Externship Student Handbook:
“A guide for students participating in a Carleton College Career Center Externship”

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**Introduction**

Welcome and congratulations on your upcoming externship! All your hard work to secure your externship has paid off. So, you have the externship…now what?

The purpose of this handbook is to educate, assist, inform, clarify, and prepare you for your externship experience. This handbook has been created by the Career Center to help you understand the requirements of your externship experience as well as support you so you can make the most of your externship.

*Some handbook content was adapted from Marylhurst University’s Handbook.*

If there are any questions, comments, or concerns about the contents of this book please direct all inquiries to Jovan Johnson, Program Director of Experiential Learning at +1 (507) 222-4212 or by email at jjohnson13@carleton.edu or Rachel Leatham, Associate Director at +1 (507) 222-5583 or by email at rleatham@carleton.edu.

**EXTERNSHIP OUTCOMES AND LEARNING GOALS**

Externships are designed to expand your awareness and guide career exploration for you in your areas of interest. It is an opportunity for you to receive experience in exploring the world of work, help recognize and expand on theories learned in the classroom to specific experiences in the community and work world. An externship can also heighten your awareness of industry issues, motivate you by sparking ideas, and give direction to positive change. A successful externship can give you valuable information in making decisions about future studies or employment.

An externship is an opportunity to not only use and develop industry-related knowledge and skills, but also to recognize some of the skills that are transferable to any work setting. This externship may be your first introduction to the world of work, or maybe you have been exposed to professionalism at some point in your life before. No matter where your skills and understanding of professionalism lie, your externship is a chance to identify and/or develop them further.

By the end of the externship, our hope is that you will have:
- Linked academic theory to practice in your discipline;
- Connected your knowledge, skills, experience to a professional work environment;
- Acquired new learning through meaningful activities and interactions;
- Reflected on the content and process of the learning experience;
- Advocated for your own learning in alignment with your externship goals;
- Demonstrated professional skills in the workplace;
- Developed and maintained positive professional relationships;
- Demonstrated awareness of community and/or organizational context;
- Identified, clarified, and/or confirmed professional direction as it relates to your academic studies and future career path;
- Developed self-understanding, self-discipline, maturity and confidence;
- Initiated possible networking/mentoring relationships that extend beyond the externship.

The Externship Program Learning Goal matrix on the following page will assist you in understanding the key goal outcomes to provide a structure to assess your professional and personal development. These are not meant to replace your own personal and professional learning goals, but instead, to provide a general framework for general professional development.
Strengths, Values, and Interest Assessment

Pursuing an externship can be designed to help you in understanding and developing awareness of your strengths, values, and interests which will enable you to better align your personal and professional direction. Fulfillment in a career typically happens when these three areas are found in the work you are doing. See assessment wheel image below for visual.

When assessing your strengths, think about what you do best, the skill of which you are most proud, or the type of tasks you find easy to perform without much effort. When assessing your values, think about what matters most to you personally and professionally. Some examples are security, merit, recognition, honesty, balance, or harmony.

When assessing your interests, think about what activities you enjoy pursuing, and ideas/concepts that you enjoying discussing with others without tiring, and the areas/things you would like to learn more about when you have available time.

COMMON SKILLS EMPLOYERS WANT (TRANSFERRABLE SKILLS)

1. Hard Skills
   As you complete your externship, you will be developing many skills related to a particular industry. For example, if you are in a computer science field, you may be working on projects using the C++ language. If you are in a marketing field, you may be developing your InDesign skills as you create marketing materials. If you are in a non-profit organization, maybe you may be learning all about grant writing. These types of industry-specific skills are essential for a particular career field, and are often called “hard skills.” These skills are defined as the technical abilities in order for a person to be successful in their respective job.

2. Soft Skills
   Employers report that they are very interested in an employee showing competency in what are known as “soft skills.” Often times these skills are developed by interacting in professional work settings, involvement and leadership in student groups, volunteer positions, and other outside the classroom experiential opportunities. The great thing about soft skills is that once you develop these, you can use them for the rest of your life!

For example, the soft skill of problem solving can be used in most industries – from computer science to non-profit management – and is, thus, referred to as transferable skills. Consider incorporating one of the common competencies below as you create your learning goals for your externship.

Developing these competencies will serve you well professionally and will make you more marketable in the workforce:

- Communication skills
- Interpersonal skills
- Problem solving skills
- Team work skills
- Analytical skills
- Strong work ethic
- Organizational skills
- Leadership skills
- Initiative

Interest, Values, and Strengths Wheel
Strategies for Learning

The following categories represent broad types of learning goals. They illustrate the kinds of learning that can be achieved in most externships. Feel free to reference these as you are developing your goals and learning outcomes.

1. **BROADENING HORIZONS**
   Read available literature about your externship site or organization/agency. Is work general or specialized? What social/economic/political functions does it serve? What issues or philosophies seem important?

2. **DEVELOPING WORK SKILLS**
   Learn about the process of work involved in the particular tasks you may be doing. Where did the work come from and where is it going? How does the work you do fit into a larger picture? Why is your task necessary? What will be done with your work after it leaves you (or you leave it)? How can you use what you are learning in future jobs or in classes?

3. **CAREER EXPLORATION**
   Try to understand the organizational chart (formal or informal). Through what career lines do different people tend to move? What sort of education and experience is normally required in each line of work? Try to obtain knowledge of job opportunities available in your field. Become familiar with occupational literature and organizations.

4. **LEARNING ABOUT THE WORKING CONDITIONS**
   Take an interest in personnel policies, externship site rules, hiring processes, etc. What can you learn about laws, taxes, fringe benefits that are important to employees in this field? What issues are present, if any? What are the personal satisfactions and rewards in this field?

5. **INTERPERSONAL SKILLS**
   Make a special effort to observe the personal style of hosts and colleagues. Try to identify clear examples of interpersonal mannerisms and leadership styles that seem to promote good working relationships or hinder a productive work environment. Pay attention to how you, hosts, and colleagues deal with pressure, tension, and praise in work relationships. How do you communicate what you know to your Externship Host and/or peers? Learn to recognize when to speak and when to listen.

6. **TAKING RESPONSIBILITY**
   List your most important work responsibilities and rank them. During individual meetings with your Externship Host share your list of discussion points. If a relationship is established and appropriate, ask your Externship Host to do the same. Discuss and try to understand any differences that may come to light. Learn how to organize your work tasks and how to monitor your time so that your schedule is met.

7. **RESEARCH**
   Identify important sources of information connected with your work. Why are they important? How is the information used? Who keeps it up-to-date? Identify how you can relate academic knowledge to your work?
Developing Your Own Goals

Goal setting is a technique for helping you build a framework for your externship learning experience. It can provide you with a sense of direction and purpose, serve as a standard against which to measure your progress, and as an insurance policy for getting what you need from the externship. We encourage you to share your learning goals with your Externship Host.

Your Externship Host’s input will be especially valuable in determining the feasibility of what you wish to undertake. You have things you want to do and your Externship Host has things that need to be done. You are neither an employee, nor a free agent. In return for your Externship Host’s time and expertise, you carry out mutually agreed upon activities and projects; in return for your time and talent, your Externship Host may allow you the flexibility to explore your interest areas within a responsible framework.

Your goals should be SMART:

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What is a **SPECIFIC** goal for my externship? *A specific goal should clearly state what you want to accomplish, why it is an important goal, and how you intend to accomplish the goal.*

What are the **MEASURABLE** milestones you plan to reach in the process of achieving your goal? *A measurable goal should include a plan with targets and milestones that you can use to make sure you’re moving in the right direction.*

What are the smaller, **ATTAINABLE**, action steps that you plan to use to achieve my goal? *An achievable goal should be realistic and include a plan that breaks your overall goal down into smaller, manageable action steps that use the time and resources available to you within the timeline you’ve set.*

How is my goal **REALISTIC**? *A realistic goal should make sense when implemented into your overall career development.*

What is the specific **TIMELINE** for my goal? *A timely goal is limited by a defined period of time and includes a specific timeline for each step of the process.*

Write a brief list of goals you would like to achieve during your externship. These goals might include, but are not limited to your, personal, professional, and educational goals. Here are some examples you can use to guide your thought process;

Example of a personal goal:

- To increase my skill in resolving conflict, being assertive, and working with a diverse group by the end of my externship.

Example of a professional goal:

- To develop an understanding of the responsibilities and working conditions of a mediation board within the first three days of my externship.

Example of an educational goal:

- To apply classroom learning related to alcoholism and treatment methods to real-life experiences in the field and to expand that learning by the conclusion of my externship.
**It is highly encouraged to consult with your externship host or a Career Center coach if you need help with formulating your goals.**

**EXTERNSHIP ACTIVITIES AND PERFORMANCE BENCHMARKS**

Discuss your learning outcomes and goals with your externship host as well as a timeframe and benchmark in which to check in on your progress. Work together with you host to identify work activities that will provide you the opportunities to explore your goals during the externship.

Examples of activities and performance benchmarks:

- To increase my skill in resolving conflict, being assertive, and working with a diverse group, I will conduct weekly team debriefings. In these meetings, I will encourage all members to discuss problems openly at the site and I will act as a facilitator for resolution of conflicts in the meetings.
- To gain an understanding of the responsibilities and working conditions of a mediation board member, I will accompany a board member through one week under normal working conditions and assist them as necessary. I will also write an analysis of the experience at the end of the week and review it with the mediator for their input.
- To apply classroom learning related to alcoholism and alcohol treatment methods, I will read Alcoholism Causes and Cures by Rudy Knowles and write a summary of the key concepts in my journal. Additionally, I will seek my Externship host's input and support in availing myself to new learning related to current treatment methods.
**Professional Workplace Expectations**

You should feel comfortable conducting yourself in a professional manner at all times. This includes, but is not limited to:

- Maintaining confidentiality regarding information accessed on any patients, clients, members, customers, employees, and products or services associated with the externship site;
- Reporting to the externship on time;
- Using appropriate written and oral expression in all interactions with college personnel, managers, externship hosts, host site employees and clients, and the public;
- Participating in any orientation or testing required by the externship site;
- Observing all established safety and sanitation codes;
- Engaging in positive, ethical, legal behavior;
- Accepting responsibility and accountability for decisions and actions taken while at the externship site;
- Ensuring that all interactions with guests, patients, clients, members, customers, the public and fellow employees are conducted with dignity and respect toward every person.

**APPROPRIATE ATTIRE**

We encourage externs to dress in a professional and appropriate manner commensurate with their business/organization. That doesn't mean you need to invest in a new and expensive wardrobe, but some clothing choices that might be acceptable on your campus are not appropriate at your externship site. Whether you work behind-the-scenes or with the public, you are a representative of your business/organization and Carleton College during your externship. Please discuss specific requirements with your externship host prior to arriving at your externship site to avoid awkward situations.

**SOCIAL MEDIA**

Many students are excited to share their externship experiences. With the advent of blogs and social networking sites (e.g. Facebook, Twitter, Flickr, YouTube, etc.), the private is now becoming public. We urge all externs to carefully consider material they are publishing before posting externship site-related content to the web. Your statements should not compromise the externship site and its mission. While you are a private citizen, you are now linked to a respected business/organization, and you are seen as a representative of the externship site by the outside world. Some businesses/organizations have established official blogs and require externs to publish via those sanctioned sites.

If you wish to share information about your externship site and experiences through social media forums, you should discuss the content with your Externship host, and ask for advice on what is permissible BEFORE posting anything.

**Please note:** The Career Center will ask you to take pictures of yourself at the externship. Externship host were made aware of this and will communicate with you at that time, if it is permissible to do so.

**PERSONAL COMMUNICATIONS**

As an extern, your main responsibilities are to shadow the externship host, work on assigned projects, and increase your knowledge, skills, and connections. It is important to limit your use of technology for personal purposes, including using your computer and cell phone for talking, texting, checking e-mail, surfing the internet, playing games, etc.

It is encouraged that you catch up on your personal communications during lunch breaks or after the work day when you are “off company time.”

**INTELLECTUAL PROPERTY**
As an extern, you may be required to sign a copyright agreement because the externship site retains the rights to all the work you produce during your externship. In accordance with these types of agreements, you must receive special permission from the business/organization to use your externship products outside the business/organization for commercial gain and educational use (such as an academic or conference presentation).

Always consult with your Externship host if you want to use potentially confidential/proprietary information in your papers and/or presentations.
Reflecting During Your Externship Experience

At the end of the externship program, you will be required to attend the “Unpacking your Externship” Reflection Session. This is a requirement because the process of reflection is an important opportunity for you to process and document what you have learned as well as reflect on the experience on a regular basis and at the end to determine what is next in your academic, personal, and professional direction. Think about the following questions as you approach your externship.

LEARNING OUTCOMES
- Which learning outcomes/goals did your externship intend to address, and did you learn what you hoped?
- How did you apply theories and concepts learned in your coursework to your externship? (please give examples from any of your courses)
- What new learning occurred and how might it serve you in the future?

EXTERNSHIP GOALS
- How did the externship experience relate to your personal, professional, and educational goals?
- Were you able to achieve your externship goals? Please describe and give examples.
- How did you advocate for your own learning on site, in relation to your externship goals?

EXTERNSHIP ACTIVITIES
- What were the main activities of your externship? How did the activities help you fulfill your learning goals?
- In what ways were the learning activities challenging and meaningful?
- What strengths of knowledge, skills, and experience did you bring to the externship?

DEEPER REFLECTION
- What was your overall evaluation of the externship, including the wisdom and insights gained?
- What values surfaced in terms of social, cultural, political, economic, and ethical implications?
- How has your awareness of community and/or organizational issues been expanded or changed?
- How has your externship experience influenced your professional direction and career goals?
- Were you able to build positive professional relationships and take advantage of networking opportunities?

FEEDBACK
- What recommendations would you give to improve the externship experience, as it relates to your externship site and host?
- What recommendations would you give to improve the externship experience, as it relates to Career Center support?
**Tips for Getting Started in Your Externship**

In the first days of your externship, you will want to follow the lead of your externship host and spend time getting acquainted with co-workers, the work setting, and your work activities. Work situations vary considerably; however, the following WHO, WHAT, HOW, WHERE, and WHEN questions suggest the types of information that will help you get oriented more quickly. A general rule to follow when you are not clear on a procedure or who does what - is to ASK.

**WHO**
- Who does what in your work setting? Who is responsible to whom? Is there an organizational chart you can look at? To whom can you turn for different types of information? Who makes decisions? What are the important names and telephone numbers you should know? (Make a list)

**WHAT**
- What are your responsibilities? What specific duties are you expected to do on your own, to do when told, to monitor regularly? Are these consistent with your learning goals? If not, review them with your Externship host. What are the goals, functions, services of the office/department and how does it relate to the larger organization?

**HOW**
- How does work get done? Do co-workers help one another or is work carried out independently? Are you expected to seek instructions and directions frequently or have your work reviewed as it proceeds?

**WHERE**
- Where are important items kept? Where is resource information located? Where are you permitted to go and what is off limits?

**WHEN**
- When are the critical deadlines? When are critical or regular meetings with staff or clients? What are the best times to approach certain people?

**ADDITIONAL QUESTIONS TO CONSIDER**

1. What are the unwritten codes of behavior? There will be office norms about hours, deadlines, dress, degrees of independence, and confidentiality of certain information. Keep your eyes and ears open for this kind of important information.

2. What do you do if your expectations are not being met? In most instances, an externship begins with high expectations and rightfully so. Consult your Externship host, or the Career Center staff for support in assessing challenges regarding your externship. You will get as much out of your externship as you put into it. YOU are responsible for periodically evaluating your externship and making this experience worthwhile.
Top Strategies for Making the Most of Your Externship

Congratulations! You have completed one of the hardest, most time-consuming aspects of the process—finding an externship. Now you just need to figure out what to wear and where you’ll go to lunch every day, right? Well, not quite. Actually, there are a few things you should know and do as you progress through your externship. Many externs have used these top five strategies for making the most of their externship experience.

A. BE AN OVERACHIEVING EXTERN
   Remember the kid who always sat at the front of the class, always listened intently to the teacher, always eagerly rose his or her hand when the teacher asked a question? Basically, they displayed all of the qualities of an overachieving student. When it comes to an externship, you want to be this kid. You want to show your host that you are an overachieving extern. Show your externship host you are a good extern by showing up when you are scheduled, being on time, using your time efficiently, limiting socializing with other co-workers, using your breaks and lunch hour appropriately, and avoiding the gossip and rumor-mill. This is especially crucial if you are hoping to move toward a full-time job or summer internship with your host site following. You’ve probably already figured this one out, but employers generally believe that overachieving externs tend to make overachieving full-time employees.

B. GO ABOVE AND BEYOND
   There is a common belief held by many successful service-oriented companies. In addition to providing their standard services, these companies always strive to go above and beyond their customers’ expectations. You will be more likely to receive favorable reviews and be considered for other employment if you exceed your host’s expectations. For example, if you are a Public Relations extern and are expected to identify two new media sources, you could exceed expectations by finding four or five. If you are a computer programmer extern and are expected to test five programs a week, you could go above and beyond by testing six or seven. The possibilities for exceeding employer expectations and going above and beyond are endless. In most cases, doing so will result in many benefits to you as an intern and as a potential employee.

C. DISPLAY ENERGY AND ENTHUSIASM
   There is no bigger downer in a workplace than working with someone who is negative and apathetic on a regular basis. The opposite is true when working alongside someone who excited and eager to get a job done. The most successful externs are those that display an upbeat attitude and a genuine interest in their host and host work. Now, it is not recommended that you show up with pom-poms and a cheerleading outfit, but it is necessary that you maintain a positive outlook while at the externship. Being energetic and enthusiastic about an externship not only demonstrates sincere interest in your role to the host, it also helps to create a pleasant environment. Most employers have long held the belief that energetic, enthusiastic employees are happy in their positions and therefore more successful. Students who demonstrate these qualities will more likely obtain greater opportunities in the future.

D. NETWORK, NETWORK, NETWORK!
   Not only is an externship a great way to get experience, it is a great way to make connections in the field. You should try meeting as many people as possible while at your externship. Most likely, you will get to know your host and any co-workers in the working area. It’s a good idea to also try to meet people from with different roles and from other departments (with your host’s permission, of course). A relatively non-threatening way to network with someone is to ask him or her to grant you a 15 to 20-minute informational interview or chat. An informational interview is intended to provide you with an opportunity to gain valuable information from professionals in your field of interest. There are two types of informational interviews. If you are not focused on your career search but hope to learn more about an industry, you will want to do research informational interviews. If you are hoping to make valuable contacts for a pending job search, you will want to perform networking informational interviews.
E. ALWAYS REMEMBER THAT AN INFORMATIONAL INTERVIEW SHOULD NOT BE USED TO ASK FOR A JOB

Rather, the interview should be centered on gaining industry insight and useful information. Also remember to observe common etiquette by being respectful of your interviewee’s schedule and staying within your proposed time guidelines. In many cases, people are more than happy to provide you with professional information and advice. However, do not be discouraged if someone is unable to fit you into their schedule.

F. GATHER “PORTFOLIO FILLERS”

In many cases, your externship can give you a lot more than just a new entry for your resume. If your host will grant permission, try to gather some items for your portfolio. A portfolio is something you should develop throughout your college career to use in your future job search. "Portfolio fillers" may include copies/summaries of completed projects, positive performance reviews/host feedback, and letters of recommendation. A letter of recommendation from your host can be especially powerful for your future job search. Always be sure to ask your host if they will write one for you (never assume they will automatically do this for you) and be sure to give them ample time to complete the letter. If your host is very busy, it may be helpful for you to provide a list of your accomplishments throughout the externship. Bringing this information to future full-time job interviews will give you a definite advantage over others without it. This is also called an “artifact” in an e-portfolio.

In conclusion, there are many ways to use an externship to your advantage. We encourage you to apply some of the suggestions made in this article. By doing so, you will be sure to ensure your success and make the most of your externship! Copyright © by Externweb.com
TIPS FOR MINIMIZING COSTS

This may be the first time you have will travel on your own away from family and Carleton. Whether you are getting paid by your externship organization, receiving a college stipend, or you are using your savings, you may be wondering how you will be able to manage your finances in an effective way to ensure that you have finances to cover your expenses throughout your entire externship. The key to successful budgeting is having an efficient plan and sticking to it. This section will show you how to make a budget plan and minimize your discretionary expenses.

BUILD A BUDGET PLAN

The first step to building a budget plan is to know what resources you will have at hand during your externship. A few externships are paid; if you are paid by the hour, you will need to do some estimating. Be sure to take taxes into consideration.

The next step is to take stock of your mandatory expenses. These are things you cannot avoid such as housing, transportation costs, utilities bills, and food.

Your next step is to forecast your other expenses. These are the things you don’t have to spend money on but should if you want to have a comfortable experience. Think seriously about this. How often will you go to the barber, to the movies, or to the pub? How much are you comfortable saving to cover unforeseen circumstances? Once you have the answers to these questions, you can figure out how much money you expect to spend every month.

Get Rid of Unnecessary Periodic Expenses Small but frequent expenses can add up over time. For example, if you buy a morning cup of coffee for $3 every morning, that’s $15 per week, which could end up being $60 per for three weeks. If you work this into your budget, then that is great, but if spending $60 dollars on coffee seems like a lot to you, then you should consider forgoing this part of your morning routine.

An alternative to eliminating periodic expenses completely is to use the step-down method to reduce the cost of a habit. For example, consider the hypothetical cost of a morning meal obtained in several different ways.

$3.49+tip------Top Step: Sit-down restaurant
$1.99---------Step Down: Fast food
$0.77--------Step Down: Store-bought frozen
$0.25--------Step Down: Store-bought dry mix
$0.16--------Step Down: From scratch

The step-down method can be applied to any of your flexible expenses (i.e. clothes, food). It’s harder to apply this method to mandatory expenses (i.e. rent, utilities). Note that the per pancake cost is what matters, not how much you spend on ingredients!

BE THRIFTY

□ Food:
  o Concentrate on nutritious foods. Drink water rather than pop. Have some non-meat meals.
  o Cut down on meals away from home by packing bag lunches.
  o Pastas are especially cost efficient.

□ Utilities:
  o Hang-dry clothes to avoid dryer costs and ironing.
  o Turn off the lights when you leave the room. Pull the shades and use fans instead of air conditioning.
o Dress warmly and set the thermostat lower; and turn it down when away or sleeping.

☐ Transportation:
  o Use public transportation, organize a carpool, walk, or bike to save on costs.

☐ Recreation:
  o Take advantage of the public library for books, movies, music, and free internet access.
  o Develop hobbies that save or even make money: vegetable gardening, repairing, knitting, etc.
  o Break costly habits, such as smoking, drinking, or gambling, and save the difference.

GENERAL BUDGETING TIPS
  • Make shopping lists.
  • Use a credit or debit card if possible, to avoid getting coins, but keep track of how much you spend and pay your credit card bills early!
  • Don’t carry too much cash.
  • Use product rebates and coupons for things you are going to buy anyway.
  • Buy store brands, if not lesser quality.
  • Shop around and compare prices.
  • Save all your loose change in a jar. When it’s full, deposit it into a savings account.
  • Set up auto-transfer to move money from your checking into savings account monthly (but don’t overdraft!).
  • See if your work will directly deposit your paycheck – some to checking, some to savings.
Roles and Responsibilities

ROLE OF THE EXTERNSHIP HOST
Our expectation is that you will communicate regularly with your externship host. The Career Center expects that the externship host will:
- Encourage and support the learning aspect of your externship assignment;
- Help orient you to the externship site and its culture; to assist you in the development of learning objectives, and to monitor your progress;
- Provide adequate supervision and to assign you duties that are career-related, progressive and challenging;
- Make available to you equipment, supplies, and space necessary for you to perform your duties;
- Provide you with safe working facilities;
- Notify the Career Center of any changes in your externship status, schedule, or performance;
- Allow a Career Center staff member to conduct at least a site visit to confer with you and your Externship host;
- Provide a written appraisal of your performance (forms to be provided by the Career Center at the end of your externship program);
- Communicate externship site policies and standards to Career Center staff and extern;
- Assume liability for work-related injuries sustained by you; insofar as the externship site may determine the same to be required by law in that state;

ROLE OF THE CAREER CENTER
The Career Center acts as a liaison with all those involved in the externship. The Career Center is responsible for:
- Encouraging you to identify and clarify externship goals and learning outcomes;
- Supporting you before, during, and following your externship experience;
- Mediating any conflicts that may arise between your externship host and you;
- Soliciting evaluations from you, and your externship host;
- Providing information to your externship host to clarify Carleton College policies and procedures;
- Maintaining the confidentiality of any information obtained about your externship site;
- Encouraging your productive contribution to the overall mission of your externship site;
- Enforcing any additional rules and procedures that are mutually agreed upon in advance in writing between Carleton College and the externship site;
- Ensuring that you successfully complete all your externship program requirements.

ROLE OF THE EXTERN
During your externship, you are representing not just yourself, but Carleton College, your fellow students (current and future), alumni, parents, and friends of Carleton. It is an expectation that Carleton College students abide by the Community Standards that build upon the Statement of Values and explicate how students act with integrity, honesty, and in a socially-just manner. Whether you do well or not at your externship site may have implications for the future.

You are governed by the employer's employment policies, practices, procedures, dress code, and/or standards of conduct. To avoid any misunderstanding, it is recommended that you obtain clarification regarding such matters from your externship host prior to you beginning your externship.

Your performance while on the externship as an extern will be measured by Carleton-sponsored performance evaluation.
You must keep both the Carleton College Career Center and your externship host updated, at all times, of your current e-mail address, physical address (if not living with host), and telephone number (mobile preferred).

You understand that permissible absences include illness or other serious circumstances. Keeping pace with coursework or co-curricular activities are not legitimate excusals. You will be responsible to notify your externship host and the Career Center immediately in case of absence, any changes in your externship immediately.

Due to the nature of an externship arrangement, you may not withdraw from your externship or change externships except in severe and justifiable circumstances as determined by the Career Center in consultation with the cooperating externship host. You will follow all policies and procedures at your externship site, as well as Carleton College. This includes completion of all activities related to the externship program.

Our expectation is that you will become well acquainted with and actively participate in the externship host workplace. You are expected to be as conscientious in attendance and work assignments as any regular employee. Contact the Career Center immediately if any problems arise at your externship; failing to address and resolve problems may jeopardize your externship experience as well as the relationship with the externship site and host.

Throughout your externship experience, remember the following items:
- Re-evaluate and discuss your learning goals as the externship progresses;
- Treat your externship as a serious responsibility and professional opportunity;
- Dress appropriately;
- Be punctual and reliable in reporting to the externship site;
- Communicate regularly with your Externship host about the progress of the externship;
- Ask for what you need. Don’t expect anyone to read your mind if you’re lacking information, confused or bored;
- Notify the Career Center of any externship site/host changes or problems at your externship site;
- Communicate regularly with your Faculty Sponsor and complete all the assigned academic components of your externship (if approved to be credit-bearing);
- Notify your Externship host as soon as possible if you are going to be late or absent. Ask for permission in advance for personal time off;
- Arrange with your Externship host to complete make-up days for any absences;
- Transportation to and from the externship site is your responsibility. Use common sense regarding safety precautions.

Following the completion of your externship experience, you are responsible for participating, completing and submitting all required materials to the Career Center. The deadline to submit these materials will be outlined by the Career Center.

**EXTERNSHIP REQUIREMENTS:**
- Attend “Setting the Stage” Orientation and “Unpacking Your Externship” Reflection Session
- Submit Pre- and Post-Externship Assessments
- Participate in an on-campus presentation, if needed.
Risk Awareness and Management

Essentially, risk management is concerned with the outcome of future events that cannot be predicted with certainty, and how to handle this uncertainty.

There are four basic steps in being aware of to manage risk:

1. Identify potential risks;
2. Understand guidelines and expectations from the College and employer perspectives;
3. Consider solutions to potential problems;
4. Inform the Career Center of any concerns.

Should an incident take place:

- Be sure to document all facts such as date, time, persons involved, and the situation as you observed it;
- Immediately inform your Externship host and the Career Center following the incident.

The following areas may seem like common sense and a normal part of life; however, it is at those times when these matters are not carefully considered that something happens, and we are at a loss as to how to proceed. This list below is in no way comprehensive. It is meant as a stimulus for you to reflectively examine your externship environment and circumstances.

**TRAVEL**
- To and from the externship site—consider dangerous intersections, streets or stretches of highway;
- Parking garages or poorly lit parking areas;
- Using your personal vehicle, or a borrowed vehicle, for organization business

**PHYSICAL HAZARDS**
- Working outdoors—sun, snow and ice, other extreme weather, pollution, power lines, pipelines, electromagnetic radiation, gas leaks;
- Working indoors—any type of machinery, unsuitable working conditions such as extreme temperatures, asbestos, “sick building” odors, insecure buildings where there may be structural concerns, closed off or blocked fire escapes, etc.

**BIOLOGICAL HAZARDS**
- Animals you may work with/upon – dead or alive;
- Poisonous plants;
- Infected birds (e.g. West Nile virus) or fish.

**CHEMICAL HAZARDS**
- Water supply;
- Toner powders from laser printer cartridges or photocopiers – eye or lung irritation;
- Chemicals in a laboratory setting – eyes, open sores, inhalation.
**Harassment Policy and Procedures**

Friendships at work are wonderful. Co-workers hang out together; some date each other; some marry each other. A workplace is a social organization. Moreover, informal relationships expressed by playful kidding and idle banter are part of the socialization process. It is entertaining, and it should be expected. However, keep the following points in mind:

- You have the right to expect professional conduct from everyone at work, including your Externship host, peers, and subordinates. You are not just a student or just an extern, and the externship is not an initiation. It is a position in a professional work environment.
- No co-worker, ever, has the right to touch you, fondle you, proposition you, make lewd or sexually intimidating remarks, or place you in personally uncomfortable situations.
- “Honey,” “babe” and “stud” are inappropriate methods of address in a professional environment. Obviously, these are unacceptable substitutions for your name. Remind those using these terms that you expect to be addressed by your proper name. Also, do not use these terms, even in jest, with co-workers or other externs in the work environment.
- Sexual harassment constitutes behavior that is perceived as annoying, aggressive, and/or threatening. If you feel that someone is targeting you as the object of sexual innuendo or inappropriate advances, then you are being harassed. It is not just a matter of the actions of others; it is how these actions affect you.
- Sexual harassment rarely happens to only one person. People who harass do so routinely—they express a pattern of behavior. If you have been harassed, you are probably not the only one. Others have experienced similar harassment from the same people. The fault lies with the person doing the harassing.

Behaviors that may constitute sexual harassment include (but are not limited to) the following:

- Subtle pressure for sexual activity;
- Unnecessary brushes or touches;
- Offensive sexual graffiti;
- Disparaging remarks about one's gender;
- Physical aggression such as pinching and patting;
- Sexual innuendos or persistent use of sexually suggestive language which another person finds offensive, demeaning, or otherwise inappropriate;
- Verbal sexual abuse disguised as humor;
- Obscene gestures;
- Sexist remarks about a person's clothing, body, or sexual activities;
- Conditioning an educational or employment decision or benefit on submission to sexual conduct.

Carleton College is committed to fostering an environment free of sexual assault, sexual harassment, and other sexually inappropriate conduct. We encourage all members of our community to report all incidents of sexual misconduct and encourage those who have experienced sexual misconduct to seek support and care.

**MISCONDUCT OF EXTERNSHIP HOSTS/CO-WORKERS TOWARD AN EXTERN**

The Career Center encourages students to inform themselves of the externship site’s sexual harassment policy and to follow it, should one exist. Beyond this, the Career Center asks students to report any incident as soon as possible, allowing both the College and the externship site the opportunity to promptly intervene. When a student extern contacts any staff member from the Career Center with reports any form of harassment that he/she/they may be experiencing at the externship site, a member of the Career Center staff will immediately facilitate appropriate interventions with the participating externship site and externship host. All interactions during the intervention will be documented by the Career Center staff and kept on file.

These interventions may include:
☐ The Career Center staff providing guidance to the extern on how to confront the individual(s) harassing him/her/them.

☐ The Career Center contacting the Carleton College Dean of Students for assistance in facilitating the intervention(s).

☐ The Career Center contacting the externship host and establishing a formal meeting to present the allegations the extern reported. This meeting may or may not include the student being present at the meeting. The student, in consultation with the Career Center, will determine the level of involvement that he/she/they wishes to have in the face-to-face component of the intervention(s).

☐ Removing the extern from his/her/their externship site.

☐ Removing the externship site and/or perpetrator from the approved list of externship partnerships.

MISCONDUCT OF STUDENT EXTERN TOWARD A HOST/CO-WORKERS

The Career Center asks all externship hosts to report any incidents as soon as possible allowing the Career Center staff the opportunity to promptly intervene. When an externship host contacts a Career Center staff member and reports any form of harassment being experienced at the externship site, a member of the Career Center staff will immediately facilitate appropriate interventions with the student extern and the participating externship site and host. All interactions during the intervention will be documented by the Career Center along with any appropriate college representatives and kept on file.

These interventions may include:

• The Career Center staff providing guidance, if necessary, to the externship site on how to confront the student extern.

• The Career Center contacting the Carleton College legal counsel for assistance in facilitating the intervention(s).

• The Career Center contacting the student and externship host to establish a formal meeting to present the reported allegations.

• Encouraging removal of the extern from his/her externship site.
Title IX Information, Reporting, and Support

Title IX of the Education Amendments of 1972 states that “no person in the United States shall on the basis of sex be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.” Title IX requires institutions to provide an educational environment free from discrimination based on sex.

Sexual harassment, sexual assault, sexual violence, and sexual misconduct are forms of sex discrimination. Title IX states clearly that we, as an education community, have a responsibility to promptly and equitably respond to reports of sexual harassment and misconduct in order to eliminate harassment, prevent its recurrence, and eliminate its effects.

Should a situation occur, the Career Center will protect the privacy of the student and resolve the issue either with the externship institution or by finding an alternative. The Career Center will inform the Title IX coordinator and avail the student of all the resources Carleton College has available, whether the harassment has taken place on or off campus, during semesters or during breaks.

Bringing forward a complaint to the Title IX Coordinator does not mean that the student wishes to proceed with conduct charges or go to the police, though these options are always available. The important part of coming forward is to learn about the resources and remedies Carleton College can provide, to understand the options the student has, and to help make Carleton a safer place.

REPORTING

1. We encourage all Carleton community members to report any sexual harassment or misconduct.
2. Reporting incidents of sexual harassment or misconduct allows the College to assist the individuals involved and help the campus prevent further incidents.
3. The College will promptly investigate and respond to all reports of sexual misconduct and harassment in order to attend to the individual’s safety in the context of community safety. The College recognizes that a student may make a report to any trusted employee of the College — i.e., a student might seek advice or support from a coach, professor, staff person, or student employee.
4. While these employees will always respect a student's privacy interests, all College employees are required to share the report with the Title IX Coordinator or a member of the College’s Title IX team to ensure a coordinated and informed response.
5. The College also provides several confidential resources for students, including the counseling and medical staff at Student Health and Counseling Services (SHACS), the Chaplain and Associate Chaplain.

Students seeking to talk to someone about an incident of sexual harassment or misconduct without triggering any investigation or action by the College are encouraged to speak with one of these confidential resources. Information shared with these individuals will not be shared without the consent of the student.

6. If you have questions or concerns related to a possible incident of sexual harassment, including sexual assault or violence, here are contacts that will help:
   a. Emergency Assistance: 911
   b. Carleton Campus Safety: +1 (507) 222-4444

7. On-Campus Reporting Options:
   a. Title IX Coordinator: Laura Riehle-Merrill, Henry House 206, +1 (507) 222-4208, lriehlem@carleton.edu

8. On-Campus Confidential Resources:
   a. Chaplain: (507) 222-4003
b. **Student Health & Counseling:** (507) 222-4080, If urgent 24/7/365 Phone: (507) 222-4080, press option #2

9. Off-Campus Confidential Resource:
   a. **HOPE Center:** 24-hour Safeline: 800-607-2330
Notice of Tax Consequences of Externship Stipends

U.S. CITIZENS

The College will not withhold any amount towards payment of federal, state or local income taxes related to this externship or fellowship stipend. Recipients will not receive a Form 1099 or Form W-2. If your award is subject to tax, it is your responsibility to report the payment in the year received on your federal, state or local income tax return and pay all applicable taxes.

Any portion of the funds you spend on incidental expenses, including room and board, travel, research or medical insurance could be included in your taxable income for the year. You should make the determination regarding whether the stipend is taxable based upon the individual facts for all funds received. To the extent that you determine that a portion or all of the funds are not subject to tax, you should retain receipts, cancelled checks, and other documents that demonstrate your qualifying expenses.

We recommend that you retain this information for your tax records and refer to IRS Publication 970, “Tax Benefits for Education” for more information.

VISA HOLDING STUDENTS (Non-Residents, International students)

This externship or fellowship stipend paid while you are completing your education at Carleton College is a non-qualified scholarship, which is taxable (a scholarship is qualified if it is used for tuition/fees). Recipients who are Nonresident for Tax Purposes are required to report the stipend as income in the year the stipend is received. The College may withhold 14% federal income tax that reduces the amount of your payment and will be issuing tax form 1042-S. If you are eligible for tax treaty benefits, there will be no federal tax withholding and form 1042-S will be issued noting the exemption. It is your responsibility to report the payment on your annual tax returns; both Federal and State, and pay any additional taxes, if applicable.

Please contact Shari Mayer smayer@carleton.edu if you have any questions.
Externship Host Evaluation of the Extern

The Career Center will contact your externship host for final performance evaluations. The purpose of these evaluations is to help you identify areas where you can grow and improve professionally. You and your host will use the following criteria to evaluate your performance together:

A. Ability to Learn
   1. Asks pertinent and purposeful questions
   2. Seeks out and utilizes appropriate resources
   3. Accepts responsibility for mistakes and learns from experiences

B. Reading/Writing/Computation Skills
   1. Reads/comprehends/follows written instructions
   2. Communicates ideas and concepts clearly in writing

C. Listening & Oral Communication Skills
   1. Listens to others in an active and attentive manner
   2. Effectively participates in meetings or group settings
   3. Demonstrates effective verbal communication skills

D. Creative Thinking & Problem-Solving Skills
   1. Breaks down complex tasks/problems into manageable pieces
   2. Brainstorms/develops options and ideas
   3. Demonstrates an analytical capacity

E. Professional & Career Development Skills
   1. Exhibits self-motivated approach to work with a professional behavior and attitude
   2. Demonstrates ability to set appropriate priorities/goals

F. Interpersonal & Teamwork Skills
   1. Manages and resolves conflict in an effective manner
   2. Supports and contributes to a team atmosphere
   3. Demonstrates assertive but appropriate behavior

G. Organizational Effectiveness Skills
   1. Seeks to understand and support the organization’s mission/goals
   2. Complements the norms and expectations of the organization
   3. Works within appropriate authority and decision-making channels

H. Basic Work Habits
   1. Reports to work as scheduled and on-time
   2. Exhibits a positive and constructive attitude
   3. Dress and appearance are appropriate for this organization

I. Character Attributes
   1. Brings a sense of values and integrity to the job
   2. Behaves in an ethical manner
   3. Respects the diversity (religious/cultural/ethnic) of co-workers

J. Industry-Specific Skills
   1. Any specialized skills specific to the industry or field you are working within.