



**IMPLEMENTING THE FEDERAL WORK-
STUDY PROGRAM:
A RESOURCE UTILIZATION & COST STUDY**

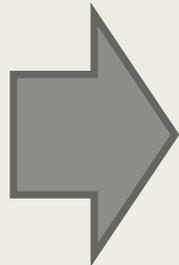
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What do community colleges and universities need to administer and operate the Federal Work-Study Program (FWS)?

- The FWS program is one of the oldest federal policy tools intended to promote college access and persistence for low-income students
- Unlike other forms of federal student aid, FWS allocations are granted in aggregate to institutions
 - Higher education institutions have significant flexibility in implementing the program



The full resource cost for institutions to administer and operate FWS is unknown

Cost Study Research Questions

- What are the resources required for institutions to administer and operate FWS?
- What is the variation in costs among sites?
- How do FWS student workers benefit institutions?

Sample of Higher Ed Institutions

- A broader effectiveness study includes 16 undergraduate institutions in a large, public system of higher education
- Cost study includes 6 institutions
 - 3 universities
 - 3 community colleges

Cost Study Sample:

What is similar and distinctive relative to the other institutions?

	Cost Study Institutions	Other Institutions	Difference	P-Value
Undergraduate FTE (N) - 2020	10,613	9,780	832.60	(0.768)
Attend Part-Time (%) - 2020	0.286	0.372	-0.086	(0.094)
Graduation Rate (%) - 2021	0.420	0.425	-0.005	(0.945)
Total Revenue per FTE	\$ 26,760	\$ 22,549	\$ 4,210.98	(0.466)
Tuition revenue per FTE	\$ 7,893	\$ 8,635	\$ (741.67)	(0.176)
Revenue from tuition/fees (%) - 2020	0.344	0.392	-0.048	(0.420)
Gender: Female (%) - IPEDS Fall 2021	0.552	0.608	-0.056	(0.120)
First Generation in College (%) - 2016	0.457	0.453	0.004	(0.941)
Household income < 200 of federal poverty level	0.478	0.423	0.055	(0.275)
Financially Independent (%) - 2016	0.280	0.333	-0.053	(0.354)
Married (%) - 2018	0.100	0.120	-0.02	(0.284)
Race/Ethnicity: Black or African American (%) - IPEDS Fall 2021	0.218	0.253	-0.035	(0.571)
Race/Ethnicity: Hispanic/Latino (%) - IPEDS Fall 2021	0.452	0.333	0.119	(0.091)
Race/Ethnicity: Asian (%) - IPEDS Fall 2021	0.147	0.185	-0.038	(0.448)
Race/Ethnicity: White (%) - IPEDS Fall 2021	0.115	0.160	-0.045	(0.329)
Race/Ethnicity: American Indian/Alaska Native (%) - IPEDS Fall 2021	0.000	0.002	-0.002	(0.166)
Federal Loan Rate of Students (%) - 2020	0.042	0.072	-0.03	(0.023)
Pell Grant Recipients (%) - 2020	0.535	0.477	0.058	(0.185)
2021-22 FWS Payroll: Number of FWS participants	82	95	-13.167	(0.765)
2021-22 FWS Payroll: Total award	\$ 3,063	\$ 3,238	\$ (174.21)	(0.543)
2021-22 FWS Payroll: Pay rate	\$ 16	\$ 16	\$ (0.37)	(0.315)
2021-22 FWS Payroll: Total hours worked	146.006	159.675	-13.669	(0.357)
2021-22 FWS Payroll: Total earnings	\$ 2,335	\$ 2,609	\$ (273.98)	(0.240)
2021-22 FWS Payroll: Number of supervisors per institution	29.833	37.667	-7.834	(0.339)
2021-22 FWS Payroll: Average number of students per supervisor	22	13	9	(0.209)
<i>Number of Institutions</i>	6	12		

2021-23 Data Collection and Pricing for the Cost Study

Data Collection:

- Review of public, online FWS information and policies and procedures
- Financial aid administrator interviews and FWS coordinator survey: we have conducted 15 campus administrator interviews (9 Financial aid directors/associate directors and 6 FWS coordinators) and 6 FWS coordinator surveys
 - *Asked questions about the administration of the FWS program (e.g., program ingredients, role in the administration of the program, changes made due to the pandemic; professional development, the value of FWS jobs to institutions, use of technology platforms to manage FWS)*

2021-23 Data Collection and Pricing for the Cost Study

- FWS supervisor survey (33 supervisors supervising 218 FWS student workers in 2021-22 at 6 institutions)
 - *Ask questions about FWS supervisory experience (e.g., number of FWS students supervised, number of hours per week associated with activities required for their supervisory role, the value of FWS jobs to institutions)*
- 2021-22 FWS student payroll records

Pricing

- The list of ingredients was matched with its local price or cost in 2021 dollars.
- Local prices were obtained from publicly available sources such as payroll records

FWS Core Components	Activity	Main Actors
1. Accounting, compliance, and auditing	Audits of payroll procedures	Financial aid director, VP, or financial aid specialist and FWS coordinator
	Compliance with FWS fund requirements, accounting, and reporting	
2. Program admission, placement and hiring	Creation and posting of eligible job positions for students	FWS coordinator. (Supervisors with access to the system can post jobs)
	Management of hiring and placement	FWS coordinator
	Organizing student work-study orientation	
	Organizing supervisor orientation	FWS coordinator and supervisor
3. Overseeing and supervising FWS employment	Supervision of FWS employment	FWS coordinator and supervisor
	Assigning duties and responsibilities, providing feedback and training to students	FWS supervisor
4. Processing contracts and payroll	Drafting and executing FWS contracts	FWS coordinator
	Timesheet maintenance	FWS coordinator and supervisor
	Payment to students	
5. Manual packaging and distribution of discretionary funds	Creating and managing waitlists	FWS coordinator
	Awarding discretionary funds	FWS coordinator

WHAT HAVE WE LEARNED ABOUT THE ADMINISTRATION AND OPERATION OF THE PROGRAM?

FWS Ingredients

Ingredients	Description
COLLEGES	
<i>Personnel</i>	
FWS coordinator	One FWS coordinator per campus, working an average of 27 hours per week (17.5 hours/week for low scale FWS programs, 30.5 hours/week for high scale FWS programs)
FWS supervisors	30 FWS supervisors, working an average of 2 hours per week
Financial aid director	One financial aid director, working ~2 hours per week is sometimes involved
Financial aid assistant/associate director	One assistant/associate director, working ~5 hours per week is sometimes involved
College assistant	One to three college assistants, working between 5 to 20 hours per week
<i>Professional Development and Trainings</i>	
Orientation sessions	Online student and supervisor orientations during their work hours (approx 30min)
<i>Materials and Equipment</i>	
FWS software	4 out of 6 campuses invest in a dedicated FWS platform

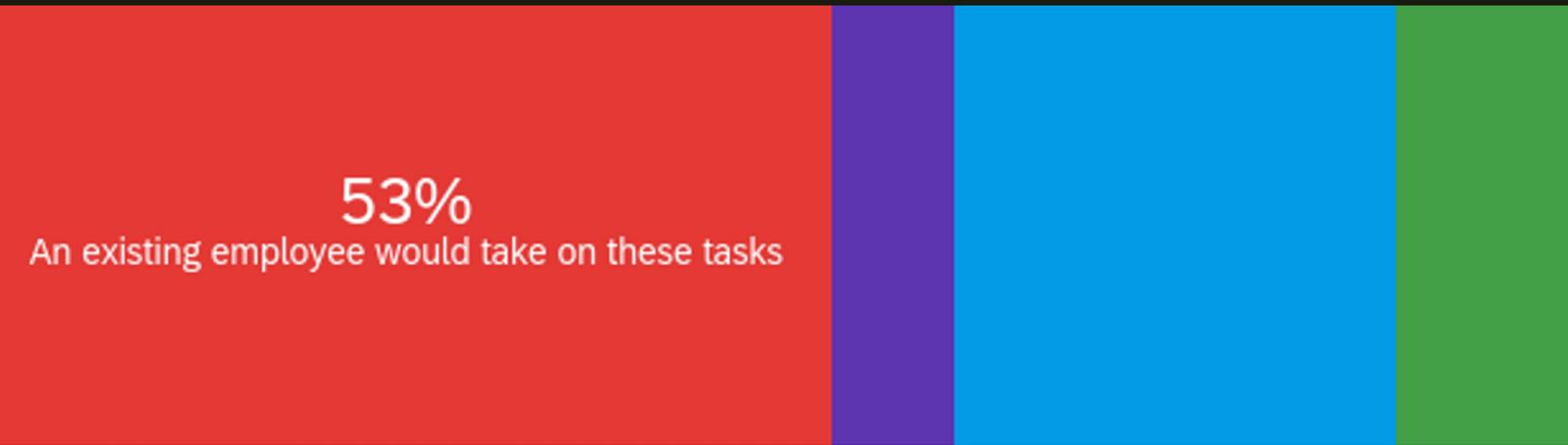
Ingredients and Site-Level Variability in Resource Allocation

Ingredients	Pooled Cost of FWS (for One Academic Year)	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6
<i>Personnel</i>							
FWS coordinator	\$ 408,980	\$ 52,800	\$ 41,151	\$ 88,473	\$ 87,514	\$ 94,909	\$ 44,133
FWS supervisors	\$ 157,537	\$ 11,549	\$ 29,381	\$ 14,690	\$ 58,111	\$ 15,741	\$ 28,065
Financial aid director	\$ 10,967	\$ -	\$ -	\$ -	\$ 10,967	\$ -	\$ -
Financial aid assistant/associate director	\$ 80,934	\$ -	\$ -	\$ -	\$ 19,391	\$ 61,542	\$ -
College assistant	\$ 78,048	\$ 57,814		\$ 19,271	\$ 964	\$ -	\$ -
Enrollment coordinator	\$ 5,003		\$ 5,003				
<i>Materials and Equipment</i>							
FWS software	\$ 68,460	\$ 17,115	-	\$ 17,115	\$ 17,115	\$ 17,115	\$ -
<i>TOTAL Annual Cost</i>	\$ 809,929	\$ 139,278	\$ 75,534	\$ 139,550	\$ 194,062	\$ 189,307	\$ 72,198
<i>Unit Cost</i>	\$ 968	\$ 510	\$ 889	\$ 643	\$ 1,260	\$ 1,753	\$ 1,641

Implications and Next Steps

- Address changes due to the COVID-19 pandemic
- Estimate efficiency of FWS from the federal perspective
- Estimate cost-effectiveness value
- Shall we estimate the net resource value? What's the value of FWS student jobs?

Without the FWS student workers in your office/department, how would these tasks get accomplished?



■ An existing employee would take on these tasks (53%)

■ Our office/department would fill the position outside of the FWS program (8%)

■ These tasks would not get accomplished (28%) ■ Other (please specify) (13%)

**SHALL WE
ESTIMATE
THE NET
RESOURCE
VALUE?**

How do FWS student workers benefit institutions?

FWS Supervisors (N=33, supervising 218 FWS student workers at six institutions in 2021-22)



THANK YOU!

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