LEARNING OUTCOMES:
The purpose of the internship is to enable sport management graduate students to obtain professional experience to complement their course work. Through this applied studies approach, students will learn first-hand about the sport management profession, and develop their understanding of organizational and managerial theory in practice. Students will also have the opportunity to develop professional skills and explore career interests in sport management.

1. Integrate applied and theoretical knowledge in ‘real’ world sport management settings.
2. Apply knowledge acquired in theory courses to professional work settings.
3. Analyze work functions in relation to theoretical concepts in sport management.
5. Demonstrate synthesis of applied and theoretical knowledge through oral and written communications.

REQUIREMENTS:
Students must complete a minimum of 480 hours during one term (12-16 weeks) with a selected agency in the sport, recreation or leisure field. Students must have completed at least one term of course work prior to undertaking the internship. Students will secure their own internship placement, with the help of their faculty advisor. An internship agreement, describing the student’s role in the organization and specific internship project, will be developed and signed by the student, the agency supervisor, and faculty advisor. Students are responsible for the completion and submission of weekly logs, a final internship evaluation, and assignments as outlined below.

The host agency and agency supervisor must agree to provide a challenging learning opportunity for the student, as well as a suitable environment for the student to carry out his/her assigned duties and internship project. The host agency is not required to provide financial compensation. The agency supervisor is responsible for overseeing the student’s internship experience with the organization, and will conduct a mid-term and final evaluation of the student’s performance. When possible, the faculty advisor will conduct an on-site visit of the agency during the student’s internship.
EVALUATION:
1. Weekly Log Reports (10%, due on the same day of the week determined in discussion with academic supervisor)
Students will complete and submit to their faculty advisor weekly log reports (see attached form) regarding their work experiences.

2. Statement of Learning Objectives (5%, due 2 weeks after start of internship, approximately 3 pages)
Students will submit a statement of objectives pertaining to technical, interpersonal, and conceptual skills they hope to develop during the internship, and how this will be accomplished. Refer to Chapter 4 in P. Chelladurai (2014). Managing organizations for sport and physical activity. A systems perspective (4th ed.). Scottsdale, AZ: Holcomb Hathaway.

3. Marketing/Organizational Theory/Leadership/Policy Assignment (10%, due prior to end of internship, approximately 10 pages)
Students will complete a short assignment that relates to the content of their choice of one of KIN 9030a/b, 9031a/b, 9032a/b, or 9033a/b. The student should contact Dr. Karen Danylchuk, Dr. Alison Doherty, Dr. Laura Misener, or Dr. Jim Weese to be given the assignment.

4. Student Evaluation of the Internship Experience with Critical Reflection (20%, due at end of internship, approximately 10 pages)
Students will complete an evaluation of their internship at the completion of the internship (see attached evaluation form). A reflective piece focusing on the learning objectives should accompany this final evaluation (see attached guidelines).

5. Mid-term and Final Evaluation by Agency Supervisor (20%, due mid-term and end of internship)
The student’s agency supervisor is required to complete an evaluation of the student’s role in the organization after eight weeks (mid-term) and at the completion of the internship (see attached evaluation forms).

6. Final Internship Report (value 25%, due one month after completion of internship)
Students will be responsible for completing a final report that consists of an organizational analysis.

7. Seminar (10%, to occur in September or October following the internship)
Students will be responsible for making an oral presentation to fellow sport management graduate students and sport management professors at Western, based on their final internship report.

FINANCIAL AID/REMNUNERATION:
The host agency may provide a salary or honorarium to the student during the placement, but is not required to do so. Financial aid may be available to the student through the Western Student Financial Aid Office.
ATTACHMENTS:
1. Agency Guidelines
2. Internship Agreement
3. Weekly Log Report Form
4. Internship Learning Objectives
5. Student Evaluation of Internship Experience (evaluation form)
6. Student Evaluation of Internship Experience (critical reflection)
7. Supervisor Evaluation of Student Intern (mid-term)
8. Supervisor Evaluation of Student Intern (final)
9. Guidelines for Final Internship Report
Western University  
Faculty of Health Sciences  
School of Kinesiology  
GRADUATE SPORT MANAGEMENT INTERNSHIP PROGRAM  
AGENCY GUIDELINES  

Program Description  
The Sport Management Graduate Program in the School of Kinesiology at Western University offers its students an opportunity to complete a full-time management internship with a sport, recreation or leisure organization (minimum 480 hours for 12-16 weeks). We would like to invite your agency to take part in this internship program. There can be tremendous benefit from the involvement of a motivated, capable graduate student who is committed to working in your organization.

The educational objective of the program is to enable sport management graduate students to obtain professional experience to complement their course work. Through this applied studies approach, students will learn first-hand about the sport management profession, and develop their understanding of organizational and managerial theory in practice. Students will also have the opportunity to develop professional skills and explore career interests in sport management.

Student Requirements  
Each student is required to complete a minimum 480 hours over a 12-16 week period. An internship agreement acknowledging the roles and responsibilities of the student, the host agency supervisor, and the faculty advisor must be signed prior to the start of the internship. As part of the student’s activities, he/she is required to complete an internship project in the organization, to be determined and confirmed in conjunction with the agency supervisor and faculty advisor.

Agency Requirements  
The agency supervisor is expected to outline the duties of the student, and to provide an appropriate work environment for the student to carry out his/her assignments. The agency supervisor will be asked to complete mid-term and final evaluations of the student’s performance in the organization. Financial remuneration to the student is optional. The agency supervisor must sign the internship agreement outlining the student’s activities.

Procedure  
- To become involved in the Graduate Sport Management Internship Program at Western University, please complete and return the attached application form. Your agency may be contacted by an interested student. This may have already occurred. Unfortunately, we cannot guarantee that a student will select your placement. You will, of course, have final say in selecting any student who applies for your position.

- The host agency and student should work together to develop a job description, and to identify an appropriate internship project.
- The student, agency supervisor, and faculty advisor will sign the internship contract.

- The agency supervisor conducts a mid-term and final evaluation of the student’s performance.

Please feel free to contact us if you have any questions about the Internship Program. We look forward to working with you.

Sincerely,

Karen Danylchuk, EdD, 519-661-2111 Ext. 88380 karendan@uwo.ca
Alison Doherty, PhD, 519-661-2111 Ext. 88362 adoherty@uwo.ca
Laura Misener, PhD, 519-661-2111 Ext. 86000 lmisene@uwo.ca
Jim Weese, PhD, 519-661-2111 Ext. 84239 jweese1@uwo.ca
Faculty Supervisors, Graduate Sport Management Internship
School of Kinesiology, Faculty of Health Sciences
Western University
Western University  
Faculty of Health Sciences, School of Kinesiology  
GRADUATE SPORT MANAGEMENT INTERNSHIP PROGRAM  

INTERNSHIP AGREEMENT  

The following is an internship contract for (name, student#) ______________________________  

Internship Job Title: _____________________________________________________________  
(attach a copy of the job description, responsibilities, conditions)  

Name of the Organization: __________________  
Location of the Organization: _____________________________________________________  
Agency Supervisor’s Name: ________________________________________________________  
Position: ________________________________  
Address: ______________________________________________________________________  
Phone: _________________________________________________________________________  
Fax: ___________________________  
E-mail: ___________________________  

Internship Start Date: _________________  End Date: ____________________________  

Hours per week: ___________________________________________  
(minimum total 480 hours for 12-16 weeks)  
Remuneration, if any: ________________________________  

We, the undersigned, agree to the above conditions:  

________________________________________ Date  
Student Intern  

________________________________________ Date  
Agency Supervisor  

________________________________________ Date  
Faculty Advisor  

________________________________________ Date  
Faculty Advisor
KIN 9011Y SPORT MANAGEMENT INTERNSHIP

WEEKLY LOG REPORT FORM

Copy or reproduce this form, to be submitted weekly to the faculty advisor via OWL or email. Retain a copy for yourself.

Name: 
Agency: 

Week of: 

Description of Activities Performed/Observed:

Reflections/Comments/Questions (e.g., new experiences, identified strengths/weaknesses, suggestions to improve performance, concerns about the placement):
KIN 9011Y SPORT MANAGEMENT INTERNSHIP

INTERNSHIP LEARNING OBJECTIVES

Student’s Name:____________________________________

Agency:________________________________________________

A. Technical skills and competencies you hope to develop and improve (specialized skills/procedures related to your position and organization, e.g., budgeting, accounting, staffing, computer applications):

B. Interpersonal skills you hope to develop through your internship (e.g., leadership, communication, cooperation, conflict management):

C. Conceptual skills you hope to develop (e.g., decision making, planning, organizing):

Reference:
KIN 9011Y SPORT MANAGEMENT INTERNSHIP

STUDENT EVALUATION OF INTERNSHIP EXPERIENCE

Instructions:
1. To be completed by the student and returned to the faculty advisor at the end of his/her internship.
2. Rate and comment on the strengths and weaknesses of the agency and your agency supervisor in terms of meeting your needs as a student intern. Use the following scale:

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<th>5</th>
<th>NA</th>
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<tr>
<td>Poor</td>
<td>Less than Adequate</td>
<td>Adequate</td>
<td>More than Adequate</td>
<td>Excellent</td>
<td>Not Applicable</td>
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</table>

___ 1. Agency=s acceptance of you as a functional member of the staff, willingness to integrate you into all appropriate levels of activities, programs and projects.

___ 2. Arrangements made to orient you to the agency.

___ 3. Provision of relevant professional growth experiences in sport management.

___ 4. Availability of, and accessibility to, resources to facilitate your internship experience (e.g., computer, workspace, documents, contact with others)

___ 5. Qualified, professional staff with demonstrated capability to provide competent supervision.

___ 6. Supervisor’s interest in your development.

___ 7. Supervisor’s ability to respond to your problems and help you work toward solutions.

___ 8. Scheduling of conferences with your supervisor and ongoing evaluation/feedback of your performance.

___ 9. Flexibility in arranging your task in light of changing situations within the agency and your increasing professional competencies.

___ 10. Willingness to listen and give feedback to your suggestions/recommendations.

___ 11. How would you rate this site for future interns?

Additional comments (use additional page):
KIN 9011Y SPORT MANAGEMENT INTERNSHIP

STUDENT EVALUATION OF INTERNSHIP EXPERIENCE
(CRITICAL REFLECTION)

The content and form of the evaluation/reflection paper may vary depending on each student’s internship experience. In general, however, the paper should include the following components:

1. A brief overview of your internship placement and your goals.
2. A description of some aspect of your internship experience that you felt was particularly meaningful for you.
3. A reflective analysis of why this aspect of your internship was particularly meaningful for you. This might include an assessment of your knowledge and/or attitudes before starting the placement and how these have changed.
4. An overall assessment of what you have learned through this process, and how it relates to your current academic study and/or future aspirations.

Writing a Reflection Paper

Critical reflection involves reflecting on and making meaning of one’s experiences, thoughts, and beliefs. Critical thinking means actively engaging with and questioning information to identify issues, assumptions, concepts, evidence, alternative viewpoints, and frames of reference. Critical reflection brings together reflective practice with critical thinking, encouraging you to deepen your analysis by being critical about your experiences.

How do I get the most from my reflective practice?
The objective of critical reflection is not to simply describe what happened. You need to dig deeper to get the most out of your reflection. Consider the following questions as you prepare to write your paper.

What? Start by describing and examining what happened during your experience including observations about your own and other people’s thoughts, feelings, and behaviours.

So what? Move beyond a simple description to analysis and interpretation. Explore how the academic concepts from your courses relate to your experiences.

Now what? Consider how your learning will influence practice and theory. Think about what this means for your own future in the professional or academic realm.
Western University  
Faculty of Health Sciences, School of Kinesiology  
GRADUATE SPORT MANAGEMENT INTERNSHIP PROGRAM  

SUPERVISOR EVALUATION OF STUDENT INTERN (MID-TERM)

Instructions:  
1. To be completed by the agency supervisor at the mid-point of the student’s internship. The supervisor’s evaluation will comprise 20% of the student’s final mark.  
2. Rate and comment on the strengths and weaknesses of the intern, using the scale below.  
3. The supervisor is encouraged to share the mid-term evaluation with the intern to give an opportunity for feedback and discussion.  
4. Return completed evaluation to the student’s academic supervisor—Drs. Karen Danylchuk (karendan@uwo.ca), Alison Doherty (adoherty@uwo.ca), Laura Misener (laura.misener@uwo.ca), or Jim Weese (jweese1@uwo.ca)—via email, fax, or hard copy School of Kinesiology, 3M Centre, Western University, London, ON N6A 3K7; Fax 519-661-2008

Intern’s Name:_________________________________________  Date:___________________

Agency Supervisor’s Name:________________________________  Agency:_________________________________________

Have the results of this assessment been shared with the intern?  Yes___  No___

Circle a value for each:

<table>
<thead>
<tr>
<th>ABILITY TO ORGANIZE AND CARRY OUT TASKS</th>
<th>Less than adequate</th>
<th>Adequate</th>
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<td>1</td>
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<td>Has some difficulty organizing/carrying out assigned tasks.</td>
<td>Manages to organize/carry out most assigned tasks competently.</td>
<td>Very well organized, carries out assigned tasks in professional manner.</td>
<td>Exceptionally well organized. Carries out assigned tasks in exemplary manner.</td>
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<tr>
<th>ORAL COMMUNICATION</th>
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<td>1</td>
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<tr>
<td>Has difficulty conveying information/ideas to others. Does not seem comfortable.</td>
<td>Can competently express information/ideas to others. Reasonably comfortable in most situations.</td>
<td>Very effective conveying information/ideas to others. Comfortable during oral communication.</td>
<td>Exceptional ability to communicate information/ideas effectively. Very comfortable/confident during oral communication.</td>
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<td>Sometimes fails to complete work. Requires a lot of supervision to produce.</td>
<td>Can be counted on to have tasks completed when required. Sometimes need supervision to do so.</td>
<td>Can always be counted on to have tasks completed. Is conscientious in performance of duties.</td>
<td>Exceptionally dependable and responsible in all circumstances.</td>
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<tr>
<td>Must be pushed to get work started and completed. Does not display enthusiasm for assigned work.</td>
<td>Usually enthusiastic about work assignments. Sometimes waits for assignments, rather than taking initiative.</td>
<td>Self-starter. Makes the most of opportunities. Enthusiastic and requests additional responsibilities.</td>
<td>Consistently exceeds expectations. Regularly requests opportunities to explore new assignments.</td>
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Comments:
### ABILITY TO WORK WITH OTHERS IN THE ORGANIZATION

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<th>Less than adequate</th>
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<th>More than adequate</th>
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- Usually gets along with others in the organization. Rarely initiates contact.
- Gets along with others in the organization. Usually initiates contact.
- Very good relationship with personnel at all levels of contact. Interaction is positive and productive.
- Exceptionally good relationships with personnel at all levels. Interaction is positive, productive, and sensitive to needs of others.

**Comments:**

### ABILITY TO ACCEPT AND UTILIZE SUGGESTIONS TO IMPROVE PERFORMANCE

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- Almost always rejects or discounts suggestions to improve performance. Rarely attempts to utilize suggestions.
- Usually accepts suggestions to improve performance. Usually successful in utilizing suggestions.
- Always welcomes suggestions to improve performance. Makes a concerted effort to utilize suggestions.
- Always welcomes and solicits suggestions to improve performance. Exceptionally successful in utilizing suggestions.

**Comments:**

### PROFESSIONAL APPEARANCE AND BEHAVIOUR

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<th>More than adequate</th>
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<td>9 10</td>
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- Needs to be reminded frequently about appropriate attire and behaviour in the work setting.
- Seldom needs to be reminded of appropriate attire and behaviour in the work setting.
- Appearance and behaviour is always appropriate to the work setting.
- Appearance and behaviour is exceptional and worthy of emulation by others.

**Comments:**

### ABILITY AND WILLINGNESS TO WORK INDEPENDENTLY

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<th>More than adequate</th>
<th>Excellent</th>
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- Frequently relies on others for direction and assistance to complete assigned tasks. Requires heavy supervision.
- Seldom requires direction and supervision to complete assigned tasks.
- Works well on own to complete assigned tasks. Requires limited supervision.
- Works exceptionally well on own to complete assigned tasks. Requires little or no supervision.

**Comments:**
OVERALL ASSESSMENT

Major Strengths of the Student:
1._______________________________________________________
2._______________________________________________________
3._______________________________________________________

Areas Needing Improvement:
1._______________________________________________________
2._______________________________________________________
3._______________________________________________________

Signature of Evaluator:_________________________________________
GRADUATE SPORT MANAGEMENT INTERNSHIP PROGRAM

SUPERVISOR EVALUATION OF STUDENT INTERN (FINAL)

Instructions:
1. To be completed by the agency supervisor at the end of the student’s internship. The supervisor’s evaluation will be worth 20% of the student’s final mark.
2. Rate and comment on the strengths and weaknesses of the intern, using the scale below.
3. The supervisor is encouraged to share the final evaluation with the intern in an exit interview, to give an opportunity for feedback and discussion.
4. Return completed evaluation to the student’s academic supervisor—Dr. Karen Danylchuk (karendan@uwo.ca), Alison Doherty (adoherty@uwo.ca), Laura Misener (laura.misener@uwo.ca), or Jim Weese (jweese1@uwo.ca)—via email, fax, or hard copy. School of Kinesiology, 3M Centre, UWO, London, ON N6A 3K7; Fax 519-661-2008

Intern’s Name:_________________________ Date:___________________
Agency Supervisor’s Name:_________________________ Agency:_________________________

Have the results of this assessment been shared with the intern? Yes___ No___

Circle a value for each:

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<tr>
<th>ABILITY TO ORGANIZE AND CARRY OUT TASKS</th>
<th>Less than adequate</th>
<th>Adequate</th>
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### ORAL COMMUNICATION

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<tr>
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<td>Excellent&lt;br&gt;Exceptional ability to communicate information/ideas effectively. Very comfortable/confident during oral communication.</td>
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**Comments:**


### WRITTEN COMMUNICATION

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<th>Rating</th>
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<tbody>
<tr>
<td>1</td>
<td>Below expectations. Has difficulty conveying information/ideas in writing. Numerous errors.</td>
</tr>
<tr>
<td>2</td>
<td>Satisfactorily conveys information/ideas in writing. Usually free of errors.</td>
</tr>
<tr>
<td>3</td>
<td>Very effective in conveying information/ideas in writing. Errors are rare.</td>
</tr>
<tr>
<td>4</td>
<td>Exceptional ability to communicate information/ideas in writing.</td>
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**Comments:**


### DEPENDABILITY AND RESPONSIBILITY

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### INITIATIVE AND ENTHUSIASM

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Comments:

<table>
<thead>
<tr>
<th>PROFESSIONAL APPEARANCE AND BEHAVIOUR</th>
<th>Less than adequate</th>
<th>Adequate</th>
<th>More than adequate</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Needs to be reminded frequently about appropriate attire and behaviour in the work setting.</td>
<td>Seldom needs to be reminded of appropriate attire and behaviour in the work setting.</td>
<td>Appearance and behaviour is always appropriate to the work setting.</td>
<td>Appearance and behaviour is exceptional and worthy of emulation by others.</td>
<td></td>
</tr>
</tbody>
</table>

Comments:

<table>
<thead>
<tr>
<th>ABILITY AND WILLINGNESS TO WORK INDEPENDENTLY</th>
<th>Less than adequate</th>
<th>Adequate</th>
<th>More than adequate</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3</td>
<td>4 5 6</td>
<td>7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Frequently relies on others for direction and assistance to complete assigned tasks. Requires heavy supervision.</td>
<td>Seldom requires direction and supervision to complete assigned tasks.</td>
<td>Works well on own to complete assigned tasks. Requires limited supervision.</td>
<td>Works exceptionally well on own to complete assigned tasks. Requires little or no supervision.</td>
<td></td>
</tr>
</tbody>
</table>
OVERALL ASSESSMENT

Major Strengths of the Student:
1._____________________________________________________________________________
2._____________________________________________________________________________
3._____________________________________________________________________________

Areas Needing Improvement:
1._____________________________________________________________________________
2._____________________________________________________________________________
3._____________________________________________________________________________

Signature of Evaluator:___________________________________________________________
At the completion of the internship, the student is required to submit an organizational analysis specific to the organization/agency where he/she worked. The analysis is worth 25% of the final mark and should include the following sections:

1. Background information (student’s job description, roles and responsibilities in the organization, supervision, communication links, compensation)
2. Overview of the Organization (mission, vision, values, goals and objectives, organizational chart, description of products/services)
3. Facilities (overview and description, layout, strengths and weaknesses)
4. Program Planning (ways in which activities are selected and prioritized, scheduling, evaluation)
5. Marketing (sample of current materials, ways in which advertising, promotions, and/or public relations used by organization)
6. Finance and Budgeting (description of budget process, purchasing process, accounting procedures, annual report)
7. Operations and Event Management (procedures, personnel, duties)
* The student should describe and analyze the organization with respect to each sub-topic. Analysis will be based on a brief review of the literature on each sub-topic, to be included in the paper.

Suggested references:

**Organizational Theory:**

**Facilities Management:**

**Sport Marketing:**
WV: Fitness Information Technology, Inc.

Finance and Budgeting:

Operations and Event Management: