 – Internship in Sport Management Course are designed to expand students' skill set and facilitate their career readiness. As such, students are expected to participate in activities and experiences during the Internships that will afford them the opportunity to:

1. Expand their horizons relative to the varied career options in Sport Management.
2. Integrate and apply knowledge, theory, and understanding of Sport Management from academic courses and other life experiences to managed sport settings.
3. Interact with Sport Management professionals in their work settings and gain networking opportunities with practitioners who are currently employed in the Sport Industry.
4. Gain knowledge and understanding of the management, organizational, and operational aspects of sport organizations at the macro level.
5. Develop specific skills and techniques, regarding the functional areas of managing sport (such as marketing, event production, legal issues, contracts, sponsorship, media relations, finance, leadership, organizational behavior, etc.) at the micro level.
6. Contribute to the management of a sport organization, entity, or event by assisting in the identification, planning, implementation, and/or evaluation of organizational projects.
7. Identify personal/interpersonal strengths (which may be further developed) and weaknesses (which may be improved) relative to a career in Sport Management.
8. Critically assess personal and professional growth and readiness for a career in the Sport Industry.

KIN 686 – INTERNSHIP IN SPORT MANAGEMENT

The Sport Management Internship Course is a bridge for the students to connect their academic present and their professional future. The Internship Course involves a three-way partnership involving the: (a) Student, (b) Internship Organization, and (c) the UM School of Kinesiology Sport Management Graduate Program. All parties in the relationship assume definite responsibilities and perform specific functions. Following are the details responsibilities and criteria for participation in the Internship process.

The School of Kinesiology Sport Management Internship Personnel

The Kinesiology Sport Management Program has a designated Internship Coordinator who will work with the Graduate Faculty and Staff to assist students with the selection and approval of organizations, entities, and experiences that meet: (a) Graduate students needs and professional goals, and (b) the criteria for participation in the experiential/practical learning experiences. The Sport Management Internship Coordinator serves as a liaison between the Internship organization and the Graduate student.

Responsibilities of Sport Management Internship Coordinator

1. Representing the Sport Management Program in arrangements with organizations participating in the Internship experiences.
2. Evaluating and accepting qualifying organizations to participate in the Sport Management Internship experiences.
3. Ensuring that Sport Management Graduate students are engaged in meaningful Internship experiences by assisting the student in clarifying needs, desires, and professional goals.
4. Preparing students for the Internship experiences; having learning enrichment meetings with students.
5. Monitoring Internship experiences and consulting with students and the Sport Organizational staff as necessary.
6. Conferring with the Internship Site Supervisor when necessary, concerning specific situations and/or problems.
7. Maintaining communication with the Internship organization by contacting the Site Supervisor at least once during the Internship experience and making on-site visitations when feasible or necessary.
8. Evaluating students' Internship Assignments and Projects.
9. Maintaining files on current and potential Internship Sites.
10. Consult with students' Faculty Advisor to support and promote the internship opportunity as a positive applied learning experience.

The Organization and Internship Site Supervisor

The Internship Organization must offer (develop, promote, or deliver) a product or service related to the Sport Enterprise and must be able to provide relevant sport and event management or related experiences for Graduate Students. Additionally, the Organization must be willing to allow the students the opportunity to work in capacities that will offer them valuable applied/practical learning experiences in Sport Management. One experienced staff member will be designated as the Organization's contact person and the student's Internship Site Supervisor. Site Supervisors must have appropriate preparation and experience in managing sport. The Site Supervisor should make a concerted effort to provide the student with access and experiences that will facilitate an increased breadth and depth of knowledge relative to the management of sport. In the cases where compensation is offered, such compensation should not alter the internship requirements.

Responsibilities of Organization's Internship Supervisor

The Organization's Internship Site Supervisor serves to orient the student to the business culture of the organization and to the professional world of Sport Management. Such responsibilities may include but are not limited to the following:

1. Providing the student with the information necessary to function effectively within the Organization, including orientation to policy, procedures, and regulations; guidance and supervision; and an ongoing evaluation of the student's performance.
2. Defining the role of the student by developing a specific job description.
3. Interpreting the Internship requirements to Organizational staff to assist the student in gaining acceptance as a member of the staff and organization.
4. Assisting the student in accomplishing specific assignments by providing the necessary time, materials, equipment, and supplies to perform the required duties.
5. Conferring with the student at least once every two weeks to discuss the practical learning experience.
6. Recognizing that the student is in a learning role as well as a working role.
7. Conferring with the Sport Management Internship Coordinator by phone at least once during the Internship experience.
8. Offering support and facilitate activities and opportunities that will contribute to the student having a positive applied Sport Management learning experience.
9. Engaging in measures that will facilitate the student's overall success relative to the pursuit of a career in Sport Management.
10. Evaluating the student's performance on the Evaluation Form provided and submit the forms to the Sport Management Internship Coordinator by the specified deadline.

The student

The Graduate Students are the prime beneficiaries of the practical/experiential learning experiences. As such, students must take an active role in their internship experience to maximize such opportunities. Although students are expected to fully commit to their internship experience, they are not to do so in a manner that compromises their commitment and responsibilities to their “traditional” Academic Sport Management Coursework and requirements.

Student Responsibilities

To successfully complete the course requirements for the Sport Management Internship, students must assume the following responsibilities:

1. Register for KIN 686 and pay for appropriate fees as required by the University.
2. Collaborate and communicate with the Sport Management Faculty Advisor and Internship Coordinator to identify approved Internship experiences that will meet the student’s professional career goals and aspirations.
3. Perform background searches and gather preliminary information on sport organizations that may be suitable for the Internship experiences. This may include preliminary visits to sport organizations.
4. Identify an individual at the Internship Site that will serve as the Internship Supervisor. Request a meeting with the Site Supervisor to obtain a job description/list of responsibilities for the Internship experience.
5. Provide necessary Internship Acceptance/Placement Forms to the Sport Management Internship Coordinator.
6. Once accepted into an internship setting, the following on-site or on-the-job responsibilities must be satisfied:
 - (a) Abiding by the policies, procedures, rules, and regulations of the sport organization.
 - (b) Adhering to the schedule, commitments, and arrangements agreed upon with the Internship Site Supervisor.
 - (c) Performing all work assignments to the best of one’s abilities, maintaining a high standard of professional excellence (in attitude, work ethic, written and oral communications, appearance, attire, and overall demeanor).
 - (d) Consulting with the Internship Site Supervisor when confronted with problems that cannot be solved independently.
 - (e) Consulting with the Sport Management Internship Coordinator or Faculty Advisor when confronted with challenges or problems that cannot be solved independently or with the assistance of the Internship Site Supervisor.
 - (f) Completing and submit the necessary materials (projects, documents, etc.) to finalize the Internship grade and the evaluation of the Internship experience.

INTERNSHIP GRADING & COURSE REQUIREMENTS

Grading & Course Requirements: The grading of the Sport Management Internship will be Unsatisfactory or Satisfactory. Given the applied nature of the experience, it will not use the traditional letter grade (A-F) evaluation scale. To receive a 'Passing/Satisfactory' grade in the Internship course, the following conditions must be met: (a) the completion and documentation of the required Internship clock hours at the Internship Site, (b) an overall average rating of at least 3.0 on the 5 point Internship Site Supervisor Evaluation Scale, and (c) the submission of the required course forms, materials, and reports (i.e., Organization acceptance, needs assessment, internship reports and presentation of the internship project). Following is an overview of the course requirements.

A) Internship Hours: The number of academic credits registered for will determine the number of clock hours spent working on Internship projects/activities on-site or off-site. The typical formula is as follows per semester: 1 credit = 50 clock hours; 2 credit hours = 100 clock hours; and 3 credit hours = 150 clock hours. Successful completion of the Sport Management Internship experience requires completion of required hours based on an agreed upon schedule between the student and Site Supervisor. The Internship course may not always coincide with the University calendar; therefore, it is possible that an organization does not observe the same workdays and holidays as the University. Students should be mindful of this when arranging their work schedule with the respective Organizations. *Note: Given the importance of applied learning and networking that occurs in the field/on site, it is not uncommon for students to exceed the required number of clock hours spent at or with the Organization.*

B) Internship Site Supervisor Evaluation: The Internship Site Supervisor will evaluate the student's Internship performance on several criteria using a five-point scale ranging from 1=Poor to 5=Excellent. The criteria include industriousness (work ethic), communication, creativity, dependability, judgment/decision making, professional development, relationships, and acceptance of authority. Students must obtain a composite average of at least 3.0 on the Internship Site Supervisor's Evaluation.

C) Submission of Required Documents & Forms (Due Dates to be Determined):

1. Internship Needs Assessment
2. Organizational Acceptance Form
3. Student Internship Agreement & Internship Project Forms
4. Internship Reports (Initial, Progress, and Final) & Internship Project
5. Internship Log
6. Internship Site Supervisor's Evaluation of Student
7. Student's Evaluation of Internship Site/Experience

Additional Expectations: Students are expected to attend periodic Internship meetings (dates to be determined) held by the Internship Coordinator. These meetings are critical learning enrichment sessions and serve as a platform by which students share insights on their experiences and receive guidance relative to professional development. Students are also expected to regularly meet with their Faculty Advisor for guidance during the internship experience and for assistance with determining the Internship Project.

SPORT MANAGEMENT INTERNSHIP NEEDS ASSESSMENT

This assessment should be completed in consultation with the student's Faculty Advisor. Provide the following information as requested in a typed format (12-point font), double-spaced, with header and pages numbered. Organize your assessment using the subheadings provided in the outline below. Include a copy of your most updated professional resume in this report.

Personal Information: Provide your name; local address; home, work, and cellular telephone numbers; and e-mail address.

Academic Background: List degrees received, institutions attended, and major area(s) of study. Also list courses taken related to Sport Management or Business/Management.

Sport Experience: List any prior sport experience (i.e., as an athlete, sport management intern, etc.) or any employment in sport settings (paid or volunteer).

Career Aspirations: Discuss your aspirations regarding a career in the Sport Industry: • What type(s) of sport management position would you like to obtain? • What type(s) of sport setting do you prefer to be employed (collegiate, professional, community, conference office, high school, etc.)?

- What area(s) of sport management are you most interested in pursuing (marketing, event management, urban planning, athlete representation, media relations, etc.)? • Are there any services, activities, or audiences in which you have a particular interest.

Internship Objectives: Indicate what you wish to accomplish in your Internship Experience? (What skills or abilities do you want to learn or improve?)

Special Skills: Provide an overview of any special skills or abilities that may enhance your contributions to a sport organization, activity, or event.

- Do you have any special skills such as word processing, fundraising skills, public relations, or the like?
 - Are you fluent in any languages other than English?
 - Do you have any physical limitations that should be considered in your placement?

Availability: Offer an overview of your schedule of availability (provide time and days during the week you could be available for the Internship Experience).

Resume: Include your most recent professional resume with this report.

SPORT MANAGEMENT INTERNSHIP ORGANIZATION ACCEPTANCE FORM

Student's Name:	
Dates of Internship:	
Internship Organization:	
Internship Site Supervisor:	

The Sport Organization's Internship Site Supervisor serves to orient the student to the professional world of Sport Management. Certain responsibilities must be assumed in order to meet the established criteria for the Sport Management Internship Experience. The Site Supervisor should:

1. Define the role of the student by: (a) informing the student of all organizational policies, procedures, and regulations; (b) planning an orientation program for the students regarding responsibilities, and (c) developing a specific job description.
2. Interpret the Internship requirements to organization's staff to assist the students in gaining acceptance as a member of the staff and organization.
3. Assist the student in accomplishing assignments by providing the necessary time, materials, equipment, and supplies to perform the required duties.
4. Confer with the student at least once every two weeks to discuss the practical learning experience.
5. Confer with the Kinesiology Sport Management Internship Coordinator by phone at least once during the Internship Experience.
6. Recognize that the student is in a learning role as well as a working role.
7. Offer support and facilitate activities and opportunities that will contribute to the student having a positive applied Sport Management learning experience.
8. Engage in measures that will facilitate the student's overall success relative to the pursuit of a career in Sport Management.
9. Evaluate the student's overall performance and submit evaluation by specified deadline.

SPORT MANAGEMENT INTERNSHIP ORGANIZATION ACCEPTANCE FORM

On behalf of my Organization, I agree to accept the above named student for the requested period listed above and serve as the student's Internship Supervisor in accordance with the established Kinesiology Sport Management Internship requirements and responsibilities outlined in this document.

Signature of Site Supervisor & Date

Site Supervisor's Organization, Address, City, State, Zip Code

Site Supervisor's Phone Number, Best time to contact via Telephone, and E-mail Address

SPORT MANAGEMENT INTERNSHIP STUDENT'S INTERNSHIP AGREEMENT FORM

Student's Name:	
Dates of Internship:	
Name of Internship Organization:	
Name of Internship Site Supervisor:	

As a student enrolled in the Kinesiology Sport Management Internship Course (KIN 686), I agree to adhere to the following requirements for the successful completion of this practical learning experience.

1. Obtain a job description/list of responsibilities for the Internship experience, which will serve as the mutual understanding of the essence of the Field Studies agreement and arrangements.
2. Respect the nature, mission, culture, organization, programs, policies, and procedures of the organization/agency.
3. Conduct myself in a professional manner always and dress appropriately.
4. Follow the policies and duties outlined by my Internship Site Supervisor and the accepting sport organization and fulfill all scheduled Internship commitments and arrangements agreed upon with the Site Supervisor for the duration of my experience. Early withdrawal from my internship experience will result in an 'Unsatisfactory' grade. Inappropriate conduct may result in a 'Failing/Unsatisfactory' grade and possible disenrollment from the Kinesiology Sport Management Program.
5. Provide a copy of the projects and final report prepared based on the Internship Experience for review by Organization staff upon request.
6. Refrain from using materials obtained from written and oral communications, as well as contacts with clientele, if any, and any project products without my Internship Supervisor's permission.
7. Perform all work assignments to the best of my ability, maintaining a high standard of professional excellence. Perform all work assignments to the best of my ability, maintaining a high standard of professional excellence (in attitude, work ethic, written and oral communications, appearance, attire, and overall demeanor).
8. Consult with the Internship Site Supervisor when confronted with problems that cannot be solved independently.

Signature of Student

Date

Signature of Site Supervisor

Date

SPORT MANAGEMENT INTERNSHIP INTERNSHIP PROJECT FORM

As a culmination of the Internship Experience, students are expected to consult with their Internship Site Supervisor and their Faculty Advisor to create a project/artifact that encapsulates or represents some facet of the Internship Experience. Internship Projects may include items such as marketing plans (including promotional plans, media/brochures, sponsorship proposals, etc.), research projects, comprehensive reports, manuals, etc. Successful completion of the Internship will require students to submit and present their Internship Project at the Internship meeting held at the end of the semester.

1. Description of the Internship Project: Offer a comprehensive narrative/discussion of: (a) what the Internship Project will include, entail, or consist of, (b) the expected outcomes, and (c) measures for evaluating the project. You may attach a separate sheet if needed.

2. Goals of the Internship Project relative to the students' learning and development: 3.
Anticipated Benefits of the Internship Project to the Sport Organization:

Signatures attesting to the agreement/approval of the Internship Project Idea:

Printed Names	Signatures
Student:	
Internship Site Supervisor:	
Faculty Advisor:	

SPORT MANAGEMENT INTERNSHIP REPORTS

The Internship reports allow for the monitoring of the student's progress, growth, and development of professional skills, attitudes, and behavior. The reports also provide an opportunity for students to critically reflect on their learning process relative to their growth and overall professional development. They should be typed and double-spaced and contain topical subheadings, as shown below, with pages numbered. **Submission process (hard copy or electronic submission) and due dates to be determined.**

INITIAL REPORT

The Initial Report provides demographic information for the Kinesiology Sport Management Internship Coordinator. **The report should typically be completed and submitted by the end of the second week** and should address the following:

1. Internship Organization:
 - (a) Overview of the organization's philosophy, mission, and goals.
 - (b) The sport products/services offered by the organization.
 - (c) Organization's target markets, consumers, clients, and populations served. (d) Overview of the organizational structure (divisions, departments, number of staff, facilities, etc.)
2. Impressions and Insights: Initial impressions and insights about the work environment/atmosphere of the organization relative to its potential contributions to your career interests in Sport Management.
3. Roles and Responsibilities: Explain your specific roles and responsibilities.
4. Log: Summarize your log activities. Retain a copy for your Final Report.

MID-SEMESTER PROGRESS REPORT

The Progress Report captures the developments since the student's initial placement in the Internship setting. The report should contain information relative to the following:

1. Roles and Responsibilities: Description of the nature of your assignments and responsibilities for the organization.
2. Impressions and Insights: Discuss the following:
 - (a) New experiences.
 - (b) Skills and knowledge used.
 - (c) Skills and knowledge areas in which you felt deficient.
 - (d) Comments concerning your feelings about the Internship experience.
 - (e) Plans for improving your performance.
 - (f) Situations you observed that were interesting and/or beneficial to your increased knowledge and understanding of Sport Management practices and principles.
3. Log: Summarize your log activities. Retain a copy for your final report.

FINAL REPORT & INTERNSHIP PROJECT

The Final Report provides a final overview and analysis of the overall Internship Experience. **It should typically be completed and submitted the first day of Final Exams for the respective semester.**

1. Recap of General Information:
 - (a) Where the Internship Experience occurred.
 - (b) Who served as the Site Supervisor.
 - (c) Your roles and areas of responsibility
2. Work Accomplished:
 - (a) Summarize your log hours from the entire Internship Experience.
 - (b) Critique the quality and meaningfulness of your assignments and responsibilities.
 - (c) Comment on whether you felt you had adequate instruction, supervision, workspace, equipment, and materials, and other resources to be successful.
 - (d) Discuss the highlights of your internship accomplishments.
 - (e) Indicate how well the organization's mission/philosophy and objectives are being met in practice.
3. Positive/Negative Experiences: Discuss both the positive and negative aspects of the Internship Experience. You may also discuss any elements of the experience that were unusual or surprising to you.
4. Insights to Professional and Personal Growth and Development:
 - (a) Provide an in-depth discussion of how this experience contributed to or impacted your personal and professional growth relative to your readiness and interest in a career in Sport Management.
 - (b) Discuss what you learned about yourself (as a Sport Management professional) throughout this process.
 - (c) Discuss knowledge, skills, strategies, and abilities you acquired based on this experience, as well as those you feel you should and can improve upon.
 - (d) Comment on whether your academic training in Sport Management adequately prepared you for the Internship Experience.
5. Internship Project/Artifact: Offer a narrative summary (reflection and critique) of the projects completed during this Internship. Additionally, include actual samples of work/project(s) completed (if a web-based project include screen shots).

Note: The Internship Project Form should be completed in consultation with Site Supervisor and Kinesiology Faculty Advisor no later than the third week of the Internship.

SPORT MANAGEMENT INTERNSHIP WORK LOG

Name of Student: _____

Name of Organization: _____

Dates of Internship: _____

DATE	HOURS	SUPERVISOR'S INITIALS	ACTIVITIES

Total Hours: _____

Site Supervisor's Signature: _____

Note: Students will need to photocopy this form to record the entirety of the log hours.

SPORT MANAGEMENT INTERNSHIP SITE SUPERVISOR EVALUATION

NAME OF STUDENT:

NAME OF SUPERVISOR COMPLETING APPLICATION:

Please evaluate the performance of the student by placing the rating that corresponds to the category you feel best expresses your perception of the quality of the student's performance during the Internship using the scale provided. Be sure to enter a **number** in the "Rating" column below. ****This evaluation consists of two (2) pages and is a critical component of the student's final grade.** This evaluation should be returned to Ron Wade (ronwade@umich.edu)

1 = Poor, 2 = Below Average 3 = Average, 4 = Good, 5 = Excellent

AREAS OF EVALUATION	RATING
<p>A. INDUSTRIOUSNESS: Work ethic, attitude, resourcefulness. <i>Comments:</i></p>	
<p>B. COMMUNICATIONS: Able to speak and write with clarity, appropriately, and professionally. <i>Comments:</i></p>	
<p>C. CREATIVITY: Displayed talent for having new ideas, finding new and better ways of doing things. Receptive to new approaches. Suggested new ideas and made recommendations leading to program improvement. <i>Comments:</i></p>	
<p>D. DEPENDABILITY: Always reliable & accountable. Punctual. Took initiative to do things that were expected. <i>Comments:</i></p>	
<p>E. JUDGEMENT /DECISION MAKING: Judgment – thought clearly and arrived at logical conclusions. Decision-making - reflected understanding of problems, situations, people involved and consequences. <i>Comments:</i></p>	

AREAS OF EVALUATION	RATING
<p>F. PROFESSIONAL DEVELOPMENT: Conveyed a willingness to look for areas which need improvement. Demonstrated commitment to personal and professional improvement. Notable advancement in skills and knowledge. <i>Comments:</i></p>	
<p>G. RELATIONSHIPS: Established positive relationships quickly and easily with relevant staff, clients, or other stakeholders. Demonstrated willingness to cooperate/assist others as well as to ask for assistance. <i>Comments:</i></p>	
<p>H. ACCEPTANCE OF AUTHORITY: Accepted authority well and in a manner that was constructive for their professional development. <i>Comments:</i></p>	
<p>I. OVERALL PERFORMANCE: Summarize the student's performance in the Internship Experience. Please feel free to offer any additional comments regarding the student's performance (i.e. strengths and weaknesses) here or on a separate sheet. <i>Comments:</i></p>	

Please answer the following questions:	YES	NO
Did the student meet the minimum requirement of clock hours on site?		
Has this evaluation been discussed with the student?		
If no, are you willing to discuss this evaluation with the student?		
Did the student successfully complete the assigned Internship Project?		
Are you interested in allowing us to continue to contact you or your organization as a potential site for our students' practical/experiential learning experiences such as Sport Management Internships?		

SIGNATURE OF SITE SUPERVISOR:

DATE:

PHONE NUMBER & EMAIL:

SPORT MANAGEMENT INTERNSHIP STUDENT EVALUATION OF ORGANIZATION

For the Kinesiology Graduate Program in Sport Management to maintain and improve the quality of the fieldwork/applied learning experiences, students are requested to complete an evaluation of the Internship organization after completing their Internship Experience. The information will be kept confidential and will only be used for subsequent Internship placement. Please create a typed, double-spaced report that includes the following:

Student's Name:

Date of Evaluation:

Name of Organization:

Name of Site Supervisor:

Academic Term and Year of Internship:

Average Days per week spent at Internship Site:

Average Hours a week you spent at Internship Site:

Rate the overall quality of this Agency as a Site for Sport Management Field Studies: circle your rating.

Excellent

Good

Average

Fair

Poor

Provide a rationale for your ranking:

Summarize the strengths and weaknesses of the organization as a Sport Management Internship Site.

Please offer additional comments, advice, or insights to students who may be interested in this organization for a Sport Management Internship Experience.

PROFESSIONAL DEVELOPMENT NOTES:

TURNING YOUR INTERNSHIP INTO A FULL-TIME POSITION

One of the best benefits of an internship education experience is that it can serve as your passport to future employment opportunities. Getting your foot in the door by landing the internship is only half of the challenge in turning your career dreams into a reality. The more vital half is to build a reputation during this career experience that will culminate in receiving a full-time job offer.

A growing number of employers are using internships to gain a first in-depth look at prospective employees. In this respect, both you and your employer have a common goal—namely, to determine if there is a good fit between you. Here are ten tips to becoming a savvy intern and making powerful career moves:

1. Exhibit a Can-Do Attitude: Pass the attitude test and you will be well on your way to success. Attitude speaks loud and clear and makes a lasting impression, so make sure that yours is one of your greatest assets. Take on any task assigned—no matter how small—with enthusiasm. Take the initiative to acquire new skills. Accept criticism graciously and maintain a sense of humor.

2. Learn the Unwritten Rules: Get to know your co-workers early in your internship. They will help you figure out quickly the culture in which you will be working. Being the “new kid” is like being a freshman all over again. You will need to adapt, observe, learn, and process a large volume of information. Watch closely how things get done. Ask questions and pay attention to how people interact with each other.

3. Take Your Assignments Seriously: Build a reputation for being dependable. Be diligent and accurate in your work. You may encounter a great deal of ambiguity in the work environment, so seek direction when in doubt and do whatever it takes to get the job done. As an intern, you will generally start out by performing small tasks, asking a lot of questions, and learning the systems. Your internship supervisor knows that there will be an initial learning curve and will make allowances for mistakes. Learn from your errors and move on to your next task. From there, your responsibilities and the expectations of others are likely to grow.

4. Meet Deadlines: Always assume the responsibility to ask when an assignment is due. This will help you to understand your supervisor’s priorities and to manage your time accordingly. Alert your boss in advance if you will be unable to meet expectations. This will show respect and professional maturity

5. Set Realistic Goals and Expectations: Invest actively in the most critical element of your internship—that is, the learning agenda which you set up with your supervisor at the beginning of the assignment. Your learning agenda should target specific skills and competencies that you wish to acquire and demonstrate. After all, the learning agenda is what distinguishes a short-term job from an internship. It is up to you to establish a correlation between your learning goals and the daily work you are asked to perform. Maintain a journal of your activities and accomplishments in order to monitor your progress. Seek regular reviews from your supervisor to assess your performance and reinforce the fact that you mean business.

6. Communicate Respectfully: Assume that everyone else knows more than you do. However, don't be afraid to present useful ideas that may save time or money or solve problems. Make sure, however, that your style does not come across as cocky. Employers value assertiveness but not aggressiveness. Find out the proper way to address individuals, including customers. Maintain a pleasant and respectful demeanor with every person, regardless of his or her rank.

7. Be Flexible: Accept a wide variety of tasks, even those that may not relate directly to your assignments or those that may seem like grunt work. Your willingness to go the extra mile, especially during “crunch time,” will help you carve the way to assuming greater responsibilities.

8. Be a Team Player: Learn how your assignment fits into the grand scheme of things and keep a keen eye on getting the job done. In today's work environment, success is often defined along the lines of your ability to get along with and interact with others. You're a winner only if your team wins.

9. Get a Mentor: Identify at least one individual to serve as your mentor or professional guardian. It should be someone who is willing to take a personal interest in your career development and success. Once you know your way around, begin to network wisely and get “plugged in” by associating with seasoned employees who may share their knowledge, perspectives, and insights. Get noticed, because many more people will have a role in determining your future than you might at first realize.

10. Have Fun! Finally, enjoy learning, sharpening your skills and developing professionally and personally. Participate in work-related social functions and become an active member in your work community. *Make your internship or co-op experience work for you. It can be the first link in the chain of your career.*

Written by Lina Melkonian, Director of the Cooperative Education Program at San Jose State University.

PROFESSIONAL DEVELOPMENT NOTES:

INTERNSHIP PLANNING GUIDE

Students need to complete preliminary steps to prepare for the Sport Management Internship experiences. Students are reminded that they represent the University, the Kinesiology Department, and the Graduate Program in Sport Management when they are at Internship sites. Students must adapt to the requirements of the setting, in terms of appropriate dress, hours kept, and relationships with staff and clientele. Every Internship Site is different in this regard.

Following are some important considerations for students in preparation for their fieldwork:

1. Desired Internship experiences should incorporate the student's prior academic work and related experiences as well as the need for applying and developing knowledge and skills to complete the educational experience leading to the degree.
2. Students must be active participants in the planning of the Internship. This can be accomplished through the following:
 - a) Developing a list of goals and objectives which can be achieved during the Internship (See the Internship Needs Assessment Form).
 - b) Seeking information and initially assessing possible agencies for the Internship. This can be done through contacting the Internship Coordinator, the Graduate Coordinator, and Sport Management Faculty. Students should also be mindful of Internship announcements and postings disseminated to students via e-mail.
 - c) Developing a professional resume which can be shared with a prospective organization.
 - d) Visiting a potential Internship Site to:
 - i. Become familiar with the agency, its programs, and personnel
 - ii. Assess its suitability for student needs and desires relative to the Internship
 - iii. Discuss goals and objectives with the potential Site Supervisors.
 - e) Working closely with the Kinesiology Sport Management Internship Coordinator to carefully select the Internship Site.