Sport Management
Internship Handbook

January 2014
## Table of Contents

I. Course Description ........................................................................................................... 2  
II. Importance of Internships in the Sport Management Field .................................................. 2  
III. Characteristics of Sport Management Internships ............................................................ 2  
IV. Alignment with School of Business Mission .................................................................... 3  
V. The Internship Administrative Process ............................................................................. 3  
VI. Roles and Responsibilities ............................................................................................... 4  
VII. Internship Eligibility ...................................................................................................... 5  
VIII. Grading the Internship ................................................................................................. 5  
IX. Creating the Internship Learning Contract ..................................................................... 6  
X. Learning Contract Format ............................................................................................... 7  
XI. Assignments & Course Requirements: Part 2 ................................................................. 8  
XII. Learning Contract Example ........................................................................................... 10  
XIII. Appendix A: Learning Project Guidelines & Approval Form ........................................ 12  
XIV. Appendix B: Internship Portfolio Guidelines & Format .................................................. 14  
XV. Appendix C: Internship Planning Checklist .................................................................... 16
Course Description

The internship requirement is considered to be one of the most critical components of the Sport Management Program. Students will undertake a 12-15 week, full-time (40 hours per week) supervised internship. This opportunity is expected to enhance the student’s academic experiences via a required industry analysis paper, a research project, weekly logs and a portfolio, as well as provide additional work experience and networking opportunities. Internship experiences may take place in any of the varied sport industry settings. Students may obtain internships in any region of the country and in some cases may receive financial compensation.

Prerequisite: Junior Standing, BUS 311, 2.33 GPA or higher and permission of a School of Business advisor and instructor. Enrollment is normally limited to sport management majors who have not completed degree requirements. Credits 6.

Importance of Internships in the Sport Management Field

Internships offer sport management majors the opportunity to take important steps towards future success. The internship experience provides numerous benefits:

- Interns can develop new skills and apply classroom learning in a real world environment.
- Internships offer businesses an opportunity to recruit future employees who have proven themselves as interns.
- Internships allow you to gain valuable experience while being evaluated as a source of future employment.
- Internships can be the most impressive listing on your resume and can be a deciding factor in securing employment.
- Interns have the opportunity to network with industry professional and meet career mentors.

Characteristics of Sport Management Internships

Sport Management internships are:

- Full-time experiences that require students to plan ahead to manage the time commitment. The benefits of working full-time are that interns are more likely to be seen as a part of the “team”, get a more in-depth experience and be given greater responsibility.
- Offered in a wide range of sport industry settings and in a variety of areas of business such as marketing, sales, operations, communications.
- Include an academic requirement and a variety of assignments that document the experience and provide opportunities for reflection.
- Occur all over the United States providing exciting travel opportunities.
Alignment with School of Business Mission

The Sport Management Internship/Advanced Field Experience is clearly aligned with the School of Business Mission Statement.

*We prepare and inspire current and future leaders and stimulate economic growth by providing quality learning opportunities, valuable research, and professional service, all in partnership with the business community.*

The emphasis on quality learning experiences and partnership with the business community are key components of the internship program and combine to provide distinct and meaningful educational opportunities for students.

The Internship Administrative Process

Sport management internships are required within the major at USM and students should plan to complete the experience during their Junior or Senior year (including the summer at the end of the Senior year). A minimum 2.33 GPA is required. Planning should begin 3-6 months in advance.

The process is as follows:

1. Meet with faculty advisor to determine eligibility, discuss areas of interest and the timing of the internship. Some internship listings are available to provide students with ideas and opportunities but it is important for students to identify personal goals and find an internship that fits with those goals. The sport management faculty can help with this process.

2. Prior to applying for an internship, students must develop a well-written and current resume and cover letter. Samples are available to help you with this process.

3. Students should research internship opportunities and follow all application guidelines. Special attention should be given to application deadlines that may be 3-6 months prior to the start date.

4. Internship paperwork should be prepared including the:
   
   a. School of Business Internship Approval Form (available on the School website)
   b. Learning Contract

5. Job descriptions must be provided by all prospective internship organization sponsors. Job descriptions will be reviewed to establish whether the internship qualifies for the School of Business Internship program.
6. When applying for an internship students will normally submit cover letters/resumes directly to potential employers and follow their directions in handling the next steps.

7. Once the internship is secured the student should begin work on their learning contract. The learning contract establishes the learning goals and work expectations for the student. A number of academic assignments are required during and at the completion of the internship. Each student should make sure that they are familiar with these expectations.

8. Once a student is hired by an organization, they will work with a Sport Management faculty sponsor and the School of Business Internship Coordinator to ensure all paperwork is complete and that they are registered in the correct semester.

9. The faculty sponsor and student will maintain communication throughout the internship and the faculty sponsor will make an *onsite visitation to the organization when the student is working.* Out of state internships may be an exception to this rule.

10. Student, employer and faculty evaluations are completed in the final stages of the internship. These evaluations and the academic assignment grades are combined for the final grade.

**Roles and Responsibilities**

**Students**

Students are expected to:

1. Develop learning objectives in consultation with their faculty sponsor and site supervisor.
2. Complete all paperwork and register prior to beginning the internship.
3. Adhere to all personnel rules, regulations, and other requirements of the host organization, including regular and punctual reporting to work.
4. Perform all assignments as required by the faculty sponsor.
5. Maintain communication with the faculty sponsor and internship coordinator. Attend all meetings as required.
6. Perform all assigned tasks to the satisfaction of the site supervisor.
7. Notify the faculty sponsor of any problems or schedule changes.

Students may be terminated by an employer if his/her performance is unsatisfactory. The internship program requests that employers give students ample warning and an opportunity to correct unsatisfactory
performance prior to termination. In all cases, it is requested the employer contact the faculty sponsor or internship coordinator prior to the student’s termination.

**Employers (Site Supervisors)**

Employers are expected to:

1. Provide well supervised, career-related opportunities for student interns.

2. Submit a job description of position responsibilities and applicant requirements for each position in order to facilitate screening and referral.

3. Communicate periodically with the student and faculty sponsor concerning the student’s performance and progress.

4. Evaluate the student’s performance at the end of the internship.

**Internship Eligibility**

Students can enroll in an internship for credit providing the following requirements are met:

1. Students must be at least a Junior with a 2.33 GPA and completion of BUS 311.

2. The work experience is directly related to the student’s field of study.

3. The student agrees to meet standards of work and performance that are expected by the School and the employer in order to earn academic credit.

4. Students must register **prior** to beginning their internship. Credit will not be awarded for work completed before a student is officially registered.

**Grading the Internship**

Academic credit will be awarded based on all the following:

1. The student’s accomplishing the agreed upon learning objectives.

2. Timely submission of all academic requirements.

3. Completion of the minimum time commitment (Full-time experience, 12-15 weeks).
4. Satisfactory evaluation by the internship supervisor.

Creating the Internship Learning Contract

Each student enrolled in a School of Business Internship develops a learning contract that outlines the intended accomplishments of the experience. The learning contract is a useful tool as it articulates expectations and is a way to maximize the benefits of the internship. As the internship is intended to be a self-directed learning experience, the student is responsible for developing the learning contract.

Creating a Learning Contract: (to be completed before the internship begins)

1) Obtain an official written job description from your employer. Determine your faculty sponsor's expectations for the learning contract. Complete this step before the internship begins.

2) Draft a learning contract using the format outlined below. Submit the first draft of your learning contract to your faculty sponsor for approval before beginning the internship. Using feedback from your faculty sponsor revise the learning contract until it is approved. You are encouraged to discuss the development of the contract with your employer and to provide them with a copy of the final version.

3) Part two of the Learning Contract that outlines the academic requirements and assignment details should be signed and attached to job description and learning goals.

3) Attach a copy of the Learning Contract to the School of Business Internship Approval Form and register for the course through the School of Business Office Internship Coordinator. Payment for the 6 credit internship is required at the time of registration.

The School of Business Internship Approval Form includes a place for the student and faculty sponsor to sign to indicate their acceptance of the contract. It also includes a place for the employer and advisor or director to sign. You may obtain a copy of the Approval Form from the School of Business Office or website. All applicable signatures must be present to register.
Learning Contract Format

Description of the Work Experience [to be negotiated with employer]

Part 1:

A. Job Description. Describe your role and responsibilities. Include a description of duties, tasks, and deadlines.

B. Work Site Supervision Evaluation. Describe the supervision and assistance you will receive at the work site. How and when will your employer evaluate your work performance? Indicate if someone other than the supervisor listed on the internship approval form will evaluate your performance or if a form other than the one provided to the employer by the University is to be used, attach a copy.

C. Description of the Learning Experience

Learning Goals. What do you plan to learn during this experience? Goals may relate to:
- Knowledge you hope to acquire about the organization, business practices, or the functioning of organizations in general, * skills you hope to develop or apply, or
- Insight you hope to gain into your career direction, your strengths and weaknesses, and your ability to operate in professional settings.

Part 2:

A. Assignments & Course Requirements. The required assignments are listed below and further details are provided in the following sections of this Handbook. Pages 8 & 9 should be cut and pasted into your learning contract. Following approval by your faculty advisor due dates and signatures will be added.

- Internship Report
- Internship Project
- Portfolio
- Journal
- Mid-semester memo to Supervisor
- Internship Profile & Evaluation
Assignments & Course Requirements: Part 2

The following requirements are expected of students enrolled in the Sport Management internship (6 credits).

**TIME COMMITMENT:**
**Internship:** The Internship should be a Full-Time work experience of 40 hours per week for 10-15 weeks. Please note that many employers will require a greater time commitment.

**INTERNSHIP REPORT GUIDELINES:** (10% of total grade)

1. **Requirements for the Report**
   a. The Internship report should be a minimum of 6-8 pages, typed and double spaced.
   b. The report should be submitted at the mid-way point of the internship experience.
   c. The report should include an analysis of the following:
      - Describe the major purposes of the organization (include any relevant promotional materials that describe the work of the organization).
      - Examine the structure of the organization and it's effectiveness.
      - Financial aspects; Highlight the most significant revenue sources and categories of expenditures.
      - Describe the extent that the organization attempts to market itself.
      - Identify the legal issues faced by the organization.

**INTERNSHIP PROJECT (15% of total grade)**

The major project provides a “capstone” experience to the internship and gives the intern an opportunity to demonstrate a variety of skills. The project is closely monitored by both the University and the Agency supervisors. The project is expected to provide a significant learning opportunity and make a lasting contribution to the agency. Both the University and Agency supervisors should approve the project topic, consult on the project and advise the intern how to evaluate the impact of the project.

Projects may reflect a variety of skills and knowledge and provide opportunities for coursework to be applied. For example, projects to develop an event promotional plan, volunteer management plan, etc. Projects should reflect a semester’s level rigor, should be on-going throughout the experience and it should be obvious that the intern devoted great amounts of time and effort to the final product.

Documentation of the project and an evaluation will be due at the end of the internship experience. The Internship Project Approval Form and further information can be found in Appendix A.

**PORTFOLIO: (15% of total grade)**

The Internship Portfolio should include samples of written work and examples of relevant printed or promotional materials. The purpose is to compile work samples that demonstrate your skills and that may be useful to you at a later time. Samples should be compiled into a binder and should be clearly labeled to show the relevance of each piece. Further details and required format guidelines are provided in Appendix B.
JOURNAL/LOG: (10% of total grade)

The Internship Journal/Log should be a detailed daily account of your work related activities. The Journal/Log should include information relating to your responsibilities and activities, issues impacting the organization, special projects, general observations, and any other relevant information. General thoughts and comments regarding the overall learning experience should also be included. The Journal/log should be typed and submitted to your faculty advisor at agreed upon dates. It should begin immediately at the start of the experience and recorded daily.

The final installment of your journal should cover the following information:

a. Overall observations and reactions to the work experience.

b. Include an appraisal of the internship experience highlighting which areas were most significant and any negative aspects.

c. Consider the application of theory to the practical experience and discuss how coursework was applied in the internship setting

MID-SEMESTER MEMO: (5% of total grade)

At the mid-semester point, your experiences should be evaluated and presented as a Mid-Semester Memo. The memo is to be directed and submitted to your employer, and copies given to your faculty advisor. It should address the work accomplished during the period, problems encountered, a self-assessment of your performance and the goals for the remainder of the internship. Ask your employer to meet with you to provide verbal feedback as well as written feedback that you can show your faculty advisor. The latter can be brief, handwritten comments on your memo, or a separate memo, indicating the employer's agreement with your memo.

SUPERVISOR EVALUATION: (45% of total grade)

Your supervisor will be required to evaluate your performance during the internship. Each student will be responsible for ensuring that the supervisor has the necessary evaluation form and is aware of the due date. The evaluation form should be mailed or faxed by the due date.

A FINAL GRADE WILL NOT BE SUBMITTED UNTIL ALL OF THE ABOVE ARE COMPLETED.

Due Date for assignments (except Journal/Log) is ______________________. Please sign this statement and return prior to the beginning of your Internship.

I agree to the conditions of the Internship and understand that I am responsible for all academic requirements. I also understand that I must meet the minimum hour requirement in order to receive a grade.

Name: ______________________ Date: _________
Learning Contract Example

THE WORK EXPERIENCE

A. Job Title & Description:

MARKETING & PROMOTIONS INTERNSHIP

- Assist the Marketing and Promotions Managers and Coordinators with daily activities and projects.
- Assist with the development and implementation of marketing campaigns to maximize ticket sales and revenue, including marketing strategies and advertising plans.
- Assist with the execution and evaluation of all advertising creative used in media outlets, including TV, radio, print creative, collateral imagery etc.
- Assist in the development and implementation of new social media and networking technologies.
- Assist with the planning and execution of all grass roots marketing efforts and their associated marketing collaterals.
- Assist with the organization and implementation of game night activities at each Boston Bruins Home Game, as well as the coordination and execution of special game night promotions throughout the season.
- All other duties as assigned.

B. Work Site Supervision:

I will be supervised by John Hockey, the Director of Marketing at the Bruins. We will meet weekly to discuss my progress. I will also work with personnel in the sales department on certain tasks. Twice during my internship I will meet with the Director of Marketing to discuss my progress and present my recommendations.

My internship performance will be evaluated John Hockey, the Director of Marketing at the Bruins. John will use USM’s evaluation form to report my performance.

THE LEARNING EXPERIENCE

A. Learning Goals:

- I will gain a working understanding of the operation of a professional sport team marketing department.
- I will develop significant marketing research skills.
- I will be able to describe how the marketing department interacts with the other departments of a professional team.
- I will gain in depth knowledge of the different marketing strategies used, including practical skills in working with social media and other advertising.
- I will improve my communication skills - both verbal and written through participation in day to day operations.
- I will build interpersonal skills by participating as a member of a team.
- I will gain insights into sales and marketing careers and be able to evaluate my strengths and weaknesses.
B. Learning Contract and Course Requirements:
Add Part 2 here – Cut and Paste Pages 8 & 9. (Add dates and sign)

- Includes details on assignments
  - Internship Report
  - Internship Project
  - Portfolio
  - Journal (including mid-semester memo)
  - Internship Profile & Evaluation
Appendix A: Learning Project Guidelines & Approval Form

INTERNSHIP PROJECT GUIDELINES

The major project provides a “capstone” experience to the internship and gives the intern an opportunity to demonstrate a variety of skills. The project is closely monitored by both the University and the Agency supervisors. The project is expected to provide a significant learning opportunity and make a lasting contribution to the agency. Both the University and Agency supervisors should approve the project topic, consult on the project and advise the intern how to evaluate the impact of the project.

Projects may reflect a variety of skills and knowledge and provide opportunities for coursework to be applied. For example, projects to develop an event promotional plan, volunteer management plan, etc. Projects should reflect a semester’s level rigor, should be on-going throughout the experience and it should be obvious that the intern devoted great amounts of time and effort to the final product.

Documentation of the project and an evaluation will be due at the end of the internship experience. The internship project accounts for 15% of the total grade.

STEPS TO DEVELOPING AND DOCUMENTING AN APPROPRIATE PROJECT

1. Meet with Supervisor to discuss the project. Be prepared to present ideas ask supervisors for any existing project needs that would be appropriate.

2. Once a project has been developed, fill out the description on the Approval Form.

3. The Internship Supervisor should sign the Approval Form.

4. The Approval Form must be completed during the first two to three weeks of the internship.

5. Submit Approval Form to Faculty Advisor for Final Approval.

6. During the Internship documentation of your work on this project should be maintained so that you can hand in a binder that includes an overview of the process and steps involved as well as samples of your work and, if appropriate, the final product.

7. In addition, you will also complete a 2-3 page paper evaluating the value of this project in your professional growth. What skills did you acquire or develop? What problems did you overcome? What were the most challenging aspects of the project? How did you use skills and knowledge learned in your USM coursework? How will it help you in the future?
Internship Project Approval Form

Name: __________________________

Internship Organization: __________________________

PROJECT DESCRIPTION
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

PROJECTED TIME FRAME (beginning and end dates)
____________________________________________________________________________
____________________________________________________________________________

Internship Supervisor Approval

Signature __________________________ Date __________

University of Southern Maine Faculty Advisor Approval

Signature __________________________ Date __________
Appendix B: Internship Portfolio Guidelines & Format

CONTENT REQUIREMENT & INSTRUCTIONS

The following areas should be highlighted in your internship portfolio. The required sections focus on sport management knowledge and skills, as well as broader skills such as communication, leadership, etc. Each section of the portfolio provides an opportunity for the demonstration of your abilities as they relate to your internship experience. In order to do this successfully, all materials included in the portfolio must be preceded by an explanation describing the item and the skills and knowledge needed. The explanation should also describe how your skills were used, what you observed/participated in, what you learned and why you included it. Examples of items that could be included in the portfolio: Letters, memos, proposal, press releases, schedules, printed materials, photographs, promotional materials, design work, presentations, budgets, etc.

<table>
<thead>
<tr>
<th>PORTFOLIO CONTENTS</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover Page &amp; Table of Contents</td>
<td></td>
</tr>
<tr>
<td>Introductory Statement – position description &amp; organizational overview</td>
<td></td>
</tr>
<tr>
<td><strong>Sport Management Knowledge &amp; Skills – at least 3-5 areas are required</strong></td>
<td>60%</td>
</tr>
<tr>
<td>2. Sport Marketing</td>
<td></td>
</tr>
<tr>
<td>3. Legal Aspects of Sport</td>
<td></td>
</tr>
<tr>
<td>4. Finance/Accounting/Economics</td>
<td></td>
</tr>
<tr>
<td>5. Ethics in Sport Management</td>
<td></td>
</tr>
<tr>
<td><strong>Broad-based Business Skills – all areas are required</strong></td>
<td>40%</td>
</tr>
<tr>
<td>6. Leadership/Teamwork</td>
<td></td>
</tr>
<tr>
<td>7. Communication Skills (written &amp; oral)</td>
<td></td>
</tr>
<tr>
<td>8. Critical Thinking/Analytical/Problem Solving Skills</td>
<td></td>
</tr>
<tr>
<td>9. Technology Skills</td>
<td></td>
</tr>
</tbody>
</table>
# Expectations & Examples for Each Section

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cover Page</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Table of Contents</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Introductory Statement</strong></td>
<td>Describe your internship position including your responsibilities. Also, provide an overview of the organization you are working for. (1-2 pages)</td>
</tr>
<tr>
<td><strong>Sport Management Knowledge &amp; Skills</strong> - At least 3-5 areas are required</td>
<td></td>
</tr>
<tr>
<td>1. Management</td>
<td>Samples of work from any of the areas listed could be included in this section. For example, were you involved in event set-up and breakdown, managing volunteers, organizing special events, press room activities, ticket sales, managing registration of participants, working with vendors, etc.?</td>
</tr>
<tr>
<td>• Sport Operations Management</td>
<td></td>
</tr>
<tr>
<td>• Event Management</td>
<td></td>
</tr>
<tr>
<td>• Facility Management</td>
<td></td>
</tr>
<tr>
<td>• International Management</td>
<td></td>
</tr>
<tr>
<td>2. Sport Marketing</td>
<td>Marketing related examples include advertising and promotional activities, working with sponsors (sales and/or managing sponsors), signage, ticket sales, special events related to marketing, press and media activities</td>
</tr>
<tr>
<td>3. Legal Aspects of Sport</td>
<td>Legal issues that relate to your internship could include contracts with vendors, sponsors, venues/facilities. Liability concerns for safety and security of participants, spectators, etc.</td>
</tr>
<tr>
<td>4. Finance/Accounting/Economics</td>
<td>This section could include any budget related-work, for example, ticket sales – daily/weekly records. Budgets for sponsorship fulfillment. Accounting of revenue or expenses for specific areas of the operation. Economic impacts of the team, event, league.</td>
</tr>
<tr>
<td><strong>Broad-based Business Skills – all areas required</strong></td>
<td></td>
</tr>
<tr>
<td>6. Leadership/Teamwork</td>
<td>Demonstrate your involvement as a leader. Did you manage a specific area that involved leading others? How did you work as a team member? Include specific activities.</td>
</tr>
<tr>
<td>7. Communication Skills (written &amp; oral)</td>
<td>This section should include samples of written communications that you have been responsible for during the internship. Examples; memo’s, proposal, schedules, letters, handbooks or manuals, presentations given.</td>
</tr>
<tr>
<td>8. Critical Thinking/Analytical/Problem Solving Skills</td>
<td>How/where have you provided ideas and input to help improve the organizations operations or activities? What problem solving activities have you been involved in?</td>
</tr>
<tr>
<td>9. Technology Skills</td>
<td>What kind of technology have you used during the internship? Have you learned to use new technologies for computerized scoring systems, ticket sales software, performance evaluation software, etc. Evaluate all areas of technology used in your organization which may go beyond computer programs; for example; technology use to test equipment, or enhance spectator or viewer experiences, etc.</td>
</tr>
</tbody>
</table>

**Don’t Forget:** Each item you include in the portfolio must be preceded by an explanation sheet.
Appendix C: Internship Planning Checklist

_____ Meet with faculty advisor to determine eligibility, discuss areas of interest, goals and the timing of the internship.

_____ Finalize well-written and current resume and cover letter.

_____ Research internship opportunities and follow all application guidelines.

_____ Get official job description approved by faculty advisor to ensure the internship qualifies for credit within the Sport Management Internship program.

Once the Internship Position is Secured:

_____ Prepare Learning Contract.

_____ Review academic assignments with Faculty Advisor.

_____ Complete School of Business Internship Approval Form.

_____ Get all paperwork signed.

_____ Register for 6 credit internship.

_____ Provide Faculty Advisor with contact information during your internship.