

How to: Terms of Reference (TOR)

- Your Terms of Reference is the best way for the Middlebury Institute to track your work at your assigned organization and can be used to advocate on your behalf should any issues arise
 - Once a suitable TOR is agreed upon, all three parties begin to prepare, so that the student can function as an effective staff person from the first day at the organization. On assignment, the student performs the duties described in the TOR and is evaluated by his or her supervisor in the final month of the internship.
- Remember that this is quite possibly a working document.
- TOR should reflect both the goals of the organization and the participant, as well as the experience and capabilities of the student. Previous years of IPSS and DPMI Plus experiences has resulted in the development of the following guidelines (your organization is requested to consider this as the foundation of the TOR):
 - Balancing the needs of the organization with the interests of the student
 - Assigning responsibilities commensurate with the student's capabilities – Do not undervalue your experience and potential!
 - Close supervision early in the assignment with autonomy increasing as understanding of the organization's mission and operating procedures deepens
 - Involvement in multiple projects to insure broad exposure to the organization's responsibilities
 - Assigning only those menial tasks required of a regular staff member
 - Treatment as a full member of the team and inclusion in staff meetings and organizational life
 - Opportunities to participate in both internal and external meetings and to represent the organization as deemed appropriate
- Remember a few things:
 - Schedule yourself some vacation time (within reason)
 - Be sure to include comments on your research project so the organization is aware of your other commitments and will be prepared for work on this project
- It is helpful to review any documents you have received from your organization and pull points from there as to the different aspects of your assignment.
- Review the organization and department websites, and any information you can gather on your supervisor. Use this information to help guide the points of intent you will list.
- Depending on your organization, it is likely that other Middlebury Institute students have been in yours (or a very similar position) and would be more than willing to share their TORs and ideas with you. Contact Carolyn Meyer for more information.
- **The Director of Immersive Professional Learning and Special Programs will need to review your TORs before and after they are sent to your organization, so please consider this in your preparation schedule.**