

EBRC Industry Internship Program Guidebook

Guidebook Overview

EBRC has developed this Internship Program Guidebook to communicate policies, guidelines, and expectations for student-interns, industry mentors, host companies, and current advisors/Pis. This Guidebook outlines the program administration and role of EBRC; policies of the program; expectations of student-interns for the application and interview process, workplace conduct, participation in mentoring activities, and post-internship interactions; expectations and guidance for industry mentors, including requirements for activities other than bench work (professional development activities); and guidance for host companies on program participation and intern management.

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Program Administration and Policies

Important Dates

The following outlines the general program timing. This outline is subject to change and may vary year-to-year:

Summer and Fall prior to internship

- Company recruitment

Fall

- Student application window
 - Student rankings are due at the time of application submission; Student tuition and fee information is due prior to interviews for selected applicants.

Winter/Spring

- Initial Ranking Process
 - Application packets sent to participating companies.
 - Company ranking (for interviews).
- Interviews
 - The standard interview window is anticipated to be approximately 1-2 weeks.
 - Student tuition and fee information is due prior to interviews for selected applicants.
 - Interview scheduling requests will be coordinated.
 - The majority of interviews will take place.
- Matches finalized and notifications sent
 - Placements are confirmed with participating companies prior to student-intern notification
 - Placements will be confirmed.
- Company Agreements due
 - Prior to match confirmation and placement of student-intern(s).

Summer

- Internship: Approximately, four (4) months, May to September
 - Start and end dates for the program are flexible and should be discussed and determined on a case-by-case basis.

Program Activities and Resources

EBRC will provide the following resources and engagement activities related to the program:

Program Website: <https://ebrc.org/internship> will serve as the program website and will contain information for student application to the program, information for potential companies, information about participating companies, resources (such as the Program Guidebook) and information about the program management.

Program Guidebook: EBRC will produce, and update as necessary, an Internship Program Guidebook (available via the program website). This Guidebook will serve as the primary source of information for students, PIs and academic advisors, and companies (including mentors, leadership, and HR) regarding program policies, procedures, and expectations.

Recruitment and Application: EBRC will recruit participating companies and students on an annual basis. The application portal for students will be available via the program website. Applicants that meet the program's eligibility requirements will be advanced to the placement process.

Placement Process (including interviews): EBRC will coordinate the process for ranking and matching between companies and applicants, and will work with companies to coordinate interview schedules and inform students of their interview times. Final student placement is at the discretion of the participating company. This process is subject to change at any time and EBRC will make the best effort to inform participating companies and/or applicants of anticipated or necessary changes.

Rank/match and interview process:

To place eligible student applicants in internship positions, EBRC will facilitate an anonymized ranking and matching process and 30-minute interviews between the students and the participating companies. We ask each participating company and all applicants to refrain from contact and communication about the Program when not facilitated by EBRC in order to maintain a fair process for all participants.

Initial matching and ranking process: At the time of application, students will indicate their level of interest in the participating companies. EBRC will pre-screen applications to establish eligibility and ensure that the non-technical program requirements are met. Companies will be provided with all student applications to subsequently identify and rank applicants for their company's opportunities. EBRC will use the applicant interest-level and company rankings to make initial match lists for scheduling interviews. Initial applicant interest-levels and any subsequent rankings will be kept confidential within EBRC; applicants and companies will only be made aware of their final matches, if selected.

Interview and final ranking/matching process: The number of interviews per company or per applicant will depend on the total number of companies and students participating, and may

vary by individual. Interviews will take place in Winter (for select dates between December and March) of each year. Companies will provide EBRC with a list of 30-minute windows over a course of 1-2 weeks in which they are available to conduct interviews. Following all interviews, participants will re-rank the applicants/companies with whom they interviewed and submit their finalized rankings to the Internship Program Director. The Internship Program Director, while keeping these rankings anonymous to companies and applicants, will find the highest matched pairs (see sample matching matrix below for an example) and make recommendations for student placements to each company. Participating companies will notify EBRC of their final selections, based on the recommendations. EBRC will notify the students of their placement.

Sample matching matrix:

	Smith	Brown	Jones	A	B	C		A	Smith
1	A	B	B	Smith	Smith	Smith	→	B	Brown
2	B	C	A	Brown	Brown	Jones		C	Jones
3	C	A	C	Jones	Jones	Brown			

Companies A, B, and C each ranked Student Smith as their top candidate; Company A will receive Student Smith because Smith ranked A as their number one choice. Company B will receive Student Brown because Brown ranked Company B highest, Smith and A had a 1-to-1 match, and B chose Brown over Jones. Company C will receive Student Jones because Smith is “taken” and C ranked Jones higher than Brown. Note: Unlisted participants in final rankings will not be considered. For example, if Student Brown does not list company B in her final rankings, she will not be considered for an internship at B, regardless of where company B ranks her (in the matrix above, this would result in Brown going to Company C and Jones going to B).

Following placement and prior to the start of the internship, student-interns will be expected to participate in a cohort on-boarding activity hosted by EBRC. The activity will prepare student-interns with resources to aid in acclimatization to the industry environment and tips for interacting with industry mentors and colleagues. The activity will also help to establish connections among the student-intern cohort, to encourage communication between student-interns to strengthen their internship experience. Student-interns will also participate in a cohort off-boarding activity at which they will provide a presentation about their internship work and experience. ***Please note: these activities may not take place for the Summer 2020 Program.***

Workshops: Among potential on-boarding and off-boarding activities, EBRC is considering the implementation of Internship Program Workshops. When feasible, EBRC will host workshops designed as opportunities to create a cohort, improve networking and communication among student-interns and companies, and provide a venue for student-interns to share experiences and results. Following placement and prior to the start of the internship, student-interns will be

expected to participate in a cohort on-boarding workshop hosted by EBRC. The workshop will prepare student-interns with resources to aid in acclimatization to the industry environment and tips for interacting with industry mentors and colleagues. The workshop will also provide a forum for student-interns to develop communications amongst themselves to strengthen their internship experience. Student-interns will also be expected to participate in a cohort off-boarding workshop at which they will provide a presentation about their internship work and experience.

Program Management and Administration

EBRC is responsible for the overall management and administration of the Internship Program. Participating companies are responsible for the management of interns once final selections have been made and students have been notified. The responsibilities for each are detailed in this section.

In administering the Internship Program, EBRC will:

- Provide program management, including maintaining the program website, conducting the application/opportunity process, hosting Internship Program-associated activities (such as on-boarding and off-boarding workshops) when feasible, and managing institutional/university interactions.
- Maintain and update a Program Guidebook as a reference for participating parties.
- Provide executable agreements for the Internship Program between EBRC and participating companies.
- Provide consistent and timely communications regarding the Internship Program and its activities, and to be responsive to inquiry and comment.
- Conduct a company-to-intern application, interview, and matching process that is fair and respectful of company and student preferences.
- Provide an accounting of the financial management of the program as necessary and required.

Points of Contact

EBRC provides and/or recommends the following points-of-contact for the Internship Program:

EBRC Points-of-contact:

- Internship Program administration and general information: internship@ebrc.org
- Internship Program Director: Emily Aurand; aurand@ebrc.org
- Executive Director of EBRC: Douglas Friedman; dcf@ebrc.org

Student-interns are requested to utilize the internal company human resources department/individual, when available, for any workplace concerns or issues during the internship.

Company Points-of-contact: Participating companies are responsible for providing their student-intern(s) with the appropriate point-of-contact information. EBRC highly recommends that company takes steps to encourage student-interns to contact the company's responsible human resources officer regarding workplace concerns or issues during the internship.

Student Points-of-contact: Student-interns selected for the program will be asked to provide to EBRC contact information for themselves, for their institution and graduate program (including advisor/PI contact information), and that of an emergency contact to EBRC. EBRC highly recommends that participating companies also request this information, if it is not already a part of the hiring process.

Institutional Points-of-contact: Companies interested in contacting their student-intern's institution/university during or after the internship period, are requested to first contact the Internship Program Director for guidance.

Recruitment: Company Participation and Student Application Process

See Program Administration and Policies for further information.

Company Participation Procedures

To commit to hosting a student-intern during the coming year, companies are required to submit the following items at the indicated submission dates (available on the program website; subject to change annually):

Complete Company Interest Form: this form contains basic company info, including name, location, size of company, anticipated number of internship positions, points-of-contact (mentor(s) and HR). EBRC recommends providing a brief, overall description of the company (space will be provided). A company logo should be provided as an electronic image or PDF file to accompany the interest form.

Information included on the interest form (including internship project(s) description) and company logo will be made publicly available on the internship program website, with the exception of point-of-contact information.

Internship Project Description: To participate, companies must submit an internship project description concurrently with the interest form. Project descriptions should be non-confidential and should not contain sensitive information. Project descriptions may describe the general nature of potential project opportunities, including the scope and technical nature of the proposed work and contain sufficient detail to inform potential student applicants about the work they may undertake and other activities that may be included during their internship. EBRC recommends that project descriptions include information about professional development opportunities available during the internship.

Signed Agreement with EBRC: Companies will be required to sign an agreement with EBRC detailing commitment to host the student-intern(s) for the full, four month term (excluding cases of severe policy violation or other exceptional situations), agreement to participate in other EBRC-hosted internship activities when available, and financial commitment. Signed agreements are due prior to applicant placement.

Student-intern Application Process

Students interested in participating in the program will be required to submit the following items prior to the close of the application window each year:

Application form: The application form includes entry of personal info, including but not limited to name, graduate program and institution information, and optional demographic information, and acknowledgements of eligibility and program policies. EBRC may request additional information from the applicant, including mailing address, emergency contact information, and

the cost of tuition and fees during internship period (applicants selected for the program must make reasonable effort to reduce this cost), during the selection process following the initial application period. The application form will also require students to indicate their level of interest in the participating companies, to assist EBRC in organizing interviews. Applicants will be required to upload their CV and Personal Statement to the application form (see below for requirements).

Curriculum Vitae: Applicants must submit a CV of up to four (4) pages, which should include the following:

- institution, major, and year of study;
- research experience and synergistic activities;
- academic/professional appointments, such as teaching positions held;
- collaborators outside of the student's PI's laboratory/research group;
- publications/products, highlighting any publications/products closely related to the internship opportunities they would like to pursue;
- bullet list of key laboratory and/or analysis skills/techniques possessed, ex: RT-PCR, matlab.

Personal Statement: Applicants must submit a personal statement of up to two (2) pages addressing their current and prospective research interests, interest in the Internship Program, and expected benefit(s) of participation. EBRC highly recommends that the personal statement not include an indication of the student's preferred placement or single out a particular company.

Letter of support from current advisor/PI: in addition to the above, applicants must request from their current advisor/PI a Letter of Support, submitted directly to EBRC via email (internship@ebrc.org) and due before the application window deadline. This Letter of Support should include statements to the following:

- The advisor/PI supports the student's application and participation in the program, including a statement as to how the student is academically and scientifically qualified;
- The advisor/PI acknowledges that they are aware of the program's requirements, including the placement of the student for four (4) months (approximately mid-May through mid-September 2021; exact start and end dates to be determined) at an industry site, and that during this four-month period, the student will be working full-time on projects that may be unrelated to their academic research, at the direction of their industry supervisor;
- The advisor/PI acknowledges their support of the applicant in the efforts to work with their graduate program and institution to decrease the tuition and fee cost burden during their internship (e.g. change in student status as appropriate). Note: the student should maintain a status that will not compromise their health insurance and/or other coverage

provided by their institution. Questions regarding EBRC/company payment of student tuition, fees, and stipend may be referred to Diane Pierotti at dianep@ebrc.org.

Program Guidelines, Expectations, and Commitments

See Program Administration and Policies for further information.

Host Company/HR Guidelines, and Expectations, and Commitments

Participating companies must agree to the following:

- Participating companies must submit a completed Company Interest Form and submit an internship project description due on/around the opening of the student-intern application window (due date will be indicated on the program website). Project descriptions should be non-confidential, non-sensitive, but sufficient to indicate the scope and technical nature of the potential opportunities and proposed work.
- To consider all applicants, regardless of personal attributes and demographics (including race/ethnicity, age and gender), home institution or PI/advisor.
- To make time for, and hold interviews with potential student-interns (number of interviews will depend on participation rate). These interviews will include applicants the company has identified (ranked) as potential interns and applicants that have identified (ranked) the company, whether or not the company has expressed prior interest.
- To limit contact with applicants outside EBRC channels prior to the finalized match (i.e. do not share ranking lists or express undue interest in any particular program applicant). This ensures a fair matching process for all.
- To host the student-intern for the full, four (4) month term, except in the case of a policy or conduct violation by the student-intern. Every reasonable effort should be made on behalf of the mentor(s) and company, working with the student-intern directly, to resolve workplace issues prior to dismissal of the student-intern.
- To make all necessary payments (to the student-intern and to EBRC) in full and on time:
Due to EBRC:
 - To pay a program administration fee to partially cover EBRC's costs of administering the program including a fractional cost. This includes time compensation of the EBRC Program Director and administrative staff, staff travel, venue/catering for program-related events (workshops), and applicable overhead costs. This fee does not include travel for company representatives/mentors, or travel or relocation-associated costs for student-interns. This fee is subject to change on an annual basis. *The program administration fee for the Summer 2021 Program is \$1,750.00 per intern.*
 - To pay an averaged portion of student-intern tuition and fees. Because applicable tuition and fees will vary by student-intern from university to university, to make the program accessible to all students regardless of institution EBRC will average these costs across participating student-interns for a single year (cohort) and assess a common fee-per-intern to all companies. Participating companies pay this averaged amount to EBRC, which then dispenses this money to participating universities as necessary to cover the cohort's tuition and fees (if applicable) for

the duration of the internship. Fees will be assessed and invoiced to participating companies prior to the start of the internship period.

Due to student-intern:

- To provide compensation to the student-intern in the form of a stipend. To make this program accessible to all students, the stipend is set at a minimum based on the amount set by the National Science Foundation for the Graduate Research Fellowship Program (NSF GRFP) plus a modest cost-of-living adjustment. The amount will be updated annually. The stipend amount must be paid directly to the student-intern and should be the same for all EBRC interns within a company. *The per-intern stipend amount for the Summer 2021 Program is a minimum of \$3300 per month.*

Additional expenses (at the discretion of participating companies):

- To pay for travel for mentor(s) and intern(s) separate of required program fees at the company's discretion. This travel includes Internship Program-related in-person activities and may include travel for company-related meetings, workshops, or off-sites.
- Companies may provide funds directly to the student-intern for housing and/or relocation at the Company's discretion.
- To timely complete agreements between the company and EBRC and any agreements or contracts made between the company and the student-intern.
- To manage the student-intern following final selections and placement through the applicable company HR process including agreement and adherence to company policies and procedures such as temporary-hire procedures, necessary tax and related financial forms (such as W9's), payment of the stipend, any applicable non-disclosure and intellectual property agreements, and regular HR-employee interactions. Company will make best efforts to provide timely information regarding company policies and procedures to the student-intern prior to the start of the internship. EBRC assumes no responsibility for the completion of agreements between the student-intern and their university or between the student-intern and the company.

Company Mentor Guidelines, Expectations, and Commitments: Mentor(s) must agree to provide student-interns with a “holistic experience”, including career mentoring and professional development activities, in addition to benchwork activities. In the event of problems, such as underperformance or policy violation, mentors should refer to their company HR officer.

Internship Projects: Technical research projects should be designed for student-interns to encompass active research activities (e.g. benchwork or data analysis), as well as opportunities for student-interns to share data and results with other company employees for constructive feedback. Internship project descriptions (due to EBRC concurrently with Company Interest Form) may be broad in scope and describe potential opportunities, but should list the fundamental or necessary laboratory or analysis techniques recommended of the applicant. After reviewing submitted project descriptions, EBRC staff may suggest the company/mentor

provide additional detail, description, or content, to ensure that applicants will be sufficiently informed; however, we understand that projects and opportunities are highly subject to change.

EBRC recommends providing applicants and/or selected student-interns with a finalized project description at least three (3) months prior to the start of the internship. Projects should be communicated to the student-intern with sufficient and comprehensive description and detail and take into account the student-intern's level of experience and interests, when possible. Defined timelines, milestones, and other expectations are recommended. Because of the short duration of the internship, situations in which a project cannot fully be completed are likely to occur and ongoing communication between the student-intern and mentor following the internship is encouraged.

Mentorship and Professional Development Activities: It is expected that company mentors will provide student-interns with mentorship and professional development events and activities in addition to the technical benchwork necessary to complete the research project. These activities are recommended to include: regular, one-on-one meetings with the mentor to discuss the project; other lab or project meetings, when available; and opportunities for the intern to give or participate in talks and workshops. EBRC also highly recommends opportunities for the intern to engage in activities that highlight the culture and business of working in industry, such as: meetings with company leadership; company talks and departmental activities and events (such as meetings, workshops, offsites); and occasional social events.

Participation in the EBRC Industry Internship Program does not guarantee future employment. EBRC recognizes that companies often use the internship mechanism to identify future employees and this program does not prohibit this practice; however, EBRC would like to caution participating companies from suggesting or implying that future employment is likely or guaranteed for students that intern at their company. Student-interns and mentors/companies that would like to continue interacting post-internship are encouraged to do so.

Student-Intern Guidelines, Expectations, and Commitments

To have a positive and successful internship experience, student-interns participating in the EBRC Industry Internship Program agree to:

- Provide truthful and accurate information on their application and supporting materials and in any communications with EBRC or their host company.
- Participate in the interview process with companies, including companies that they may not have listed in their initial rankings.
- Refrain from contact with any of the participating companies outside EBRC-approved channels prior to the finalized match (i.e. do not share ranking list or express undue interest in any company). This ensures a fair matching process for all.
- Secure institutional (university) approval for their internship and submit written confirmation providing a letter or paperwork confirming institutional approval to EBRC

prior to the commencement of the internship. The advisor/PI Letter of Support should acknowledge this institutional approval and other program requirements.

- Work with their graduate program and institution to decrease the tuition and fee cost burden during their internship (e.g. change in student status as appropriate). Note: the student-intern should maintain a status that will not compromise their health insurance and/or other coverage provided by their institution. Questions regarding EBRC/company payment of student-intern tuition, fees, and stipend may be referred to Diane Pierotti at dianep@ebrc.org.
- Participate in EBRC-hosted Internship Program activities, such as on-boarding and off-boarding workshops, whether virtual or in-person.
- Provide timely and necessary feedback to EBRC. Feedback may be in the form of completed surveys, formal statements about the program at EBRC's request, informal email response, among other formats.
- Commit to working in the company for the full, four month duration of the internship and follow the company's policies and guidelines. The student-intern also agrees to work with their mentor(s) and the company staff (such as HR) to settle problems and issues as they arise.

Participation in the EBRC Industry Internship Program does not guarantee future employment. EBRC recognizes that companies often use the internship mechanism to identify future employees and this program does not prohibit this practice; however, EBRC would like to caution students from the presumption or implication of likely or guaranteed future employment at their host company. Student-interns and mentors/companies that would like to continue interacting post-internship are encouraged to do so.

Workplace Conduct: Student-interns are expected to follow the policies and workplace conduct of their host company, including office and laboratory work hours and dress codes, required safety, security and equipment-use training, proper use and storage of equipment and materials, record keeping, IT, etc., and policies regarding sharing and disclosure of information. Student-interns should discuss these policies with their industry mentor and company human resources (HR) as early as possible and are expected to maintain open communication - if you are unsure, ask! Violation of company policy may result in dismissal from the company and possible legal actions and permanent dismissal from the EBRC Industry Internship Program.

Event and Activity Participation: Student-interns are expected to take part in EBRC Internship Program events and activities, company-sponsored activities (as appropriate), and engage with their industry mentor(s) in one-on-one and professional development activities. These activities may include presenting research experiences, data, and results; regular meetings with the mentor to discuss the project, industry culture, and practices; lab or department meetings, meetings with company leadership, company-organized or -sponsored research sharing activities and events, and occasional social events.

Communication: Student-interns are encouraged to maintain open communication with their industry mentor(s), company HR as necessary, and with the Internship Program Director. Student-interns should also maintain contact with their home institution advisor/PI during the internship period. EBRC encourages student-interns to maintain their communications and interactions with the company and their mentor(s) following the internship, as appropriate.

Post-Internship Interactions: Internships can be incredibly fruitful periods for both student-interns and the company and it is expected that there will be some level of interaction between student-interns and their mentors following the internship period. This interaction may include work pertaining to publications or ongoing research activities, continued mentorship, and even offers of employment. Student-interns are encouraged to maintain open and positive communications to enable these activities. *Participation in the EBRC Industry Internship Program does not guarantee future employment.*

Advisor/PI and Home Institution Guidelines, and Expectations, and Commitments

The Engineering Biology Research Consortium (EBRC) recognizes the need for premier education and training opportunities in engineering biology and the benefit received from close interaction between the academic and industrial sectors. With the goal of better preparing tomorrow's leaders for careers outside academia and to enhance student-interns' laboratory skills and understanding of applications, EBRC has developed a summer Internship Program between US colleges and universities and participating biotechnology companies. EBRC will provide a platform for graduate students who are U.S. persons and who have advanced to candidacy (or equivalent status) in their PhD studies to apply on an annual basis for a 4-month (running mid-May to mid-September) internship opportunity at a participating company. Students will apply through the online portal and will submit a CV, personal statement, and a Letter of Support from their current advisor/PI.

The Letter of Support from the advisor/PI should acknowledge the following:

- The advisor/PI supports the student's application and participation in the program, including a statement as to how the student is academically and scientifically qualified;
- The advisor/PI acknowledges that they are aware of the program's requirements, including the placement of the student for four (4) months (mid-May through mid-September 2021) at an industry site, and that during this four-month period, the student will be working full-time on projects that may be unrelated to their academic research, at the direction of their industry supervisor;
- The advisor/PI acknowledges their support of the student in their efforts to work with their graduate program and institution to decrease the tuition and fee cost burden during their internship (e.g. change in student status as appropriate). Note: the student should maintain a status that will not compromise their health insurance and/or other coverage provided by their institution. Questions regarding EBRC/company payment of student tuition, fees, and stipend may be referred to Diane Pierotti at dianep@ebrc.org.

EBRC will administer a ranking/matching process, including virtual teleconference interviews, to place students with companies. Following placement and prior to the start of the internship, student-interns will be expected to participate in a cohort on-boarding activity hosted by EBRC. This activity will be designed to prepare student-interns with resources to aid in acclimatization to the industry environment and will provide student-interns with tips for interacting with industry mentors and colleagues. The activity will also provide a forum for student-interns to develop communications amongst themselves to strengthen their internship experience. Student-interns will also be expected to participate in a cohort off-boarding activity, designed to enable the student-intern to present about their internship work and experience.

Students will be expected to possess basic laboratory or analysis techniques as described in the company's internship project description, but no prior industry experience is necessary or expected. Students can expect to work on projects that fit their interests and experience, and will enhance their studies, but may not directly relate to their thesis/dissertation research.

The Internship Program is an opportunity for students to learn about industry culture and practices and to develop working relationships with industry scientists. Participation in the EBRC Industry Internship Program does not guarantee future employment for the student at their host company; however, students are encouraged to maintain open and positive communications following their internship, which may lead to post-internship collaborations. EBRC supports such collaborations.

For further information about the program, PIs are encouraged to contact the Internship Program Director at internship@ebrc.org.

EBRC Industry Internship Program Description

(Summer 2021 Pilot Program; updated 16 October 2020)

<https://ebrc.org/internship>

The Engineering Biology Research Consortium (EBRC) recognizes the need for premier education and training opportunities in engineering biology and the benefit received from close interaction between the academic and industrial sectors. With the goal of better preparing tomorrow's leaders for careers outside academia and to enhance students' research skills and understanding of applications, EBRC has developed a summer Internship Program between US colleges and universities and participating biotechnology companies. The Summer 2021 Program is the second pilot year and specifics of this program are subject to change on an annual basis.

EBRC will administer the program and be responsible for:

- Company and student recruitment to the program;
- The application and match process, and will assist in coordinating interviews between students and companies;
- Hosting cohort on-boarding and off-boarding activities;
- Distribution of the Program Guidebook, which communicates policies, guidelines, and expectations for all participants;
- Providing a conduit for communication between the companies, students, and universities;
- Facilitating payment of student tuition and fees.

The hosting company will be responsible for:

- Hosting the student-intern for four (4) months;
- Developing and communicating a defined technical project;
- Providing opportunities for professional development and experience beyond the lab bench (to supplement the technical project);
- Providing funding to cover the student's stipend, travel (if applicable), the student's tuition and fees for the duration of the internship (fees to be averaged across the intern cohort; see below for details), and a program administration fee.

Recruitment, Participation, and Student Application Process:

EBRC will provide a platform for US-based graduate students who have advanced to candidacy (or equivalent status) in their PhD studies to apply, on an annual basis, for a four (4)-month summer (running mid-May to mid-September) internship opportunity at a participating company. Students must be eligible to work for companies in the United States.

The timing of the internship program has been chosen for several reasons:

- It is expected that graduate students that have advanced to candidacy (have passed their qualifying exam or equivalent) will have obtained sufficient laboratory skills and experience to contribute at a high level to their partnering companies.
 - Such students will require less initial training of basic techniques in the industry setting and have enough laboratory and academic background to benefit from novel laboratory and industry experiences.
 - Students at this stage are less likely to have required classes to attend, providing more flexibility in their schedules.
- The summer time frame and four-month duration were chosen to balance the needs and desires of potential participating companies and academic requirements of the students.
 - Starting each cohort in mid-May captures the end of the spring semester for semester-based schools; ending the internship cohort in mid-September captures the start of the fall quarter for quarter-based universities. This timing has been chosen to reflect the needs of both types of university systems, and to minimize the impact of internship timing on students' teaching responsibilities.

Companies interested in participating in the program are asked to submit a company profile description, a project description highlighting the internship opportunity(s) including general expectations for requisite skills and/or laboratory experience, and a letter of commitment detailing financial contribution and mentoring pledge. Companies should make every effort at this time to provide a sufficient level of detail in the project description regarding the potential technical project opportunities available to allow students to make an informed ranking decision, in addition to committing to providing students with meaningful opportunities away from the bench. EBRC has targeted small- and medium-sized companies as participants in this program. These companies often have more limited resources and infrastructure that may restrain them from developing and implementing their own internship programs. The current framework of the Internship Program has been developed to reduce the administrative burden on these companies while providing the benefit of a structured program.

In addition to hosting the student-intern in house and providing a defined technical project and professional development opportunities, participating companies commit to funding as follows: 1) payment directly to the student of a stipend (salary) consistent with the NSF Graduate Research Fellowship Program stipend level plus a modest cost-of-living adjustment (2021 support level: \$3,300 per month) and any funds for necessary travel undertaken as an intern; 2) per intern contribution to a funding pool to cover a share of student tuition and fees (estimated average of \$1000-2000 per intern¹); (3) an administrative fee to partially cover EBRC's cost of managing the program (\$1750 per intern). This administrative fee does not cover travel costs, such as relocation, or funding for the student-interns or mentors to travel to onboarding and

¹ For the 2021 pilot year of this program, companies should anticipate a range of \$0-\$4000 per student tuition share as this coverage will depend on the number and home institutions of participating student interns. (For reference, tuition and fee costs for the 2019 cohort were approximately \$630 per student-intern.) Students are expected to make their best effort to reduce this tuition and fees cost (e.g., by taking a University-approved leave of absence or reduced credit load).

offboarding workshops. While all interns will receive the same stipend, tuition paid per intern by a company will depend on the makeup of the cohort; tuition and fees across each cohort will be summed and divided evenly to create the same fee-per-intern for each company (see footnote). This fee will necessarily change on an annual basis, depending on the home institutions of the intern cohort.

Students apply to the program by completing an application form and submitting a CV and a short personal statement. A letter of support from their current advisor/PI is required. Students are asked to rank the participating companies by preference, to assist EBRC in the matching process. The personal statement should address their current and prospective research interests, their interest in the internship program (but should not discuss their company ranking), and how they expect to benefit from the program. Students are expected to possess basic research and/or analysis skills as described in the company's internship project description, but no prior industry experience is necessary or expected. Students can expect to work on projects that fit their interests and experience and will enhance their studies but may not directly relate to their thesis/dissertation research.

Placement Process:

To place students in internship positions, EBRC facilitates an anonymized ranking and matching process and 30-minute interviews between the students and the participating companies. We ask each participating company and all applicants refrain from contact and communication not facilitated by EBRC in order to maintain a fair process for all participants.

At the time of application, students will identify and rank up to the top five internship opportunities of interest to them. EBRC will conduct a pre-screening process of the applications to ensure students meet the minimum program requirements. Student applications, without their company rankings, are provided to companies to subsequently identify and rank students for the opportunity. EBRC uses the company and applicant rankings to make initial match lists for scheduling interviews. The number of interviews per company or per applicant will depend on the total number of program participants and available intern opportunities.

Interviews will take place in January and February 2021. Companies provide EBRC with a list of 30-minute windows in which they will conduct interviews (one applicant per interview) over a course of the one-two weeks identified by EBRC and announced in advance. Following all interviews, participants re-rank the students/companies whom they interviewed with and submit their finalized rankings to the EBRC Internship Program Manager. The EBRC Internship Program Manager, while keeping these rankings anonymous to companies and students, finds the highest matched pairs to determine all placements. Companies approve the placements and students are notified of their acceptance into the program and their internship placement. Placements will be finalized at least three months prior to the start of the internship.

Students accepted into the EBRC Internship Program are expected to participate in cohort on-boarding and off-boarding activities hosted by EBRC. On-boarding activities will help to

prepare students for working in an industry environment and tips for interacting with industry mentors and colleagues. EBRC will also provide a forum for students to develop communications amongst themselves as a cohort to strengthen their internship experience. Students will also participate in cohort off-boarding activities to close out their internship work and experience. Industry mentors will be provided the opportunity to participate in these activities as appropriate.

Internship Guidelines and Expectations for Program Participants:

EBRC has developed an Internship Program Guidebook (available at <https://ebrc.org/internship-guidebook>) to communicate policies, guidelines, and expectations for students, industry mentors, host companies, and current advisors/PIs. This Guidebook outlines expectations of students for application and admittance to the program, expectations to follow the policies and workplace conduct of their host company, commitment to other training, presentations, participation in mentoring activities, and post-internship interactions; expectations and guidance for industry mentors, including requirements for activities other than bench work; and guidance for host companies regarding interaction with EBRC and student applicants and interns, and intern onboarding and management.