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THE UTILIZATION OF ON-CAMPUS EMPLOYMENT IN A STUDENT AID PROGRAM

Gail A. Bates

The serious financial difficulties which colleges and universities face in the coming years are causing grave concern. At Stanford University, the reduction in operating funds as a result of an official budget adjustment program has affected the student aid program at a time when increased funds are most needed. University costs are rising and commitments to minority programs increasing, however; federal funds to the University have failed to increase, and have fallen far short of what the University requested.

In 1960, 25 percent of the Stanford undergraduates were receiving scholarships from the University. By the fall of 1972, that percentage had risen to 43%. In the past ten years, the annual student budget has increased by \$2100. It is clear that scholarship monies from general University income cannot continue to keep pace with rising costs, yet there is a need to maintain a financial aids program sufficiently strong that the student body is determined by criteria other than ability to pay. It was the task of the Financial Aids staff to identify alternative means of stretching the available scholarship dollars. A new and innovative employment program for undergraduates was developed in February, 1971 which resulted in a yearly savings of \$100,000 in scholarship monies. This paper describes that program and the methods used to implement it.



Mrs. Bates is the Assistant Director of Financial Aids in charge of student employment at Stanford University. Prior to her present position, she served as Assistant Director of Admissions and Financial Aid at Pitzer College in Claremont, California.

The Traditional Program

It will be helpful at this point to briefly describe the student employment program as it existed before the new employment policy was developed. It was likely not very much different from employment programs in operation at many other institutions. Stanford's method of hiring students for part-time employment on campus could only be termed haphazard. The procedure used by the majority of students to find jobs was to make direct inquiries to the prospective employers. Students who took the initiative to do this, or who happened to know the "right" professor or friend, were the most likely to be rewarded with a job. Although an organized Student Employment Office did exist, the jobs listed in that office accounted for only 6 percent of the total available on-campus jobs. Basically, the Student Employment Office served as a clearinghouse for off-campus temporary baby sitting, bartending, and clerical jobs. Also, there was no priority system in operation to give first opportunity to those students with financial need. It appeared that a more deliberately organized method would prove to be more efficient and time saving to both the student and employer, as well as economically advantageous to the University and to the students most in need.

The Initial Study

Development of the new employment program began with a four month study, undertaken by the Financial Aids Office in conjunction with the Career Planning and Placement Center, to consider the question of co-ordinating on-campus employment in a way which would more directly benefit needy students. The study intended to focus solely on employment for undergraduates. While its findings may have had implications for the employment of graduate students, it was believed that any felt need for an analysis of the employment of graduate students should be made the subject of a separate investigation.

The following methods of inquiry were used in an effort to secure facts pertaining to student employment in order to draw appropriate conclusions and recommendations:

- 1.) To determine the scope and value of the undergraduate student employment resource on campus, the Stanford University IBM payroll records of all part-time employment were examined. This printout was obtained from the Controller's Office.
- 2.) To supplement and clarify statistics obtained from the IBM run, a questionnaire was distributed to all campus employers. An attempt was made on the questionnaire to determine the employers' reactions to having all campus jobs centralized.
- 3.) To get a feeling for student opinion toward issues related to student employment, a random survey of undergraduates was conducted. The random sample was obtained by mailing a questionnaire to every tenth undergraduate in the current student directory. The total sample was 600 students.
- 4.) To determine the scope and effectiveness of the present student employment facilities, a study and analysis of these variables was carried out.

5.) To determine financial aid practices related to student employment, a questionnaire was sent to 25 financial aid offices of other colleges and universities similar to Stanford in size, control, and academic standing.

6.) To observe procedures and organization for possible alternatives to the existing system at Stanford, interviews were held with local area universities' student employment facilities.

Results of the Study

It was discovered that there was a potentially very sizeable resource in on-campus student employment. According to the IBM payroll records, University wages well over \$250,000 per quarter were being paid to undergraduates each quarter. The discovery that this large, relatively untapped resource existed gave impetus to the effort to coordinate campus jobs and supported the heretofore unsubstantiated belief that student employment could play a vital role in the student aid program.

Students were generally very sympathetic with the idea of co-ordinating campus jobs, and over 80% of the students polled agreed with the principle that students with high financial need should be given first priority for the available jobs, and that the Financial Aids Office should determine eligibility for these jobs. In contrast to student opinion, on-campus employers were not very enthusiastic about a financial needs test being applied to the jobs in their department. It was apparent early that the Financial Aids job program would meet rather strong resistance in those departments that equate centralized job control with a loss of departmental autonomy. Only 19% of the employers were clearly in favor of a financial needs test for campus jobs.

The study recommended that as a matter of University policy, *all schools, departments, and administrative and support offices be required to list with the Office of Financial Aids those positions financed within the department or office budget, and from which an undergraduate could earn at least \$50 a quarter.* The only exception to this policy involves students returning to jobs previously held. Each employer must follow this policy to the strictest degree.

Implementation of the New Policy

The Provost of the University agreed with the above recommendation, and the official policy was issued from his office. Within a week after the announcement had been distributed to all personnel, the Financial Aids Office sent all departments forms on which to list their jobs, and further information about the program.

It is important to note that the establishment of the new employment program required little additional funding. The administrative structure already existed in the Financial Aids Office for the establishment of a much larger employment program. All that was involved was merely the expansion of the number of student jobs. Already on the staff were two minority counselors who possessed the sensitivities needed to create rapport with the minority

groups who would be seeking student jobs. In all, there were five financial aid officers on the staff and they continued to work with individual students, but were now able to assign jobs directly as well as loan and scholarship assistance. An assistant director, one of the five, dealt with departments and concentrated on the development of additional campus jobs. After the program had been in operation for two years, an additional secretary was added to the staff to handle the large increase in jobs and the clerical work generated by the increase.

Current Status of the Program

To date, the approach to the implementation of the program has been one of good will and co-operation. While the program, after two years, is not 100% inclusive, there has been a substantial increase in the number of jobs and the number of departments participating. It is estimated that at least 80% of the available jobs on campus each year are listed in the Financial Aids Office and filled by financial aid recipients. In 1970, the Financial Aids Office placed 225 students and during the 1971-72 academic year, increased that number to 1200. This year, a greater effort is being made to capture the jobs which have never been listed. It is apparent from the payroll records that a number of departments are hiring students outside the policy. The Financial Aids staff will visit these departments and encourage them to list their jobs.

In 1971-72 all those departments that listed jobs with the Financial Aids Office received a letter of thanks from the University Provost. In this way, departments felt they were contributing in a significant manner to the budget adjustment program, and that their efforts were being recognized.

With the centralization of campus jobs, a number of problem areas became apparent. Students with various kinds of employment related grievances began to seek assistance from the Financial Aids Office. Since the Financial Aids Office must relate to both students and employers, it was felt that primary responsibility for carrying out a student grievance procedure should be lodged in an independent office. After a number of grievances had been heard informally and resolved by the Dean of Student Affairs, it became apparent that many misunderstandings occurred because both students and employers lacked clear awareness of the conditions and mutual expectations of the employment relationship. Policies with regard to student employment had never been set forth in writing, and there seemed to be a great need for this. Also, there appeared to be a real need for a formalized student grievance procedure. With the assistance of the Dean of Student Affairs, and representatives from the three largest student employers on campus, the Personnel Office, the University legal staff, and the ASSU (Associated Students of Stanford University), a set of guidelines was drawn up and issued to all student employers, and to all students receiving their jobs through the Financial Aids Office. After a trial period of five months, the guidelines were revised. They appear in their final form at the end of this paper.

Another problem which became apparent as the number of job listings increased was the unequal and disproportionate wage rates across the campus for seemingly equal work. The Financial Aids Office is now in the process of classifying all part-time student jobs to insure that equal work is rewarded by equal pay. In addition, a minimum student wage of \$2.00 per hour is being considered and appears likely to be approved.

Although 80% of the available campus jobs are now co-ordinated in the student aid program, there is still a shortage of jobs for financially needy students. Some of these students will be placed in the community or in temporary jobs on campus by the Student Employment Office in the University's Placement Center. That office has retained control of the off-campus jobs and the campus jobs of a temporary nature not suitable for inclusion in financial aid packages. In spite of these co-ordinated efforts, there is still a gap between the number of financially needy students who want to work and the number of available jobs.

The analysis of the University IBM payroll records indicates that there are as many non-students engaged in part-time jobs on campus as students. The Financial Aids Office has recommended that as many non-student part-time jobs as possible be converted to student jobs. An official policy will be issued by the Provost's Office and it is expected that substantial benefit will accrue to the student aid program if the recommendation is approved.

The new employment program at Stanford is well on its way to making the greatest possible use of University job resources. Campus jobs are being directed to those most in need, an objective which it is felt has been well worthwhile.

STANFORD UNIVERSITY STUDENT EMPLOYMENT POLICIES

1. *Listing Student Jobs* — Campus part-time jobs are used to provide income for students who need financial assistance in order to attend Stanford. *The University requires that all campus employers list with the Office of Financial Aids those positions financed within the department or office budget and from which an undergraduate can earn at least \$50 per quarter.* Students who previously held a given job, however, may be continued from one year to the next without listing the job.

Jobs of a temporary nature are not suitable for financial aid packages and are made available to all students regardless of financial need. Jobs likely to pay less than \$50 per quarter should be listed in the Student Employment Office of the Career Planning and Placement Center.

Although the Office of Financial Aids does not coordinate graduate jobs, graduate students employed in permanent part-time jobs on campus that are not academic appointments are subject to and protected by the following policies.

2. *Discrimination* — There may be no discrimination in hiring or salary based on race, creed, color, religion, national origin, age or sex.

3. *Work Schedules* — A student is expected to work the agreed hours, be punctual, and satisfy all reasonable requirements of the employer with regard to performance and behavior standards on the job. The student must notify the employer in advance if he or she is unable to work a given day.

Policies 4-10 do not refer to jobs of a temporary nature. (under \$50 per quarter)

4. *Leaving a Job* — Ordinarily, a student should give two weeks notice before quitting a job. A shorter period is acceptable with the approval of the employer.

5. *Non-students Not Eligible* — A student holding a job obtained from the Financial Aids Office will be terminated from the job when he or she ceases to be a registered student, except during summer quarter when the student plans to register in the fall. Exceptions to this policy can be made only by the Financial Aids Office, and will generally be made only for financial reasons.

6. *Layoffs* — If a student must be laid off for reasons other than unsatisfactory performance or behavior on the job, at least two weeks notice, preferably in writing, should be given. If notice is not possible, two weeks pay in lieu of notice must be given.

7. *Terminations other than Layoffs* — If performance or behavior on the job is unsatisfactory, the immediate supervisor should discuss the situation with the student. If improvement is not sufficient, the supervisor should give a written notice stating the deficiencies and a time period in which to improve. If performance or behavior continues to be unsatisfactory, the supervisor may consider termination. If this occurs, the exact reasons for the termination should be written and given to the student and the Financial Aids Office. This will NOT become a part of the student's permanent University record, but it will enable future campus referrals to be made which are more sensitive to the student's strengths and limitations. A student may be denied future employment opportunities administered by the Financial Aids Office should the termination warrant this action. Financial Aids will make such decisions.

8. *Naming of a Supervisor* — One person should be named the student's immediate supervisor and should be directly accountable for the above procedures being properly executed. The student and the supervisor should be informed of this by the department.

9. *Grievance Procedure* — If a student believes treatment during the employment period or a termination was unfair, and he or she cannot resolve the situation with the immediate supervisor, the following three step grievance procedure may be followed. In each step used, the student should contact the Office of the Dean of Student Affairs for referral to the next higher level if satisfaction is not gained on a lower level. The grievance and the report of the review should be in writing for each step used and sent to the Office of the Dean of Student Affairs.

1. The immediate superior of the supervisor involved will review the grievance.

2. The department head will review the grievance.

3. The Dean or Vice-President, whichever is appropriate, will be the final authority in most cases. (see No. 10)

10. *Grievances Involving Alleged Discrimination* — In a case involving alleged discrimination that is not resolved by the above procedure, a student may contact the Human Relations Commission of the University. The Commission may be reached through the President's Office.

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