



Work – The Forgotten Resource

College Board Forum

October 21, 2009

Presented by:

Kathy Kurz, Vice President, Scannell & Kurz, Inc.

and

M. Seamus Harreys, Associate Vice President and Dean of
Enrollment and Career Services,

Northeastern University

SCANNELL & KURZ, INC.



Agenda

- Work Study Programs (federal, state, institutional)
- Co-Ops, Research, and Paid Internships
- Multiple Goals and Objectives
- Critical Elements of a Successful Work Program
- Northeastern Experience
- Conclusion



Work—the Forgotten Resource

- Current discussions of financial aid tend to focus on topics such as:
 - the tensions between funding merit scholarships versus need-based grants,
 - the growth in student and parent borrowing, and
 - the need to increase funding for Federal Pell Grants.
- Federal or state work-study programs get little focus.

Federal Work Study

- During the recent enactment of the American Recovery and Reinvestment Act (ARRA)* the federal work study program received some attention.
- Out of \$98 billion in ARRA funds being managed by the Department of Education, \$200 million is for federal work-study (FWS).

* See <http://www.ed.gov/policy/gen/leg/recovery/implementation.html> for more information about ARRA.

Federal Work Study

- The total earnings under that program in 2007-2008 were \$1.2 billion, an amount virtually unchanged from a decade ago.
- Annually, approximately 800,000 students work under this program – earning, on average, just under \$1,500.
- The new ARRA funds should enable approximately 130,000 more students to work part-time while in school.



Uses of Federal Work Study

- FWS jobs may be on or off campus.
- At least 7% of the FWS allocation must be used in community service jobs with at least one student employed as a reading tutor for children or through a family literacy project.
- Off campus jobs with government agencies or non-profit organizations must be in the public interest.
- Off campus jobs with for-profit organizations must be academically relevant.



Uses of Federal Work Study

- Students may earn academic credit as well as compensation for FWS jobs.
- And institutions may use the lesser of 10% of their FWS allocation or \$50,000 to locate and develop off-campus jobs (JLD program)
- At most institutions, however, FWS is predominately used to fund on-campus work, often in menial positions.

Sample Student Employment Listings

ATHLETICS/INTRAMURAL/RECREATION STAFF

Campus Availability: All Campuses

Work Schedule: Flexible

Recreation Staff generally work in the University Recreation Centers. Available positions include Intramural Assistant, Life Guard, Fitness Assistant, Information Assistant/ID Checker and Office Assistant. Some positions require special skills, and Life Guard certification is required for all Life Guard positions.

HOUSE CREW STAFF

Campus Availability: All Campuses

Work Schedule: Flexible

House Crew staff members are generally responsible for setting up meeting rooms, programming space and audio/visual equipment. They assist guests, and ensure equipment is operational. Additional responsibilities include repair and cleaning of furnishings and equipment and completing building tours. Audio/visual equipment experience and the ability to lift up to 30 pounds are required.

LIBRARY ASSISTANT

Campus Availability: All Campuses

Work Schedule: Flexible

A variety of positions are available at all university libraries, as well as in numerous academic departmental libraries. Duties for Library Assistants may include assisting patrons at the Information Desks with online circulation and reserve materials, as well as shelving, searching and retrieving library materials. Positions for Office Assistants are also available at most libraries. University libraries employ undergraduate and graduate students.



Federal Work-College Program


- This program promotes the use of comprehensive work-learning programs as a valuable educational approach.
- Schools that satisfy the definition of “work-college” may use FWS and Perkins loan resources to fund the school’s Work-Colleges program.

Work Colleges Consortium

WOTK COLLEGES CONSORTIUM

- Home
- About Us!
- Elements
- Colleges
- Contact The Director
- FAQ
- Research
- Service

What Our Colleges Are About



On each campus, there has been a historical recognition of the value of work and an institutional commitment to promote an understanding of that value among students through establishment of a work program. These work programs help students to understand work as a tool for experiential education, as a means of serving the community, and as a place for integrating academic learning, practical knowledge, and life lived in the larger community. The colleges blend courses in liberal learning and applied studies with their own particular vision of the undergraduate curriculum.

WORK COLLEGES CONSORTIUM
CPO 2163 - Berea College
Berea, KY 40404
Phone: (859) 985-3154 - Fax: (859) 985-3989
Email: Executive Director

Site designed, maintained and hosted by: [Cumberland Creative Designs](#) in affiliation with [Lake Cumberland Live!](#)

www.workcolleges.org

SCANNELL & KURZ, INC.



Current members of the consortium include:

- Alice Lloyd
- Berea
- Blackburn
- College of the Ozarks
- Ecclesia
- Sterling
- Warren Wilson



Work Versus Paying Tuition

- Literally working your way through college is a thing of the past at most institutions.
- However at work colleges all students are expected to use employment to reduce student debt as well as gain practical experience and an opportunity for service to the community.



TUITION AND FEES

Students don't pay tuition at C of O! How does that work?

Basically.....

Work Program + Federal and State Grants + College of the Ozarks Scholarship = ***Your annual tuition!***

Each student participates in the on-campus work program for 15 hours per week and two forty-hour work weeks. Earnings from participation in the work program, plus any federal and/or state aid for which students qualify, plus a College of the Ozarks Cost of Education Scholarship combine to meet each student's full tuition charge.



Other Student Employment Programs

- In addition to the federal work study program, a number of states (for example Pennsylvania, Washington, Minnesota, and Indiana) sponsor student work programs.
- In addition many institutions provide on-campus employment opportunities beyond those funded by state and federal resources.



Student Employment Benefits

- Handled thoughtfully and creatively, these jobs can provide benefits that go far beyond the dollars earned.



Student Employment Benefits

- Employment programs offer students a chance to connect with people on campus.
- Retention research conducted at many schools finds the influence of \$1,000 of on-campus employment on retention is much larger than an equivalent amount of grant support.



Student Employment Benefits

- Work opportunities can be educationally purposeful or career-related, giving students chances to build skills and “marketability” that can help them gain full-time employment after graduation.



Cooperative Education

- Institutions such as Northeastern, Drexel, and Kettering, have made career-related co-op and internship experiences part of their “brand”.

Northeastern University

Experiential Learning

Cooperative
Education

Student
Research

Service
Learning

Global
Experience

Experiential
Core Requirement

INNOVATIVE WAYS TO ENGAGE WITH THE WORLD

Experiential learning, anchored by our signature cooperative education program, lies at the heart of a Northeastern education. [LEARN MORE >>](#)





Future Freshmen

Transfer Students

International Students

Admitted Students

They Are Paying Me to do This

Academics

BE YOUR OWN ECONOMIC STIMULUS PACKAGE. EXPERIENCE IS IN DEMAND.

"Now, more than ever, companies around the globe search to hire graduates with the skill set and talents it needs. Companies search for experience. Kettering's co-op program delivers on experience." *Venetia Petteway, Client Sales Executive, Kettering University*



[Read More](#)



Research Ops and Paid Internships

- Some institutions are sweetening merit scholarship offers by tying them to research opportunities or other paid internships.
- Opportunities to work with a faculty member on a research project as an undergraduate – and perhaps even jointly publish findings – can be very attractive to students thinking about graduate or professional school after they complete their undergraduate degree.



Work Programs Can Also:

- Aid in the development of individual self worth and confidence due to the direct reward for the work ethic.
- Contribute to the development of successful recruitment strategies involving guarantees of career-related, experiential opportunities.
- Help create meaningful connections with alumni/ae.

From *Shaping the College Experience Outside the Classroom*,
by Jim Scannell and Kathleen Simpson

SCANNELL & KURZ, INC.



Work Programs Can Also:

- Provide a chance to engage employers and let them sample the quality of an institution's product—its currently enrolled students.
- Provide an opportunity to involve faculty through undergraduate research assistantships while simultaneously advancing the faculty's scholarly work.
- Allow the chance for institutions to join with the community at large to address social, economic, and environmental problems and challenges.
- Offer the chance to leverage donated funds.

From *Shaping the College Experience Outside the Classroom*,
by Jim Scannell and Kathleen Simpson

SCANNELL & KURZ, INC.



Critical Elements of a Successful Work Program

- An on-campus work “champion” who understands the potential of an effective student work program.
- A pay scale that reflects the different levels of skills and experience required by different positions as well as the competitive environment for part-time employment.



Critical Elements of a Successful Work Program

- Opportunities for advancement in responsibility offered to students if they remain in one office for multiple years.
- Outreach to faculty and alumni to develop educationally purposeful or career-related opportunities for students.



Critical Elements of a Successful Work Program

- A centralized source of information about all opportunities including internships, part-time employment, community service work, etc.
- A campus ethos in which employers view themselves as mentors.
- Strong links between student employment and career services.



Critical Elements of a Successful Work Program

- Fundraising to support work at local non-profits – which can offer educationally exciting opportunities but don't usually have the funds to offer part-time positions.



Successful Employment Programs

- When attention is paid to all of these elements, institutions have found that student work can become far more than just another form of financial aid.



Northeastern University

- A large, private research university, located in the heart of Boston
 - 6 Undergraduate College, over 70 Undergraduate Majors
 - 8 Graduate Colleges, over 125 Masters, Doctorate, and Professional Degree Programs
- Over 24,000 students
 - @14,000 Undergraduate Day Students
 - @10,000 Grad, Law, Continuing Education
- Ranked as a top tier Research University
- Northeastern is the leader in the integration of classroom learning with real-world experience—in particular with our signature Coop Program
 - 6,000 students participate annually, over 2,500 employers
 - Across 40 states and 50 countries



Northeastern University

- Work as an Institutional Value
- Vision
 - Be a university that expands the meaning and impact of our engagement in the world using our knowledge and resources as positive forces for change in both our local communities and our global society.
 - By offering students a transformative experience, grounded in experiential education that ignites their passion for learning while opening up for them the endless possibilities around them.
 - translational research: participate in addressing problems in our urban environment, in our region and across the globe
 - strives to translate fundamental research into applications that will contribute to economic development and enhance societal well being.

NU Student Employment

- Types
 - Federal Work Study
 - Awarded based upon Student Financial Need
 - Funding: 75%/25% (some 50/50)
 - NU Work Study
 - Awarded based upon Student Financial Need
 - Funding: Institutional
 - General Employment
 - Skill, talent, etc.
 - Employer Need
- Process
 - Completely on-line (Search thru paycheck)
 - Opens a month before Term, Job Fair: New Students
 - Limit to 20 Hours
- Annually: over 12,000 Students, over \$22 million in payroll

NU Student Employment

- **Students**
 - **Financial benefits**
 - Average of \$1,700 annually per undergraduate student
 - Most funds are used for personal expenses
 - **Personal**
 - Integration to the NU Community
 - Time management
 - Co-op and permanent employment skills: resume builder
 - **Retention**
 - \$\$ tend to go to Needy Students
 - Between 8 to 20 hours of work: increases retention
 - Less than 8: little to no impact
 - More than 20: negative impact
- **Employers**
 - Non-student areas connected to the core mission of the University
 - Part of the HRM resources management
 - Community/charity connections

NU Coop Program

- Began in 1909, 100 year anniversary
- Largest Coop Program Internationally
- Across all Undergraduate Colleges
- 90% of students graduate with a Coop
- Integrated into the Academic Curriculum
 - Alternate periods of academic study with periods of paid professional employment
 - Typically related to student's major
 - Four, four + one (MA/MS) and five year options
 - Most Coops are 6 months long, most are paid
 - Up to 18 months of Coop,
 - Typically starts sophomore year (after a traditional freshman year)
 - Students do not pay tuition during periods of employment.

Academic/Coop Program

	Fall	Spring	Summer Sessions	
	Sem1: Sept-Dec	Sem2: Jan-April	Sum1: May-Jun	Sum2: Jul-Aug
Freshmen	Class	Class	Vacation	Vacation
Sophomore	Class	Coop 1	Coop 1	Class
Middler	Class	Coop 2	Coop 2	Class
Junior	Class	Coop 3	Coop 3	Vacation
Senior	Class	Class		

Current Federal Aid Regulations

- **FSAH 1-14: Definition of Coop Enrollment**
 - *“Minimum standards for full-time enrollment. You may include any combination of courses, work, research, or special studies in your school’s definition of workload. The regulations specify a minimum standard for undergraduate students but not for graduate students. For undergraduates, full-time status must be at least:*
 - the work portion of a cooperative education program in which the amount of work performed is equivalent to the academic workload of a full-time student;“
- **FSAH 3-37: COA and Coop**
 - For students engaged in a work experience through a cooperative education program, an allowance for reasonable costs associated with such employment.
- **FSAH 3-47: Enrollment status for cooperative education**
 - In a cooperative education program, your school assesses the work to be performed by the student and determines the equivalent academic course load. The student’s enrollment status is based on the equivalent academic course load.

Coop Program Overview

	2007-08	2008-09
Number of employer locations:	2,380	2543
Number of U.S. States in which Northeastern students were employed:	39	40
Number of foreign countries in which Northeastern students were employed:	40	50
Number of Northeastern students employed in a foreign country:	115	159
Number of Northeastern undergraduate students who participated in co-op:	5,937	5,992
Average salary of undergraduate co-op students who worked six months in the academic year:	\$14,508	\$15,268

NU Coop Program

- **Coop Management: 70+ FTE**
 - Center Coop Team: Coordinate, Employer Relations
 - College Coordinator Staff
 - Each college manages partnership between the University, its students, and employers
 - Oversee specific majors/programs
 - Assigned to manage employer relations (including job development)
 - Provides a wide range of expertise to employer—helping define the responsibilities of a co-op job, referring appropriate students for job interviews, answering questions, and solving problems.
 - Advises students—career exploration, job search skills, resume, interview skills, assessment, etc.
- **Employers**
 - Placements range from small start-up companies to large multinational companies
 - Typically: re-occurring placements

Employers: Sample

- Gillette Company
- General Electric Company
- Brigham and Women's Hospital
- Children's Hospital of Boston
- Merrill Lynch
- MFS Investment Management
- U.S. Congresswoman Ellen Tauscher
- U.S. Senator Charles Schumer
- U.S. Senator Edward Kennedy
- U.S. Senator John Kerry's Office
- US-NASA / Kennedy Space Center
- EMC Corporation
- Raytheon Company
- Fidelity Investments
- PriceWaterhouseCoopers
- Merck
- Goldman, Sachs & Company
- Microsoft
- Bose Corporation
- Credit Suisse
- First Boston
- Ernst & Young
- Viacom
- Genzyme Corporation
- Walt Disney World
- Putnam Investments
- Boston Scientific Corporation
- Johnson & Johnson Companies
- IBM Corporation
- American Broadcasting Company
- Clear Channel Communications
- UBS
- US Trust
- Verizon
- Time Warner

Employers and Students

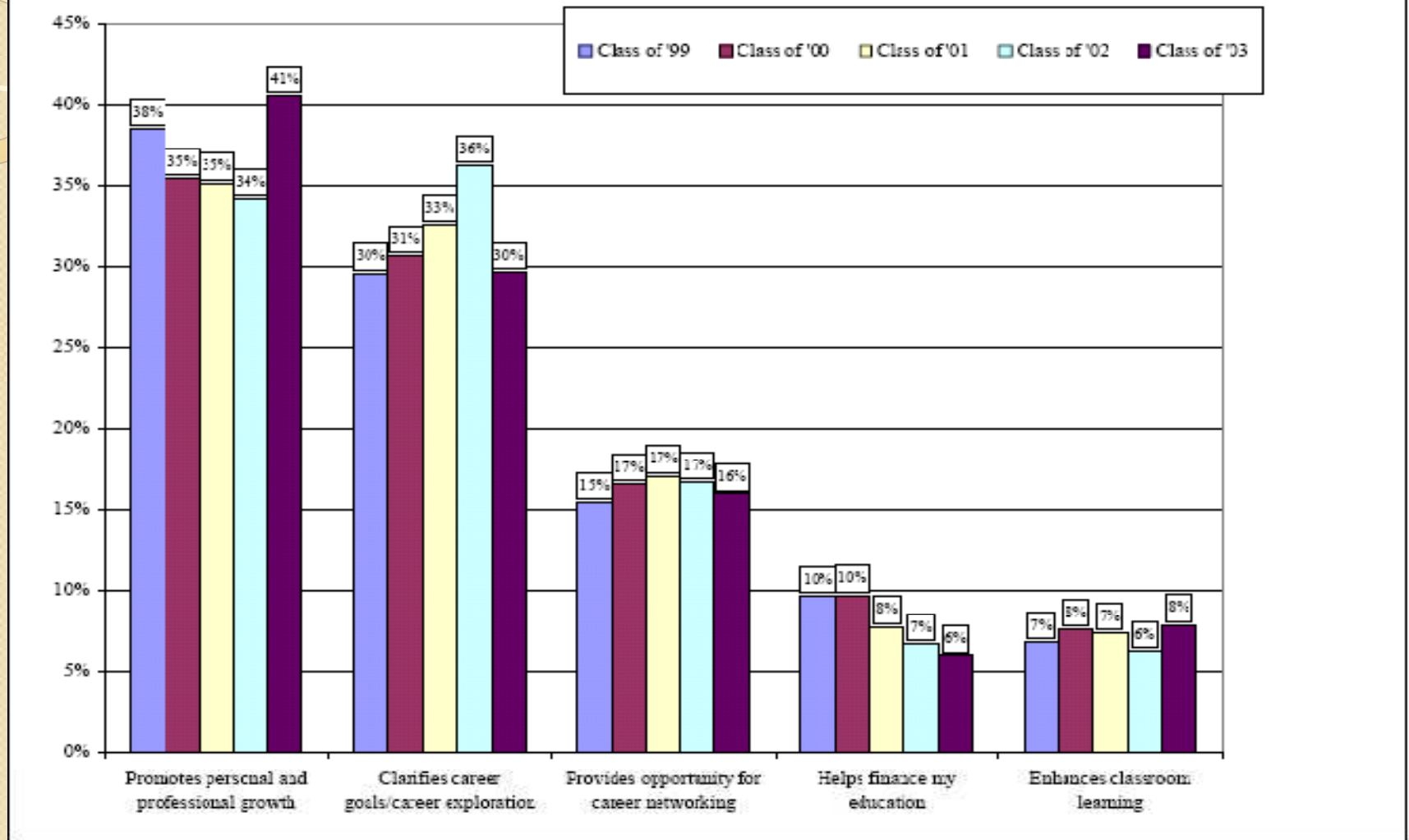
- Employers value the following attributes (in rank order with most important listed first):
 - work ethic
 - willingness to learn
 - ability to learn
 - maturity
 - problem-solving skills
 - interpersonal skills
- Employers find coop: cost-effective identification, assessment, and retention of prospective full-time employees
 - “Corporate commitments to coop are motivated by an interest in exposing students to the organization and its industry so as to improve the likelihood of retaining desirable candidates post graduation.”

Benefits of Coop

- Academic
 - Better understanding of theory, Increased maturity
 - Major/Career exploration
- Career Management
 - Resume beyond a Bachelors Degree
 - Employment
 - Career Networking, Employer Recruitment Job Offers Coop Employers: (60%)
 - Lower Unemployment (95% Employed or Graduate School)
 - Higher Level Job
 - Promotion: 5 to 10 Year effect
 - Graduate School
- Financial
 - Manage costs of Higher Education
 - Federal funding to support, New laws/regulations

SCANNELL & KURZ, INC.

Students: Most Benefit of Coop?



Career Services Survey Class of 2003

Career Benefits

Survey of Recent Graduates		
Full-time Employment and Job Offers from Co-op Employers by College		
	Offered Permanent Position by Coop Employer	Working for Coop Employer
Bouve Health Sciences	68.2%	33.3%
Arts & Sciences	50.9%	25.9%
Business Administration	61.2%	31.6%
Computer Science	81.8%	45.5%
Criminal Justice	62.5%	29.2%
Engineering	62.5%	43.8%
All	60.2%	32.0%

Future Laws/Regulations & Coop

- **Excludable Income**
- **HEOA section 473(d) HEA section 480(e), Effective date: July 1, 2010**
- The HEOA specifies that any income earned from work under a cooperative education program offered by an institution of higher education is excluded from the determination of EFC.

- **Business Workforce Partnerships for Job Skill Training in High-Growth Occupations or Industries**
- **HEOA section 801 HEA section 803, Effective date: August 14, 2008**
- The HEOA establishes a competitive grant program for partnerships between institutions of higher education and local industry organizations for cooperative education programs to provide job skill training and strengthen ties between business and industry needs and degree credit offerings at institutions of higher education.

- **Cooperative Education**
- **HEOA section 801 HEA section 831-33, Effective date: August 14, 2008**
- The HEOA establishes a competitive grant program for institutions of higher education or combinations of institutions of higher education to encourage them to develop cooperative education programs that provide opportunities for alternating or parallel periods of academic study and private or public sector employment.

- **Demonstration and Innovation Projects; Training and Resource Centers; and Research**
- **HEOA section 801 HEA section 834-835, Effective date: August 14, 2008**
- The HEOA authorizes the Secretary to make grants to or enter into contracts with institutions of higher education or consortia of such institutions and make grants to nonprofit public and private organizations for demonstration programs, training and resource centers, and research related to cooperative education.

Outcome



SCANNELL & KURZ, INC.

- "More than three-quarters of employers say they would prefer to hire new college graduates who have relevant work experience"

--*Job Outlook 2009, National Association of Colleges and Employers*

Contact Information

Kathy Kurz
Scannell & Kurz, Inc.
71-B Monroe Avenue
Pittsford, NY 14534
(585) 381-1120

kurz@scannellkurz.com

www.ScannellKurz.com

M. Seamus Harreys
Northeastern University
360 Huntington Avenue
356 Richards Hall
Boston, MA 02115
(617) 373-4095

s.harreys@neu.edu

www.neu.edu

SCANNELL & KURZ, INC.