

WINTERNSHIPS

Playbook

BREAK
THROUGH
TECH



CORNELL
TECH

CU
NY THE CITY
UNIVERSITY
OF
NEW YORK

HOW TO USE THIS GUIDE

What's a playbook?

This playbook conveys the mission behind Winternships, a groundbreaking program created in 2017 by Break Through Tech to accelerate gender equality in tech. It articulates our objectives, makes the employer process easy to access, and provides the information you need to host Winternships at your organization.

The playbook audience

- C-suite executives
- Human resources and talent managers
- Engineers, developers, product designers, and marketing professionals
- Anyone else in your office who might be interacting with interns

This guide will help you

- Understand who we are and the value we provide
- Align and engage stakeholders
- Structure your own Winternship program
- Change students' lives and build a more robust talent pipeline

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WHAT WE BELIEVE

The future of innovation depends on *all* of us.

To accelerate gender equality in tech, we must open new doors for more university students. We must break down barriers in the workplace. We must do things differently.

THE PROGRAM

How we work

We invite small groups of first- and second-year undergraduate students into professional workplaces for a few weeks during their academic recess. This quick and agile internship experience provides the opportunity for women and other underrepresented groups in tech to obtain a resume credential that will make them more competitive when applying for coveted summer internships.

We help students

- Understand how a company works
- Learn about various career paths related to computer science
- Gain professional skills
- Build their resumes

We help employers

- Offer new leadership and mentorship opportunities to employees
- Consider new perspectives and fresh ideas
- Solve challenging projects
- Build more diverse talent pipelines



“ Because of this program I have come out of my shell and learned I am capable of coding.

Now I want to inspire other women to become leaders in computer science and technology. ”

Yasmeen '20
QUEENS COLLEGE

THE TEAM

Who we are

Break Through Tech is headquartered at Cornell Tech. We launched in 2016 in collaboration with the City University of New York (CUNY) and local industry partners. Today, we work to empower undergraduate students who express interest in computer science through a variety of programs related to curriculum innovation in higher education, career opportunities, and community support. When you join us to host Winternships, we'll be here to guide you throughout the entire process.



OUR PARTNERS

Together, we're breaking down barriers, opening doors, and reshaping industries.

Since we launched in 2016, more than 100 organizations have hosted more than 500 students. Our partners include big-enterprise companies, mid-size companies, startups, foundations, and nonprofits.

Please note that this is a sample of our many partners. You can find the full list at breakthroughtech.org.



“

We can't compete in the digital age if we leave half of the available talent pool sitting on the sidelines. It's that simple.

”

JUDITH SPITZ, PHD
EXECUTIVE DIRECTOR OF BREAK THROUGH TECH
FORMER CIO AT VERIZON

EMPLOYER QUALIFICATIONS

Ready to join us?

- ❑ Do you believe that we need to accelerate gender equality in tech?
- ❑ Are you looking to build and diversify a pipeline of talented technologists?
- ❑ Is there a person (or people) at your company in HR or engineering who can mentor and supervise five first- and second-year college interns in early January?
- ❑ Are you located in or around New York City?
- ❑ Can you allocate a budget of ~\$15,000 to fund your Winternships program?
This funding goes directly to paying each of the students at least minimum wage during the three-week Winternship program.
- ❑ Can you think of a challenge you'd like to address with technology that would benefit from a diverse perspective? *Please see pages 16-17 for sample challenge projects.*

FAQ

What are the academic requirements for Winterns?

Winterns are first- and second-year students at CUNY who have expressed an interest in studying computer science and pursuing a career related to computing or technology. To apply for the program, they must be in good academic standing.

How does the matching process work?

On your proposal form, please be as specific as possible about the technical skills you're looking for in Winterns. That information will be used by our matching algorithm to pair your organization with a diverse and balanced team of Winterns. You also have the opportunity to meet some of our applicants during our "match" event, and indicate your preferences if there are specific people you'd like to join your team.

Why are Winterns placed in teams of five?

Because our students are first- and second-year college students, it works well for them to have peer support and it helps companies to have a balanced group of skill sets. Companies also report that it isn't additional work to host a group, as our students participate in all of their activities together.

How does compensation work?

Host companies typically pay their Winterns the same way they would pay any other junior-level intern. This often involves collaborating with a HR team or working with a third-party hiring vendor. (If your startup or nonprofit doesn't have the budget for this structure, please note that on your proposal and we can explore sponsorship opportunities.)

Is there a program structure we have to follow?

No. This playbook is meant to serve as your guide, with suggestions for scheduling and ideas for structuring challenge projects, but we encourage you to tailor your own three-week Winternship and to make it your own.

Are there any required activities?

Yes. Winterns must complete a challenge project. We also ask that you host at least one resume review session for them and explain your company's hiring process to them. The goal is for students to leave with a solid understanding of your business. For this reason, we recommend providing opportunities for Winterns to interact with your employees across divisions who work in various areas of your organization (think human resources, marketing, sales, finance, etc.).

How will we connect with Break Through Tech during the Winternship?

A member of our team will check in with you after the first week of your Winternship. You can also feel free to reach out to us anytime with questions or concerns. After the Winternship ends, we'll ask for feedback to make sure we improve on our processes each year. We'll also hope to see you at our post-Winternships party, where we reconnect, network, and debrief.

Can I hire the Winterns for a full-time internship?

Yes! Companies are welcome to extend internship offers or invite Winterns to interview. However, this is not required or expected of participating companies.

THE EMPLOYER EXPERIENCE



MARCH
to JULY

Allocate budget and resources to support Winternships in January. Double check items on the “Are you ready to host Winterns” checklist.



AUGUST
to OCTOBER

Attend an informational call or webinar with Break Through Tech to learn more about how Winternships will work at your company.

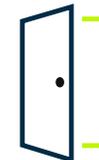


OCTOBER
Submit your commitment form. Attend match event.



NOVEMBER
to DECEMBER

Get matched with students. Confirm their schedule and challenge project. Start outreach and onboarding with Winterns.



JANUARY

Winternships: Open your doors to college women and help accelerate gender equality in tech. See *next page for a sample three-week schedule*



FEBRUARY

Time to Celebrate: Join student participants, other corporate hosts, friends, supporters, and the Break Through Tech team to celebrate and network.

Getting started

How can you make college students feel welcome? Who should your Winterns meet and work with? What can you do to immerse them in your organization's culture?

As you prepare to host Winterns, you'll need to plan an onboarding phase and set a clear schedule for the duration of your program (see page 14). While your Winterns have expressed interest in tech, they may not have professional experience or substantive technical skills. We recommend daily check-ins as well as a formal weekly review meeting with Winterns. *Managing expectations is a critical part of making this program successful.*

Students will

- Be a first- or second-year student at CUNY
- Demonstrate an interest in computer science or technology
- Likely have taken at least one coding or computer science class
- Arrive on time and be on site 35-40 hours a week during their Winternship

Employers will

- Create a safe and comfortable learning environment
- Assign a mentor/manager to supervise Winterns
- Schedule regular check-in meetings to give feedback
- Provide a resume review session and explain hiring processes
- Expose Winterns to people in various roles and departments
- Design a challenge project for students to complete

Sample schedule at a large bank

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
WEEK 01					
9 AM	Welcome + Company Orientation (Get Company ID)	Global Operations Overview	Engineering Overview + Q&A	Weekly Team Meeting	Job Shadow Project Manager 2
10 AM		Product Development Overview + Q&A	Challenge Project Worktime	Market Research Overview	Challenge Project Status Check-in
11 AM		Lunch	Welcome Lunch	Lunch	Lunch
12 PM	Challenge Project Kick-off	Challenge Project Worktime	Retail Operations Overview	Diversity Committee Meeting	Mentor Check-in
1 PM	Marketing/Brand Overview		Job Shadow Project Manager 1	Challenge Project Worktime	Challenge Project Worktime
2 PM	Challenge Project Brainstorm		Company Hiring Process + Career Paths		
3 PM					
4 PM					
WEEK 02					
9 AM	Challenge Project Worktime	Challenge Project Worktime	Resume Review + Workshop	Weekly Team Meeting	Client Case Study Review
10 AM		Meet CTO	Meet COO	Leadership Training	Challenge Project Status Check-in
11 AM		Lunch	Lunch	Lunch	Lunch
12 PM	Challenge Project Worktime	Site Visit to Retail Location	Challenge Project Worktime	Challenge Project Worktime	Mentor Check-in
1 PM				Strategic Partnerships Overview	Challenge Project Worktime
2 PM				Business Development Overview	
3 PM					
4 PM					
WEEK 03					
9 AM	MLK DAY Offices Closed	Challenge Project Worktime	Monthly Department Meeting	Challenge Project Presentation Prep	Challenge Project Presentation Prep
10 AM			Challenge Project Status Check-in	Challenge Project Status Check-in	Challenge Project Status Check-in
11 AM			Final Mentor Check-in	Lunch	Lunch
12 PM		Women in Tech Committee Lunch	Attend Industry Event	Challenge Project Presentation Prep	Challenge Project Presentation Prep
1 PM			Challenge Project Presentation Prep	Winternship Presentation	
2 PM				Closing Dinner	Debrief
3 PM					
4 PM					

Schedule template

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
WEEK 01					
9 AM					
10 AM					
11 AM					
12 PM					
1 PM					
2 PM					
3 PM					
4 PM					
WEEK 02					
9 AM					
10 AM					
11 AM					
12 PM					
1 PM					
2 PM					
3 PM					
4 PM					
WEEK 03					
9 AM					
10 AM					
11 AM					
12 PM	MLK DAY Offices Closed				
1 PM					
2 PM					
3 PM					
4 PM					

ENCOURAGING INNOVATION

The challenge project

What are your tech hurdles? Where do you require forward-thinking solutions or an alternative approach?

Each Winternship must include a Challenge Project, during which students can think creatively, develop new skills, and work as a team. Employers are welcome to design their own unique project, customized to solve an internal issue or enhance specific products and services with tech innovations. This is a great opportunity for you to take a deep dive into areas your core team may not have the bandwidth to explore.

Suggested framework

- Position this project as a creative sprint
- Pose the question: How might we...?
- Give students a structure for how to approach a problem, ideate, and choose a solution
- Provide opportunities for both individual brainstorming and teamwork
- Finish the project with a presentation to your leadership team

SAMPLE PROJECT #1

2019

KICKOFF JANUARY 7

Guggenheim Winternship Challenge Project

WEEKLY CHECK-IN MEETINGS EVERY TUESDAY AT 11AM

PRACTICE PRESENTATION JANUARY 23

FINAL PRESENTATION JANUARY 24

Objective

How might we more effectively use technology to improve our digital experience and convert online fans into museum visitors, while leveraging existing resources and maintaining low overhead?

Project framework

- 1 Complete an audit of Guggenheim digital communications, with a specific focus on YouTube, and the “Plan Your Visit” page and homepage of guggenheim.org.
- 2 Conduct comparative research on peer institutions, including an in-depth analysis of YouTube content strategies, and the hierarchy of information featured on museum website homepages and visit pages.
- 3 Propose solutions, content ideas, and best practices for the channels mentioned by answering all of (but not limited to) the questions following:

A On web pages:

- Within our existing design and backend abilities, what improvements can be made to the homepage and Plan Your Visit page to provide a better service to our visitors and convert more of them into ticket buyers?

B On YouTube:

- How might we rank better in searches, reach more viewers, and grow our subscriber count?
(Example question to consider: Is AdWords keyword planner available to creators who want to optimize the title of their videos?)
- What type(s) of video content is/are most effective?
- What is the ideal length of a video?
- How frequently should videos be posted?
- What types of call-to-action messages can be included in videos and on our channel?
- What recommendations do you have to improve the information on our channel overall?
- What is your proposal for an overall content strategy on the Guggenheim Museum YouTube?

SAMPLE PROJECT #2

2020

KICKOFF JANUARY 7

AccuWeather Winternship Challenge Project

DAILY CHECK-IN MEETINGS

PRACTICE PRESENTATION JANUARY 23

FINAL PRESENTATION JANUARY 24

Objective

To create a proposal for how we can use our weather data and information to create a personalized experience on our website and apps.

Project background

Weather has an undeniable impact on everyone's everyday life, so how can AccuWeather help make the weather personalized on our products? At AccuWeather, we have endless data points and the ability to create products to assist you with improving your planning, whether that is deciding to go out for a run or to stay at home.

Project framework

In your first two weeks, we will introduce you to AccuWeather as a company; set up time for you to speak with stakeholders in our data science, IT, and product teams; and work with you on developing an idea to focus on for the project.

This project will include presenting the data you plan to use, product requirements for any new products, monetization opportunities, analytic goals, and marketing strategies surrounding your proposed plan.

During your final week as you are creating your presentation, we will help build your presentation skills, learn how to pitch a product idea and obtain stakeholder buy-in. We also plan to take your proposal into consideration as we move forward with personalization efforts in all our products.

PROJECT TEMPLATE

Objective

Project framework

Project background

DIGITAL OPPORTUNITIES

Share your experience

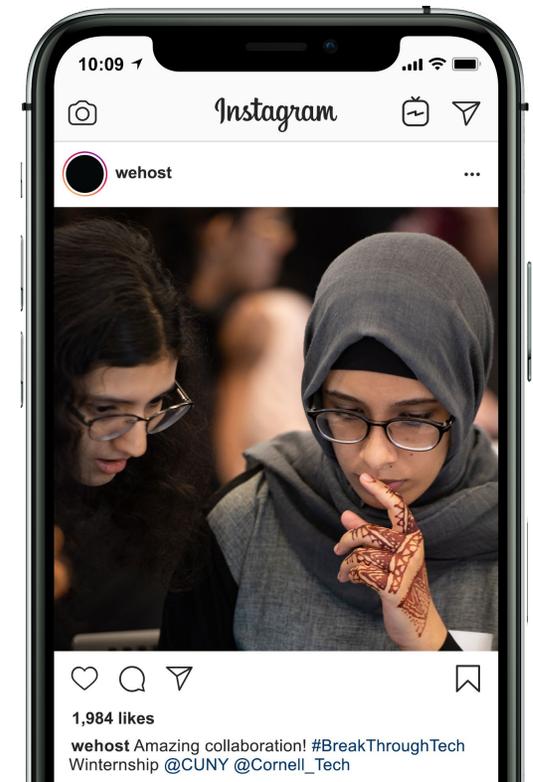
Our program's success and growth depends heavily on our corporate partners' professional networks and personal connections. Here are a few tips:

Do

- Have all your Winterns sign a media release ✓
- Share portraits of Winterns with technology and employees ✓
- Tell individual stories ✓
- Post quotes from senior leaders ✓
- Tag @CUNY and @Cornell_Tech ✓

Don't

- ✗ Post images of Winterns without their signed consent
- ✗ Use low-quality imagery, show Winterns looking away from the camera
- ✗ Oversimplify the experience
- ✗ Be vague or superficial
- ✗ Tag other groups that aren't involved



SPEAKING ENGAGEMENTS

Talk about us

When you have opportunities to present the impact you've made toward accelerating gender equality in tech, please feel free to use the boilerplate copy below.

Boilerplate copy

Together with Break Through Tech, Cornell Tech, and the City University of New York (CUNY), we are a proud sponsor of Winternships. This groundbreaking program opens new career pathways for university students.

In January, we welcomed a small group of CUNY students into our office for a few weeks during their January academic recess. This short internship program inspired us, brought us new perspectives, helped us solve real challenges, and gave us the opportunity to diversify our talent pipeline.

Gender equality can't wait. The future of innovation depends on all of us.

Learn more at newyork.breakthroughtech.org.

“

Equality can't wait,
and no one in
a position to act
should either.

”

MELINDA GATES

FOUNDER OF PIVOTAL VENTURES, A BREAK THROUGH TECH SPONSOR

Winternships transform lives.

We're excited to have you with us.

With your help, we look forward to accelerating gender equality from the university to the workplace.

TOGETHER IN TECH,



Amy Furman (she/her)

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