



TUFTS UNIVERSITY EMPLOYER RESOURCE GUIDE

careers.tufts.edu

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Hello & Welcome

FROM DONNA ESPOSITO
EXECUTIVE DIRECTOR, TUFTS CAREER CENTER

On behalf of the Career Center at Tufts University, welcome to our Employer Resource Guide and thank you for serving as an internship supervisor for our annual summer internship grant program.

Tufts knows the important role that each of you plays in the professional development of our students, and we want to share some resources and tools that will assist you as you navigate hosting an intern. The Career Center summer internship grant program has been a foundational effort for our office for more than 10 years. It serves 40-50 students each year by providing funding to participate in an unpaid internship with a non-profit or government organization.

We welcome your feedback as you use this new resource developed by our Employer Relations team. Feel free to reach out to Sheryl Rosenberg, Assistant Director (Sheryl.Rosenberg@tufts.edu) or Sue Atkins, Associate Director of Employer Relations (Susan.Atkins@tufts.edu) with any questions.

Thanks again and best wishes for a wonderful summer!



Definition of an Internship

The National Association of Colleges and Employers (NACE) defines an internship as: “a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting.

Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths, while simultaneously giving employers the opportunity to guide and evaluate talent.”

Internships may be part or full time and range in duration from two to three months to an entire semester or more. They may or may not carry academic credit and may be paid or unpaid based on the Department of Labor criteria.

Internships also ...

- Include intentional learning objectives that are structured into the experience and supervised by a professional with relevant and related background in the field.
- Promote academic, career and/or personal development.
- Balance the intern’s learning goals with the organization’s needs.
- Involve industry related and soft skill development (e.g., oral/written communication, teamwork, critical thinking).
- Provide adequate supervision in a reasonably safe environment with the necessary tools to perform agreed upon tasks and work toward learning goals for the duration of the internship.



BENEFITS FOR EMPLOYERS



One of the more significant advantages to providing internships is the opportunity to select and develop your future talent. You can evaluate and screen potential employees prior to making a full-time position offer, which leads to financial savings. Employers have reported converting more than half of eligible interns into full-time hires. If hired in a permanent position, previous interns assimilate faster to their new roles and have shorter learning curves than external hires.

Interns can ...

- Provide freedom for professional staff to pursue creative or more advanced projects
- Increase staff retention rate
- Assist an organization in application of the latest strategies and techniques in the field
- Maintain connections with colleges and increase visibility on campuses
- Recruit other students and generate enthusiasm for the organization.
- Create awareness of the field for future hires and give back to the community by teaching the prospective workforce.

What Are the Benefits of Interns and Why Do Companies Hire Them?

5 Reasons You Should Hire an Intern -- and 3 Reasons You Shouldn't



BENEFITS FOR INTERNS

Students seek opportunities that allow them to explore their interests and provide real-world experiences.

A meaningful, purposeful internship will ...

- Ensure the assignment of challenging projects and tasks
- Provide projects that complement academic programs and/or career interests
- Give broad exposure to the organization (remember this is a chance for them to develop personally and explore career possibilities)
- Provide adequate, reliable, and regular supervision and mentoring
- Ensure interns are keeping pace and accomplishing goals
- Enable the intern to establish a professional network
- Provide practical experience that the intern can apply to future endeavors

PAID VS. UNPAID INTERNSHIPS



Employers must adhere to the Department of Labor's standards regarding paid and unpaid internships. In particular, employers must use the primary beneficiary test to determine if an individual can be classified as an unpaid intern. This test is a non-exhaustive list of factors that determine the primary beneficiary of the internship.

The factors include:

- The extent to which the intern and the employer clearly understand that there is no expectation of compensation
- The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by an educational institution
- The extent to which the internship is tied to the intern's formal education program by integrated coursework or the receipt of academic credit
- The extent to which the internship accommodates academic commitments by corresponding to the academic calendar
- The extent to which the internship's duration is limited to the period in which the internship provides the intern with beneficial learning
- The extent to which the intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern
- The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship



Tufts University follows NACE guidelines on unpaid internships. Employers posting internships in Tufts Handshake should review the U.S. Department of Labor's Wage and Hour Division guidelines on compensation. This DOL Fact Sheet provides information on whether workers are considered unpaid interns or paid employees under the Fair Labor Standards Act (FLSA). It is expected that employers who post internships are following this criterion.



ACADEMIC CREDIT for Internships

Tufts University does offer academic credit for internships in certain departments (though not all), and the criteria for the internships varies depending according to departmental requirements.

Students should investigate the internship guidelines for their respective departments and complete any necessary paperwork in advance of starting an internship. The departments that offer internship credit can be found at [this link for your reference](#). Students must also pay for academic credit during the summer months.



CONSIDERATIONS FOR for a Virtual Internship Environment

Handshake is a virtual platform utilized by college students, career services, and employers to help students find jobs and internship. Here are some useful links from Handshake regarding virtual internships:

[Handshake's Virtual Internship Engagement Plan](#)

[Handshake's Virtual Internship Checklist](#)

[NACE: Allowing Interns to Work from Home](#)

Additional useful links

[Parker Dewey Internships 101](#): Offers helpful tips for setting up your internship program and includes free downloadable templates for internship offer letter, job descriptions, project checklists, and more.



TUFTS CAREER CENTER

Summer Internship Grant Program

Through our Internship Grant program, the Tufts Career Center supports students through funding, materials, resources, and support before, during, and after their summer internships.

Our goal is to help students prepare for, and thrive, during their summer experiences.

Learning Outcomes

Through participation in the program, students will learn and grow personally and professionally in the following ways:

Career Exploration

Reflect on and explore interests, values, strengths and skills in the workplace

Liberal Arts Skills

Build essential competencies including critical thinking, problem solving, oral/written communication, collaboration, and leadership

Intercultural Fluency

Increase cultural competence by engaging productively in a work environment with others from diverse cultures, races, ages, genders, sexual identities, and religions

Connections and Community

Gain exposure to, and build connections with, a variety of working professionals who share professional interests

Career Management

Continue gaining clarity on desired career goals and becoming able to identify areas for necessary professional growth and opportunities in the workplace

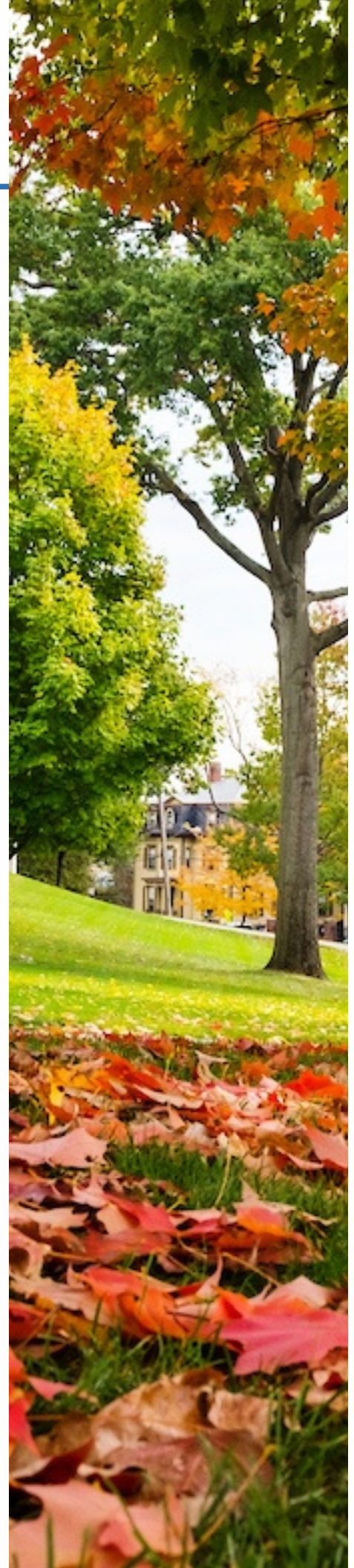
PROGRAM EXPECTATIONS

for Students

Students must work a minimum of 300 hours in their summer internships and receive regular supervision, guidance, and feedback.

In addition, students will complete the following program components to demonstrate their learning, growth, and reflection:

- Career Advising: Students will discuss the first few weeks of their internships with career advisors to reflect on goals, changes, expectations, and they can make the most of their summer internships
- Informational Interview: Students will build at least one new connection with whom they share professional interests. This can be at the students' internship site or otherwise
- Resume Refresh: Students will integrate this internship experience into their resumes
- Supervisor Evaluation: Supervisors will complete an evaluation at the end of the internship, which can serve as an example for thoughtful, constructive feedback
- Final Reflection: Students will submit a reflection paper summarizing their professional experiences, personal growth and ongoing career journeys
- Internship Spotlight: Students will create internship spotlights to share their experiences with the Tufts community
- Donor Thank You: Students will write thank you letters to donors that supported their particular grant funding



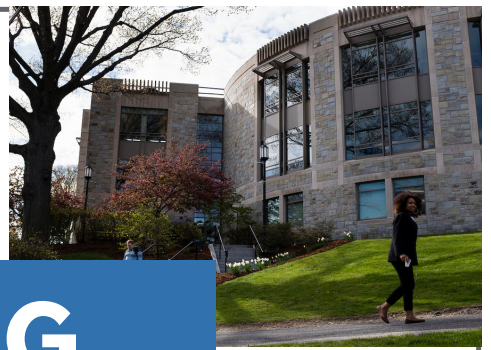


EXPECTATIONS FOR SUPERVISORS

- Meet with Tufts student intern regularly and provide ongoing coaching, feedback, and guidance
- Complete supervisor evaluation no later than August 31. (You will receive this evaluation mid-August via email from Sheryl.Rosenberg@tufts.edu)
- Review final evaluation with student as part of end of internship conversation

Grant Program Timeline

- End of April: Grant Program Student Orientation
- End of May/Beginning of June: Students begin internships
- Mid-July or earlier: Students meet with Tufts Career Advisor
- End of July or earlier: Students complete an informational interview
- Mid-August or earlier: Students complete internship spotlights & donor thank yous
- End of August: Supervisor evaluation
- End of August or earlier: Students complete resume refresh
- Mid-September or earlier: Students complete final reflections



ONBOARDING YOUR INTERN

Having a strong onboarding plan for your intern will contribute to a successful summer. We recommend setting aside time during your intern's first shift for an orientation to familiarize them with the company culture and norms, the office space, and the role they will play within your team.

It's also helpful to introduce the intern to team members and stakeholders so they learn how their role fits into the larger organization outcomes and operations - who depends on the work they will be doing? Why does it matter? What are the consequences of work not being completed accurately and on-time? You can use this time to set goals with your intern so that they have an idea of what they hope to learn/accomplish by the end of their experience.

Before the Intern's 1st Day (Virtually or In-Person)

- Be sure your intern has an assigned desk or workspace
- Be sure your intern has a copy of a key to get into the building, if needed
- Be sure your intern has access to a laptop/monitor, or any other equipment or software needed to complete assigned tasks
- Connect with your IT department to get intern set up with any necessary logins and access controls

Recommended materials to compile for your intern:

- Organization overview (welcome video, annual report, employee handbook, etc.)
- Onboarding documents as determined by HR (W4s, I9s, etc.)
- Department or team staffing structure handout (e.g., org chart)
- Intern job description with specific duties outlined
- Document of handy info for your intern to reference as needed (e.g., login info for commonly used websites, door codes for getting into common areas, glossary of terms if your office uses industry-specific jargon or acronyms)
- Calendar of important events along with holidays, staff outings, shadowing opportunities, trainings, or any other professional development opportunities



ONBOARDING YOUR INTERN

On the Intern's 1st Day (Virtually or In-Person)

- Tour the office and introduce intern to staff members
- Go over workplace norms/expectations:
 - What is the dress code?
 - Do they need to clock in/out?
 - What is their weekly schedule?
 - Who should they contact if running late or out sick?
 - Who should they direct questions to if their supervisor is unavailable?
 - Do they get a lunch break?
 - What should they do when they have completed a task (e.g., check in with supervisor? Wait to be assigned a new task?)
 - Will they have formal meetings/check-ins with their supervisor? How often?
 - How does the team communicate with one another (Slack, Teams, phone calls, email, etc.)?
- Conduct any trainings needed for intern to get up to speed on tangible elements of their job duties (e.g., relevant computer systems, how to use the phone, etc.)

Additional Reading

[9 Strategies for Creating a Positive Onboarding Experience for Interns](#)

[3 Tips for Remote Onboarding](#)

[12 Tips for Onboarding Remote Interns to Create an Exceptional Internship Experience](#)



SUPERVISION 101

Communication

It is imperative to provide clear and consistent communications with interns from day one. Walk through the job description again so the intern understands the full scope of the internship. Share communication preferences (email, Zoom, etc.) and provide trainings for the various tools you use. Establish a regular supervision schedule that fits the internship modality (remote, in-person, hybrid).

Additional Tips for Supervising Interns

Boundary Setting

We want our students to have a positive experience at your organization over the summer. Work with the student to develop site appropriate objectives and establish clear working hours for the days they are scheduled to work. They should not be expected to check work email or respond to requests outside of their established hours. Setting clear expectations will provide clarity and avoid confusion. Provide a contact number for the intern to use in case of emergencies or if they need to be out of the office due to illness.

8 Ways to Establish Healthy Boundaries at Work



Expectations & Goals

Help interns set goals at the start of their internships and complete a performance evaluation both in the middle and at the completion of the internship. (Note: this may be required if the student is completing their internship for academic credit). We recommend the following:

- Clarify how the internship going to work
- Establish tools needed to be successful
- Determine a structured weekly schedule
- Identify deliverables & deadlines for them

SUPERVISION 101, con't.

Weekly Check-in Structure

- Use weekly meetings to track goals and provide regular feedback
- Look for intentional touch points to make interns feel engaged
- Allow interns to ask questions and provide project updates

At the end of the semester, you will receive an evaluation survey to assess the performance of your Tufts intern.

Tips for Providing Feedback to Interns



Mentors

Mentoring can take place formally or informally. Work with colleagues to create a professional development plan for interns and treat their roles like those of full-time employees. This is a great way to provide additional context for the intern and help them to feel supported.

- Create an opportunity for interns to network with staff across the organization
- Help interns build a strong community prior to starting the internship through outreach and intros to organizational culture
- Connect students to former interns or young professionals who can share experiences and provide additional guidance
- When possible, include interns in company-wide professional development or community building events
- Share Employee Resource Group information

14 Ways to Become a Lifelong Mentor



Management & Work Style

This may be your intern's first time working in a professional setting. Speak openly about your style and how you best communicate. e.g. Do you prefer mornings for projects and afternoons for meetings? Should interns check your calendar before reaching out? Are they required to respond to emails within a certain period? In addition, ask interns to share how they best learn new tasks and communicate. Setting clear expectations will go a long way toward creating a positive working relationship.

4 Management Styles to Strive For and 4 to Avoid





WRAPPING UP THE INTERNSHIP

Evaluation & Feedback

Interns expect to receive feedback regularly from internship supervisors, and if a student is receiving academic credit, they may require formal written evaluations at both the mid-point and end-point of the internship experience. These evaluations may also need to be shared with the intern's academic department and faculty advisor.

We recommend weekly intern and supervisor meetings to check in on progress and to provide constructive feedback that the intern can use to complete projects and tasks outlined in the job description and during the onboarding process.

References for Students

Students that have successfully completed an internship may request a reference (in writing) from their internship supervisor and/or may ask to have the supervisor serve as a reference during interviews for future internships and employment. Supervisors should be prepared for this request and should support this effort if the experience was a positive and successful one. If the internship has not been positive and/or the student has not completed tasks, it is up to the supervisor to determine if they are comfortable serving as a reference.

[Recommendation Letter Examples for an Internship](#)

[16 Best Internship Recommendation Letter Samples](#)

COMMON CHALLENGES WITH INTERNSHIPS



Not Enough Work

When students come to us with this experience, we advise them in a few different ways. First and foremost, we recommend that a student share this with their supervisor. We also discuss various ways they can exercise initiative and spend time with folks at the organization to learn about their professions, their work, and so on. However, students don't always share this feedback with us, and interns can feel disheartened or timid when approaching their supervisor with this problem. We also recommend that as a supervisor, you check in with your intern about this topic. Ask them how they are spending their time, what else they'd like to prioritize, and what they'd like to learn. Help them think of ways to engage more fully in the organization.



Afraid to Ask Questions

Try not to assume that your intern is asking all their questions, and open the door for them to 'not know' as much as possible. They might be determined to figure things out on their own, but asking if they'd like to walk through an example or if they'd like to have an extra check-in to talk about a task invites them to feel more comfortable 'not knowing' how to do a particular task.



Lost in Jargon

Interns are typically new to your organization and can easily get lost and confused around internal acronyms or industry-specific jargon. Interns lack institutional knowledge and context that full-time staff and employees have. Encourage your intern to take notes with unfamiliar words, phrases, and concepts as they arise so they can ask you later. You can also check in with your intern after meetings and conversations to see if they have any questions about what happened.

Diversity, Equity, and Inclusion

Tufts University is made-up of a diverse community of students, and we know that these students bring a wealth of experiences and perspectives to their internship placements.

Internship supervisors should consider ways to support these students through onboarding and throughout the duration of their internships. We know many organizations have Employee Resource Groups (ERGs) or other affinity groups that may be resources for students. NACE also provides definitions of these three terms which can be helpful to your organization.

Diversity

Refers to group social differences such as race/ethnicity, class, gender, sexual-orientation, gender preferences, country of origin, dis/ability, cultural, political, religious, or other group affiliations.

Equity

Means acknowledging and addressing the consequences of a long history of prejudice and discriminatory treatment that continues and has a negative impact on Black, Brown, Indigenous, and marginalized communities.

Inclusive Practices

Are those that include an active, intentional, meaningful, and equitable engagement across the diversity. Recognizing our diversity while meaningfully engaging it facilitates greater awareness, knowledge, understanding of the complex ways individuals engage within systems and institutions. Building these skills and abilities among individual members will begin to address past injustices and lay a strong foundation for equitable success for our individuals and organizations, and, therefore, our nation, and the global communities where we work.

Tufts also has a non-discrimination policy that we expect all internship sites to adhere to when considering candidates as well as when hiring interns and full-time employees. When selecting employees, the Tufts Career Center expects employers to avoid discrimination based on race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status, or any other characteristic protected under applicable federal or state law.

[Increasing Access to Internships Diversifies Workforces](#)

[Formal Diversity Recruiting Efforts Climb Among Employers](#)

[How To Promote Diversity with Your Internship Program](#)

[5 Strategies for Creating a More Diverse Internship Program](#)



WORKING WITH International Students

International students can participate in internships, and due to visa requirements they must meet with an International Center advisor to discuss the appropriate visa status to apply for before starting their internship program.

Current students typically apply for curricular practical training (CPT) to undertake an internship during their academic study. Graduates need to apply for optional practical training (OPT) and must begin this process months in advance. Further information can be found on the [Tufts International Center website](#).

International students bring a wealth of diverse experiences to an organization. Supervisors should be prepared for situations where U.S. work culture is substantially different from the work culture of an intern's home country. This may require providing additional information and support as you onboard your international student intern.



NACE PRINCIPLES FOR ETHICAL PROFESSIONAL PRACTICE

NACE's Principles for Ethical Professional Practice are designed to provide everyone involved in the career development and employment process with two basic precepts on which to base their efforts: (1) maintain a recruitment process that is fair and equitable, and (2) support informed and responsible decision making by candidates. More details about the principles can be found at [this website](#).

Confidentiality During Internships

Internship sites are expected to keep all Tufts student information confidential as far as internship placement details, personal information including address, phone, email, etc., and the student's performance. If there is an issue and you need to discuss the circumstances, please reach out to Sheryl Rosenberg, Tufts Career Center Assistant Director, at Sheryl.Rosenberg@tufts.edu.

Employer Policies

Tufts University has developed several policies regarding internship placements to support the health and safety of our students. Please find the two policies below, regarding COVID-19 and insurance, that are most relevant to your organizations.

[Visit Our Website for a Complete List of Employer Policies](#)

COVID-19 Information

Tufts University is pleased to offer off-campus in-person and virtual internship opportunities to students interested in exploring professional outlets for their skills and disciplines of study. In the current public health environment, where there is an ongoing risk of transmission of COVID-19, the University is committed to prioritizing the health and safety of the greater Tufts community, as well as the public. This commitment extends to students who choose to participate in off-campus internships and to all individuals they may encounter for the duration of the internship experience.

Tufts encourages students to discuss shared expectations with a potential internship site before they begin their internships, to confirm if they will be working remote, in-person or hybrid, and to understand the COVID protocols for each opportunity they pursue, including the following:

- Tufts expects internship sites to follow all available public health guidance and protocols from state and health authorities and to take appropriate precautions to prioritize the health and safety of all participants, including by implementing infection-control measures such as requiring masks and social distancing in all locations where students might be placed.
- Tufts expects students to follow the University's policies and guidelines around infection control and, where appropriate, to comply with additional precautions that may apply at the internship site.

Tufts does not control or operate external placement sites and cannot advise students or employers on state or federally mandated COVID protocols. However, if students have concerns regarding their health, they are encouraged to use resources available through Tufts COVID webpage: <https://coronavirus.tufts.edu>.

Insurance

Employers, interns, parents, and universities should be aware of insurance considerations:

- Accident/liability insurance: provided by the intern/parent/guardian (some organizations may require the school to provide liability insurance).
- Automobile accident insurance: provided by the intern/parent/guardian.
- Health/life insurance: provided by the intern/parent/guardian.
- Worker's compensation: does not apply for interns participating in unpaid internship experiences, but if injured at the internship site, should be covered by the intern/parent/guardian personal insurance. (Paid internships require that students be covered by worker's compensation.)



PARTNERING WITH TUFTS UNIVERSITY

We hope that your internship experience with a Tufts student has been a positive one. Our employer relations team would love to connect with you to continue the partnership beyond the summer internship grant program. We offer a multitude of ways for organizations to stay involved and recruit Tufts students throughout the academic year. They include the following:

- Planning virtual or on-campus interviews
- Attending a career fair
- Participating in an Industry Night
- Offering a workshop around a career or professional topic
- Hosting Coffee Chats
- and many more ...

If you are interested in speaking with the employer relations team, please contact Sue Atkins, Associate Director, Employer Relations at Susan.Atkins@tufts.edu.

[View Our Employer Relations Brochure](#)

[Learn More About Recruiting at Tufts](#)