

**Minutes of the Brown University Community Council (BUCC) Meeting**  
**Tuesday, February 13, 2018**  
**4:00 – 5:30 p.m.**

Members: President Paxson, Provost Locke, Russell Carey, Beverly Ledbetter, Sarah Besky, Jennifer Lambe, Evelyn Lincoln, Anita Shukla, Kurt Teichert, Shipra Vaishnava, Jee Won Kang, Robert Kashow, Amanda Liu, Kelly Garrett, Leora Johnson, Shayna Kessel, Aixa Kidd, Linda Welsh, Daniel Harrop, James Gardner, and Emily Maranjian were in attendance. Cass Cliatt, Eric Estes, Kayla Rosen, Rachel Cassidy, Matthew McGarrell, Ryan Anderson, Anuj Krishnamurthy, Alexis Rodriguez-Camacho, Chelse-Amoy Steele, Doria Charlson, Alistair Tulloch, Michael Danielewicz, Michelle Nuey, and Lauren Allister were unable to attend.

The minutes of the November 28, 2017 meeting were approved.

Jim Tilton, Dean of Financial Aid, reviewed the findings and recommendations of the Student Employment Working Group. The charge of the working group was to make recommendations to the President and Provost after conducting: quantitative internal analysis of student employment data; peer benchmarking analysis; review of efforts to identify off-campus opportunities and student demand; and assessment of communications of student employment opportunities. The recommendations focused on five areas: administration; awareness; undergraduate research assistant opportunities; off campus community service jobs; and annual review of data. Through the internal data analysis it was learned that: approximately 50% of undergraduates work on campus; aided and non-aid students receive similar hourly wages; on average aided students work 1.5 to 2.5 hours more per week than non-aided peers; and the majority of the 18% of students who work more than the recommended 280 hours per academic year are juniors and seniors. The working group has recommended maintaining Brown's current approach of managing Federal Work-Study and Student Employment as it allows for maximum flexibility for all aided students. It also recommended the implementation of a comprehensive student employment awareness program and expansion of undergraduate research assistant opportunities, including providing a monetary incentive to departments to hire aided students. An increase in the percentage for off-campus community service jobs from 7% to 10% was recommended, as well as an annual review of student employment data such as number of hours worked per student and academic success.

President Paxson concluded the meeting by speaking about the recently formed energy and environment groups working on achieving Brown's climate goals through the transition to renewables and campus sustainability.

The next meeting of the Brown University Community Council will be held on Tuesday, March 20, 2018 from 4:00 – 5:30 pm in the Stephen Robert '62 Campus Center, Kasper Multipurpose Room.

Respectfully submitted,

Catherine Pincince  
Secretary of the Brown University Community Council

**Brown University Community Council**  
**Tuesday, February 13, 2018**  
**4:00 – 5:30 pm**  
**Stephen Robert '62 Campus Center, Kasper Multipurpose Room**

**Agenda**

1. Approval of Minutes of November 28, 2017 Meeting
2. Findings and Recommendations of the Student Employment Working Group  
*Jim Tilton and Members of the Working Group*
3. Updates from the President  
*President Paxson*
4. Open Time for University Community Members to Present Broad Campus Issues to the Council

**Brown University**  
Student Employment Working Group  
Preliminary Report, Findings and  
Recommendations

# Student Employment Working Group

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<b>Maitrayee Bhattacharyy</b>	<i>Senior Dean, Dean of the College</i>
<b>Janet Blume</b>	<i>Associate Professor, Senior Associate Dean of the Faculty</i>
<b>Juan Carlos Carranza</b>	<i>Program Manager, Swearer Center</i>
<b>Pedro de Freitas</b>	<i>Undergraduate Student</i>
<b>Thomas Doepner</b>	<i>Associate Professor of Computer Science</i>
<b>Tracy Frisone</b>	<i>Senior Assistant Director, Office of Financial Aid</i>
<b>Lusy Galoyan</b>	<i>Assistant to the President, Office of the President</i>
<b>Rebecca Henriquez</b>	<i>Staff Assistant, Swearer Center</i>
<b>Malik Jarvis</b>	<i>Undergraduate Student</i>
<b>Kealy Michels-Gualtieri</b>	<i>Undergraduate Student</i>
<b>Katherine Tameo</b>	<i>Vice President of Campus Life &amp; Student Services</i>
<b>Jim Tilton</b>	<i>Dean Office of Financial Aid</i>
<b>Sara Walsh</b>	<i>Managing Director of Academic Finance and Administration</i>
<b>Elizabeth Warner</b>	<i>Director, Compensation &amp; Organizational Services, Human Resources</i>

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# Student Employment Working Group Charge

- Produce a robust quantitative analysis of student employment data from Workday
- Conduct peer benchmarking analysis to identify best practices and policies in student employment
- Make recommendations on how to best support financial aid recipients who seek employment on-campus
- Review current outreach efforts to identify off-campus opportunities and assess student demand for such opportunities
- Assess the effectiveness of communications about student employment and recommend changes to improve transparency and usability
- Make recommendations to the President and the Provost

## Quantitative Internal Data Analysis for AY 2016-17

- How many job opportunities are available on-campus and in which departments?
- How many undergraduates are working, where are they working and how much are they working?
- Are there disparities between aided and non-aided students in hours worked and pay?
- Which students are working in jobs that are considered academically related? Specifically, are lower-income students less likely to have jobs related to academics?
- Are most jobs paid at the minimum hourly rate or something higher?
- Is there a significant disparity in hourly rates and/or the number of hours worked based on income level?
- Are there aided students working multiple jobs (that in total) would be considered an excessive number of hours per week or in a term?

## Peer Survey Respondents (19 institutions)

- Amherst College
- Barnard College
- Brown University
- Carleton College
- Columbia University
- Cornell University
- Dartmouth College
- Georgetown University
- Harvard University
- Johns Hopkins University
- Massachusetts Institute of Technology
- Mount Holyoke College
- Northwestern University
- Princeton University
- Rice University
- Stanford University
- University of Norte Dame
- Vanderbilt University
- Yale University

# Peer Survey Findings

## What did we learn?

**Many of our Student Employment practices are in-line with what are considered *best practices* across institutions:**

- **Allowing:**
  - both aided and non-aided students to work on-campus
  - students to have multiple jobs
  - students to select their job(s) rather than being placed into job(s)
  
- **Having:**
  - a fair minimum hourly rate in relation to the state minimum rate, as well as the general cost of living given the location of the school
  - a reasonable expectation in terms of the number of hours a student should work
  
- **Providing:**
  - Departments with Federal Work-Study (FWS) funding upfront in their budgets is **not** a common practice (only 3 institutions responded in the affirmative)
  - priority to FWS students in terms of job placement timing was **not** given by the majority of schools



# Peer Survey Findings

## What did we learn? (cont.)

### Common unsolved challenges across institutions:

- Having all positions posted by departments
  - To help ensure fair and equal access for all students
- Identifying Academically Related positions
  - Most HR systems are not robust enough to easily distinguish the differences in the position focus.
- Using Federal Work-Study (FWS) as the criteria to give students job priority, preference or departmental funding support
  - Creates an inequity for aided students who do *not* have an FWS award
  - Of the seven schools that reported providing a financial incentive to departments to hire FWS students, ***none*** reported having an adequate solution to address high-need students who do not have an FWS award

# Peer Survey Findings

## What did we learn? (cont.)

### Areas to Consider to Change at Brown:

- **Allocation of Federal Work-Study Funds for Community Service work**
  - 16 institutions utilize more than the required 7% of the FWS allocation for community service work
  - Brown currently budgets the minimum 7% for this purpose, with the remaining FWS allocation being used on-campus as part of the overall student employment budget
- **Using *aid status* (eligibility for University Scholarship), instead of FWS status, as the criteria for job preference.**
  - One institution has a successful program that uses aid status (rather than FWS eligibility) as the determining factor for subsidizing wages paid by departments
  - Departments have an incentive to hire *aided* students as their budget will be reimbursed for a portion of the students' earnings

# Brown Internal Aggregate Data

## Academic Year 2016 -17

### Financial Aid

2,817 – Undergraduates receiving need-based scholarship

- 1,521 (54%) - Awarded Federal Works Study
- 373 (13%) - Awarded Campus Employment
- 923 (33%) – Replace work with outside scholarship or loan

1,661 (59%) of aided students worked on-campus

### Student Employment

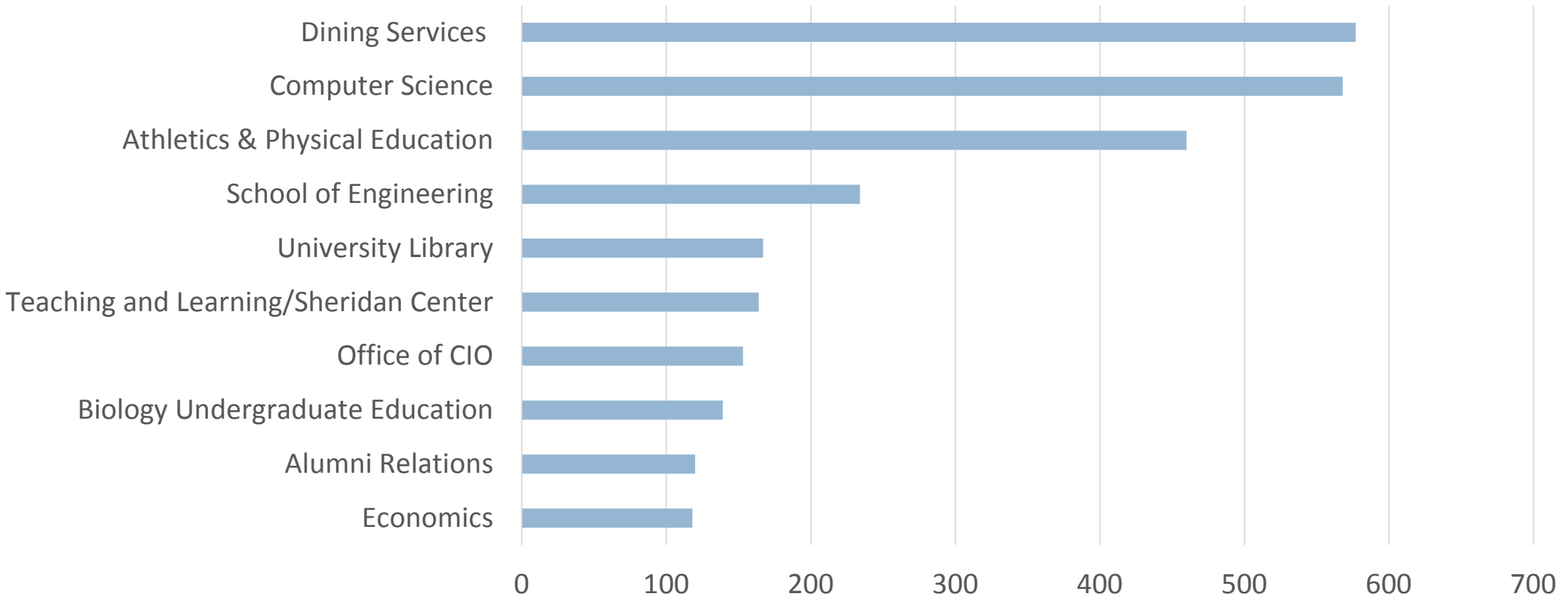
4,882 – Total number of jobs filled by students

3,147 – Number of students who worked

- 1,661 (53%) – Received Need-based Scholarship
- 1,486 (47%) – Did not Received Need-based Scholarship or did not apply for aid
- \$11.05 – Average hourly wage
- 151 – Average hours worked (the academic year equals 28 weeks)
- \$1,659 – Average annual earnings

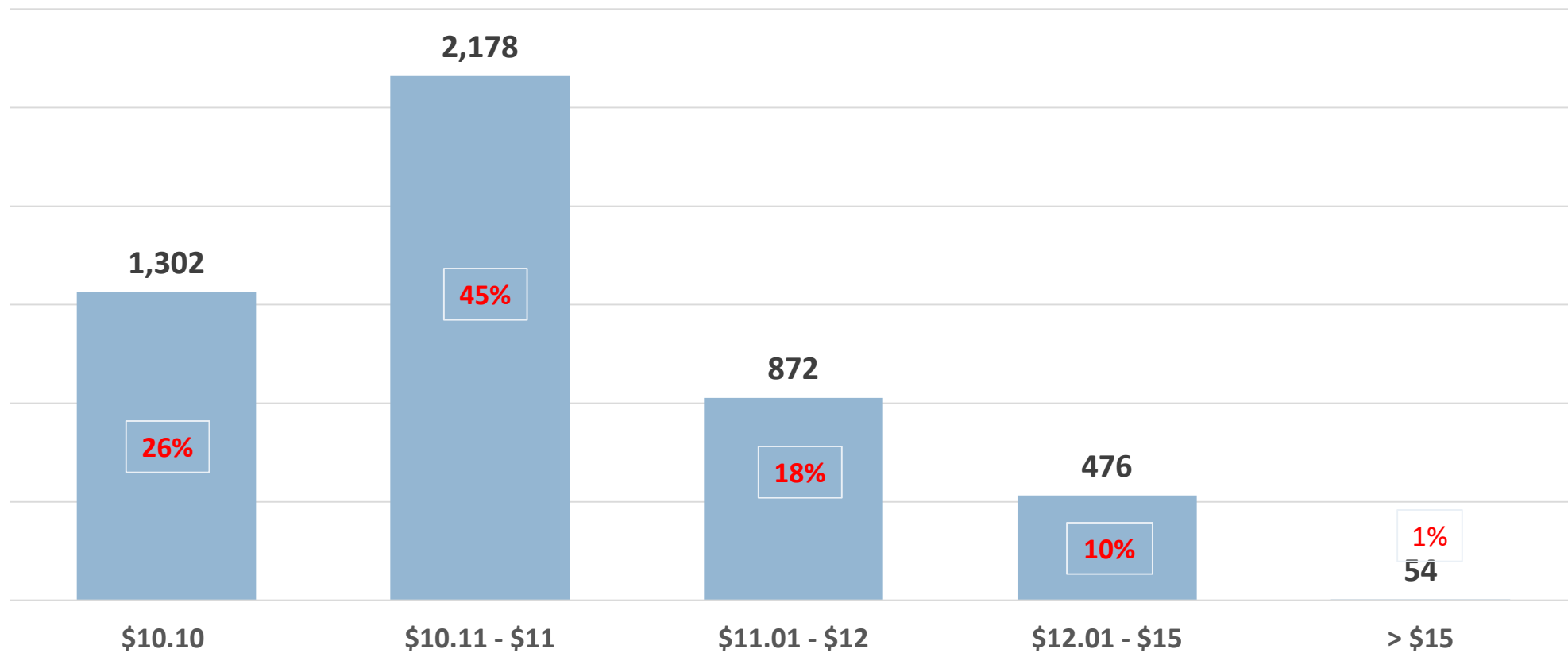
# Top 10 On-Campus Employers for 2016-17

Number of Individual Jobs Available to Students



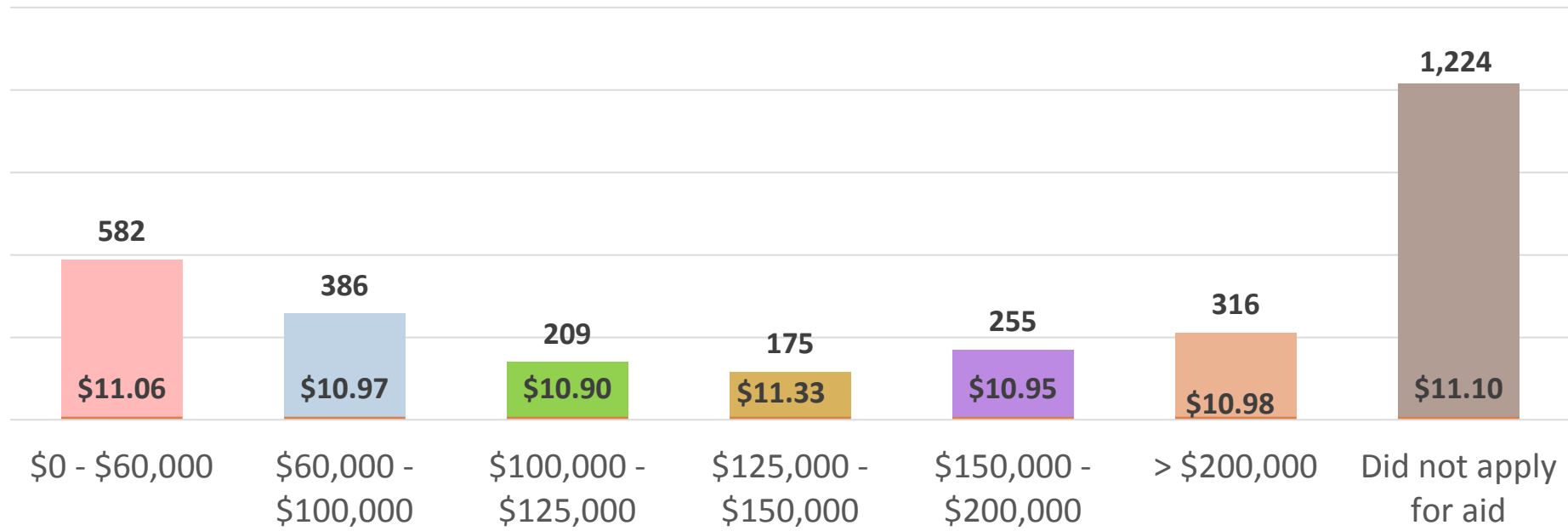
# Number of Positions / Hourly Wages

Number of Positions and Hourly Wage Bins



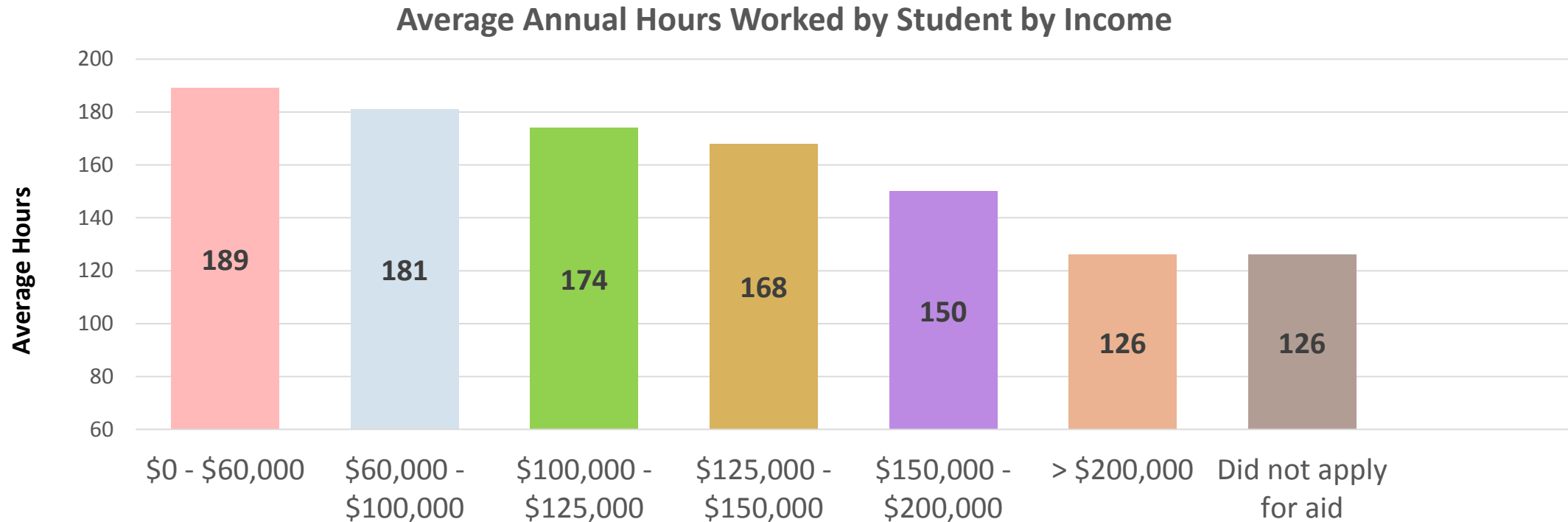
# Breakdown by Parent Income

Number of Students Working and Average Hourly Wage by Parent Income



<b>Percentage of Aided Students Working</b>	30%	20%	11%	9%	13%	16%
<b>Percentage of the Aided Population</b>	31%	22%	13%	10%	15%	9%

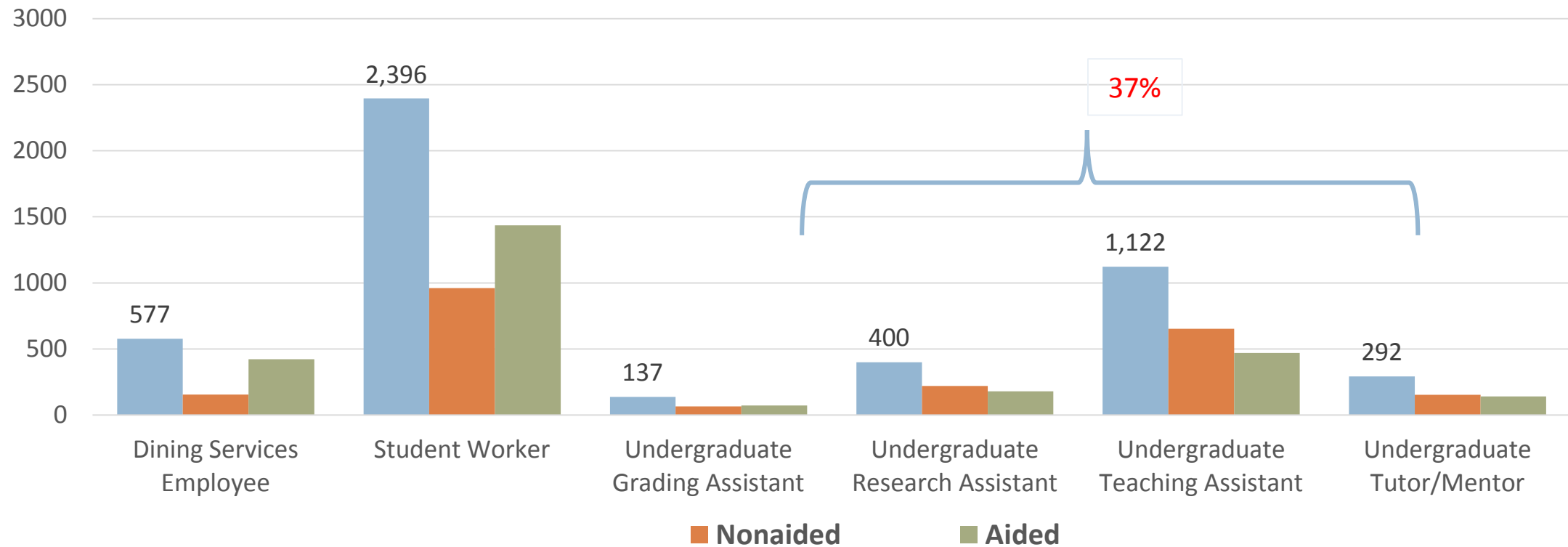
# Average Hours Worked by Parent Income



**Note: Work-Study/Campus Employment would be roughly 280 hours in total or 10 hours per week.**

# Job Profile

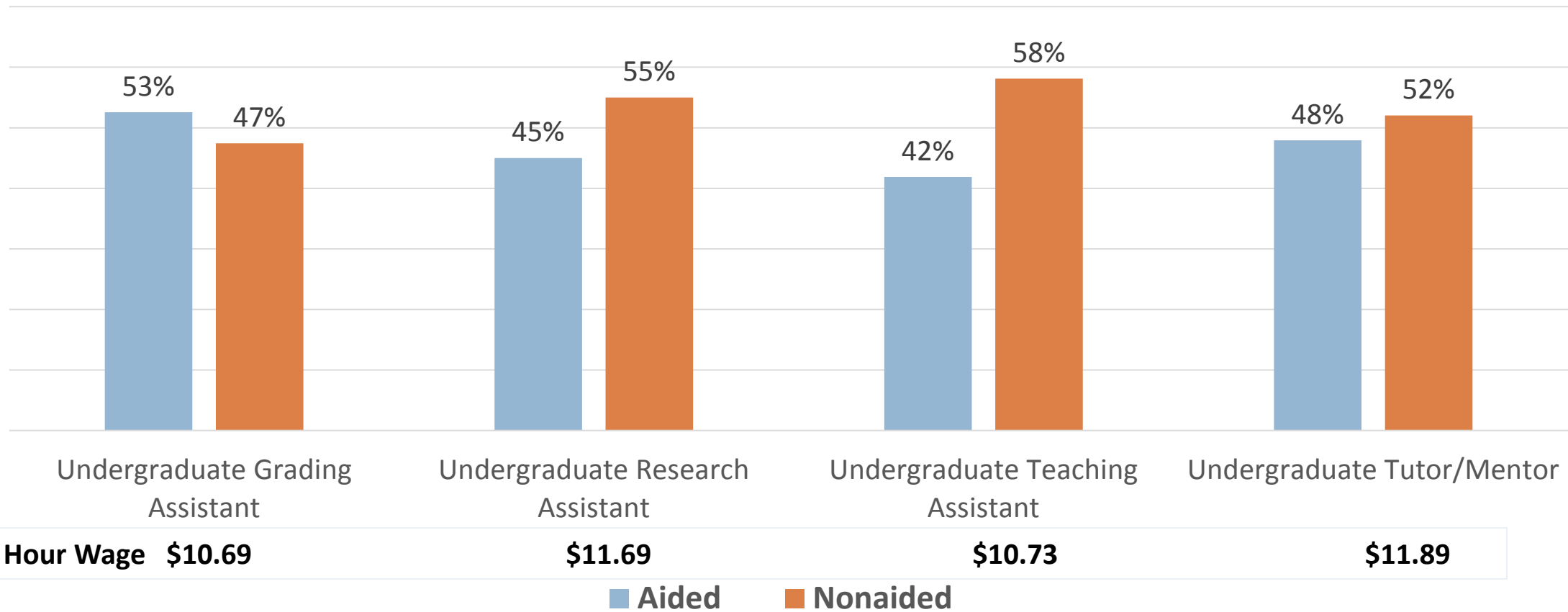
## Total Number of Positions and Aided and Nonaided Breakout





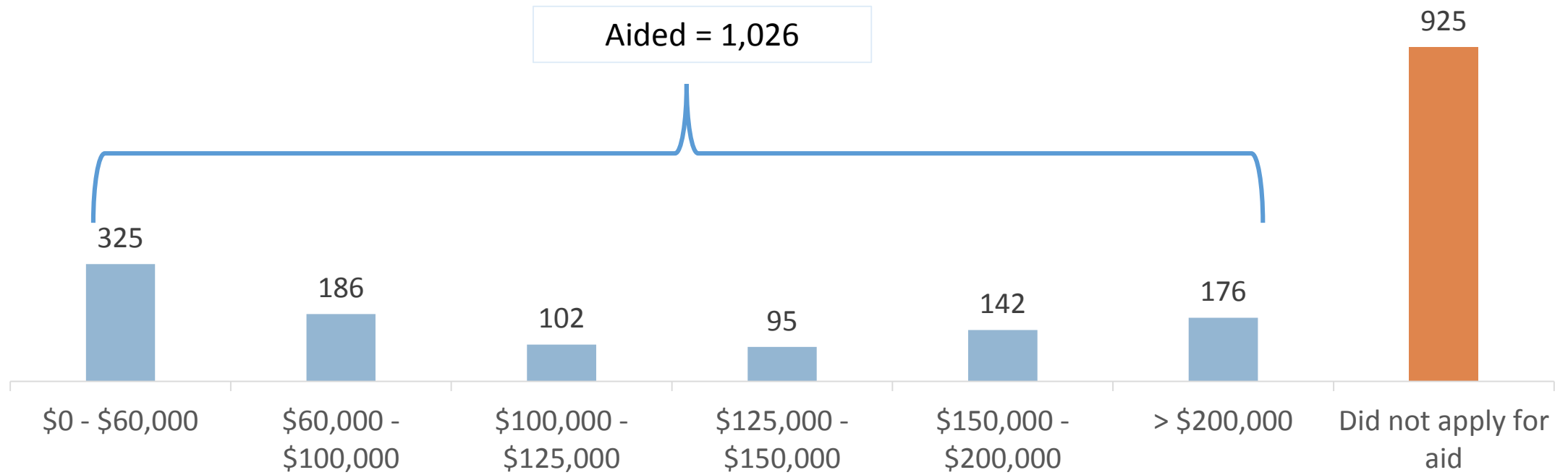
# Academically Related Jobs by Aid Status with Average Hourly Wage

## Academically Related Jobs - Aided & Nonaided



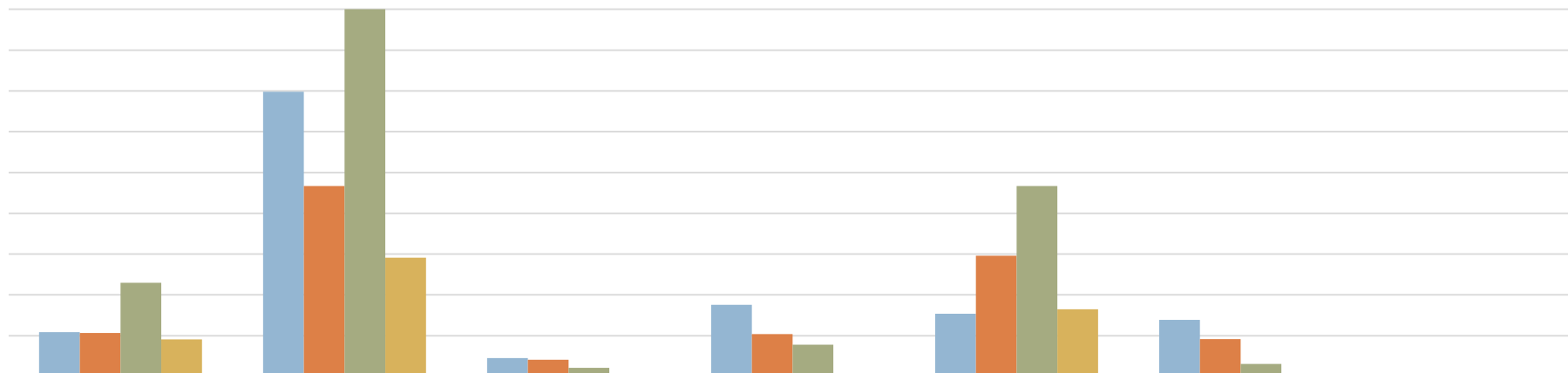
# Academically Related Jobs by Parent Income

Number of Students Working as UGA, URA, UTA & UTM  
by Parent Income



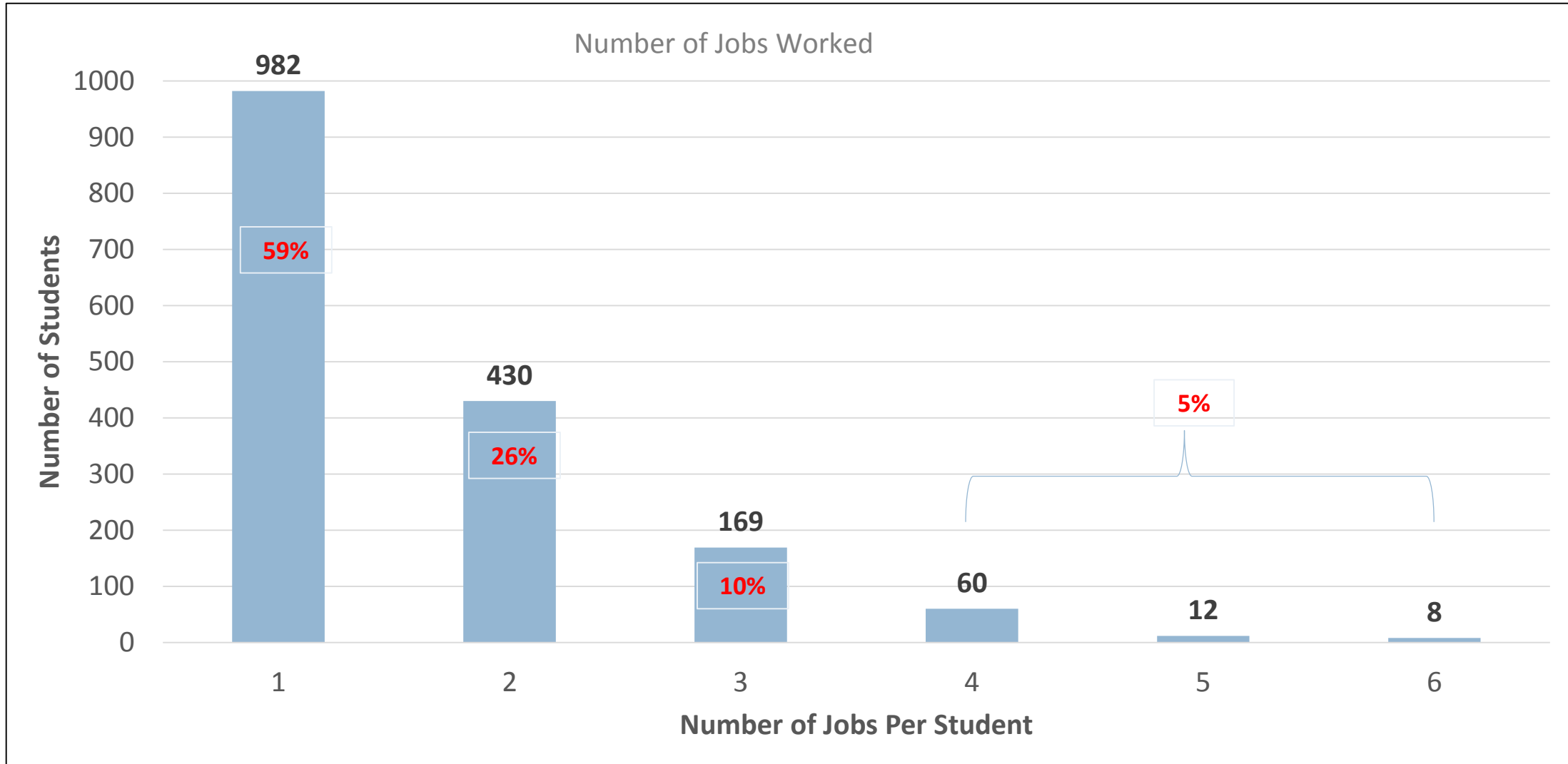
# Hours Worked Ranges by Job

Breakdown of Hours Worked by Position



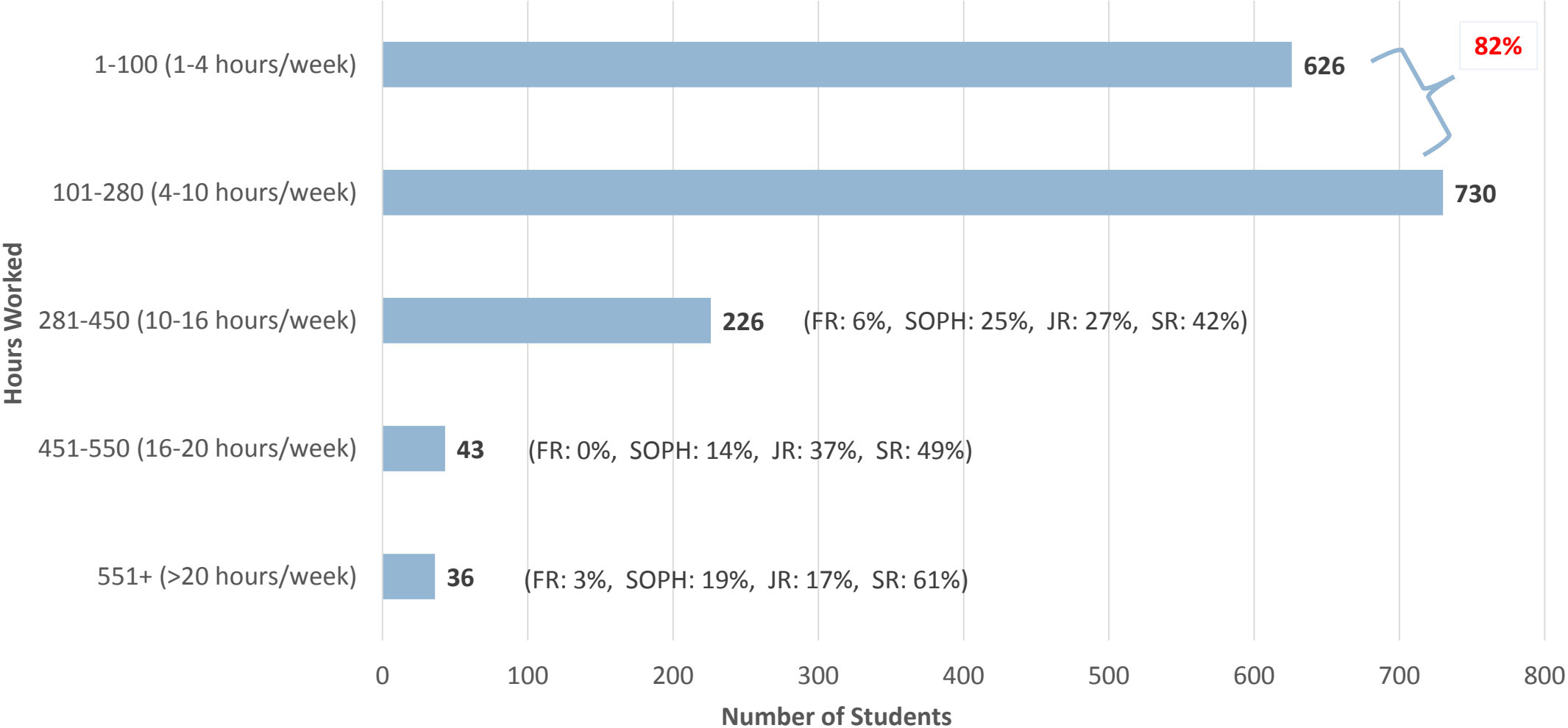
	Dining	Student Worker	Undergraduate Grading Assistant	Undergraduate Research Assistant	Undergraduate Teaching Assistant	Undergraduate Tutor/Mentor	Percentage
0 - 50	119	708	55	186	164	149	28%
50 - 100	117	477	51	114	306	102	24%
100 - 280	240	910	31	88	477	41	36%
> 280	101	301	0	12	175	0	12%

# Aided Students (1,661) – Number of Jobs Worked



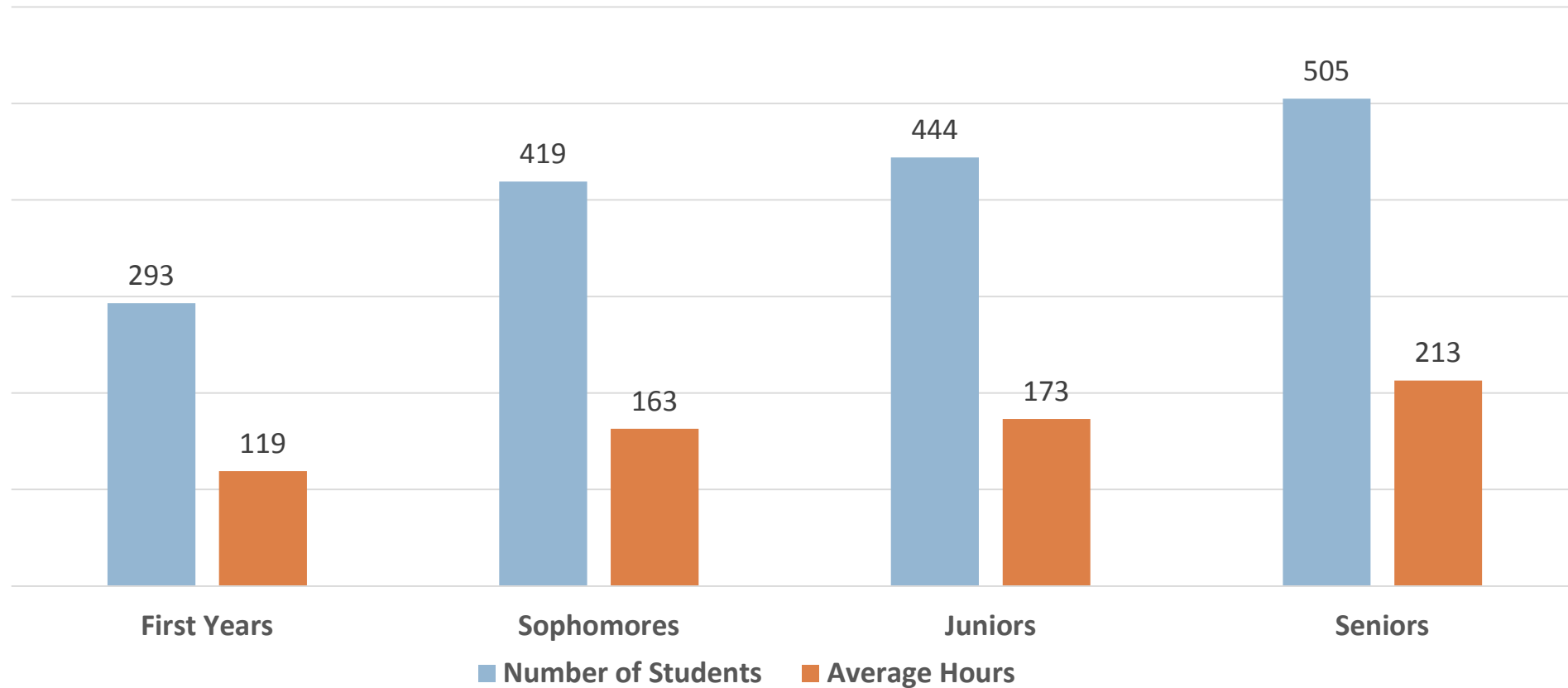
# Aided Students by Total Hours Worked

Number of Student and Total Hours Worked



# Number of Students and Hours Worked by Class Year

Number of Aided Students - Average Hours Worked  
by Class Year



# Internal Data Analysis for AY 2016-17

## What did we learn?

- There are a variety of positions available for students on-campus that range from academically related positions to service and administrative.
- Approximately 50% of undergraduates are working on-campus.
- Students receive similar hourly wages regardless of aid status.
- Aided students work 1.5 to 2.25 hours more per week on average than their non-aided peers.
- Of the jobs we are able to clearly identify as being academically related, the breakdown of students (aided vs. non-aided) closely mirrors the breakdown of the aided and non-aided population of the College.
- While there are some differences in the average hours worked based on income level, all income groups worked less, on average, than the suggested number of hours per academic year.
- 59% of aided students who work have only one position; 26% have 2 positions.
- 18% (79 students) worked more than the recommended 280 hours per AY (more than 10 hours per week). The majority of these students are juniors and seniors.

# Recommendations to Review

## 1. Administration of Student Employment

- Maintain our current approach of managing Federal Work-Study and Student Employment as it allows for maximum flexibility for *all* aided students (in terms of job options, hours worked and managing finances along with studying and other activities).
- Evaluate current administrative resources to determine if additional resources are needed to implement other recommendations and enhance the overall student employment experience for both students and employers.

## 2. A Comprehensive Student Employment Awareness Program

- Create a program with a continuous approach toward providing students information regarding available positions, how to identify them and how to apply, which should include:
  - Provide a detailed and comprehensive session relating to Student Employment at Orientation.
  - Provide follow-up sessions for first-year students shortly after the beginning of the fall term.
  - A student/department run *Job Information Fair* that puts departments and students together in the same area to discuss employment options in the individual departments (much like the Activities Fair).



# Recommendations to Review (cont.)

## **3. Expand Undergraduate Research Assistant Opportunities**

- Provide an opportunity to connect faculty and departments with students interested in research positions.
- Faculty submit descriptions of research for which students could assist. Student submits interest through an application process (could be online). In some cases, there may be a pre-match arrangement.
- The Program would provide a monetary incentive to departments to hire aided students (*threshold for level of need to be determined*).

## **4. Increase the percentage for off campus community services to 10% from the current 7% and review the percentage annually.**

- Provide additional funding for off-campus community services to assist the Swearer Center in expanding opportunities for students to work in Providence and the surrounding cities.
- To increase participation, provide summer earnings waivers much like the UTRA and LINK programs.

## **5. Annually review data on total hours worked per student for the aided population.**

- Collaborative partnership with OFA, DOC and Campus Life to proactively counsel students who are working excessive numbers of hours.

# Questions