



Update

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The Other Staff

NON-TEACHING EMPLOYEES MAKE UP THE MAJORITY OF HIGHER EDUCATION STAFF

NEA has followed the changes in the composition of higher education staff over the last few years (*Update*, Volume 5, Number 2, September 1999 and *Update*, Volume 4, Number 3, May 1998). These reports have noted the lack of growth in the number of support staff in higher education. The data track a decline during the 1990s in the number of technical/paraprofessionals, clerical/secretarial, skilled crafts, and service/maintenance personnel. This has been offset by increases in the number of other professionals in universities and colleges. Other professionals include anyone with a job that requires a baccalaureate degree but who is not an administrator. Examples of those included in this group are counselors, financial aid administrators, systems engineers, admissions staff, and lawyers.

Colleges and universities employ just over 2 million people full-time. Table 1 shows how the full-time employees are distributed by employment category. The table shows us that 30 percent are faculty (this

includes both instructional and research faculty). The next largest group is other professionals, which we will see later is the second fastest growing employment group since 1993. The fastest growing group is administrators.

The source for this report is the Fall Staff in Postsecondary

Table 1

Distribution of full-time higher education employees, 2001

	Number	Percent distribution
Faculty	617,460	30%
Executive, administrative, managerial	196,556	10%
Other professionals	472,989	23%
Technical, paraprofessionals	158,947	8%
Clerical, secretarial	356,533	17%
Skilled crafts	61,833	3%
Service, maintenance	188,868	9%
Total	2,053,186	100%

Institutions survey done biannually by the National Center for Education Statistics (NCES). The most recent data are from 2001.

Table 2 shows the percent change in the number of full-time employees in each category since 1993. The results show the rapid increase in the number of administrative staff members. Other professionals closely follow administrators. This group has increased by over one-third since 1993.

Table 2

Percent change in number of full-time employees by employment group, 1993-2001

	Percent change since 1993
Faculty	14%
Executive, administrative, managerial	48%
Other professionals	36%
Technical, paraprofessionals	12%
Clerical, secretarial	3%
Skilled crafts	2%
Service, maintenance	0%
Total	17%



In comparison, the increase in the various groups of support staff has been minimal. Technical and paraprofessionals top this group with 12 percent growth. The number of service and maintenance employees has not changed since 1993.

OUTSOURCING

Two reasons may explain this slow growth in the number of full-time support staff. The first is the increasing use of outsourcing. A 1996 survey by American School & University found that colleges and universities are increasingly turning to outsourcing. More than one-half **expected** to contract for more services in the coming years. Only 5.9 percent of colleges and universities provide all services themselves.

In 1996, 62 percent of colleges **contracted** for four or fewer services and 32 percent **outsourced** five or more services. The most popular outsourced services include food (74 percent), vending (65 percent), bookstore operations (34 percent), custodial work (31 percent), and laundries (19 percent).

In a less formal survey in 2002, the National Association of College and University Business Officers (NACUBO) reports that 91 percent of colleges and universities outsource at least one service. That represents an increase from 81 percent, as

reported in another NACUBO study done in 2000.

The 2000 study also indicated that two-thirds of the institutions outsourced between two and five services. The most frequently outsourced functions are food service, bookstore, management of the endowment fund, legal services, house-keeping/janitorial, and laundries.

At least three-quarters of the colleges and universities would consider outsourcing almost all the support functions if they had not already done so. The most mentioned candidates for outsourcing were housekeeping/janitorial and bookstore operations.

The reasons colleges gave for outsourcing were improvement of quality and reduction of costs. The administration thought they were better able to focus on core competencies if they outsourced these non-core services.

TECHNOLOGY

Increasing use of computers and other digital technology has allowed colleges to simplify jobs such as typing, filing, scheduling, bookkeeping, and processing forms. The result is a decline in clerical and secretarial staff and an increase in those who manage and support computer systems. Nearly half the costs of

technology in colleges and universities are staff costs.¹

PART-TIME EMPLOYEES

Full-time employees are only part of the story in college and university employment. More than 1 million employees work part-time. **Colleges and universities believe** part-time employees provide flexibility and cost savings to colleges and universities. Many part-time employees do not participate in benefit programs and may be laid off without notice. One group, instruction and research assistants, are graduate students who are always defined as part-time employees. This list does not include college work-study students or other students employed as casual labor in the institution.

More faculty members work part-time than any other group of employees. Administrators and skilled craft employees are the least likely to work part-time. Over one-third of higher education employees work part-time. This share has been increasing over time.

The percentage of employees working part-time is up from 31 percent of total employees since 1993. This slow increase in part-time employees does not include those employees hired by contractors.

¹ Smallen, David and Leach, Karen, *Spending, Staffing, Service, and Infrastructure: Answering Four Questions About Information Technology Costs*, www.costsproject.org, October 29, 2001.



Table 3

Percent of employees that are part-time by employment category, 2001

Faculty	44%
Executive, administrative, managerial	5%
Instruction, research assistants	100%
Other professionals	15%
Technical, paraprofessionals	22%
Clerical, secretarial	22%
Skilled crafts	6%
Service, maintenance	19%
Total	34%

SEX AND RACE

Overall, 54 percent of the employees in higher education are women (Table 4). Women represent 39 percent of the full-time faculty. The only groups

Table 4

Percent of full-time employees that are female, by employment category, 2001

Faculty	39%
Executive, administrative, managerial	50%
Other professionals	59%
Technical, paraprofessionals	58%
Clerical, secretarial	89%
Skilled crafts	5%
Service, maintenance	37%
Total	54%

with a smaller share of women are male-dominated skilled crafts and the service and maintenance jobs that just missed equaling the percent female in the faculty. Women are moving into administrative and other professional jobs in universities and colleges to a greater degree than they are in the faculty. Women still represent almost nine out of ten employees in clerical and secretarial jobs.

Table 5 shows the distribution of higher education full-time employees by race and ethnic category. Census data shows that higher education employees are less likely to be a minority than the population. In 2000, 64 percent of the U.S. population was White, 13 percent Black, 16 percent Hispanic, 6 percent Asian/Pacific Islander, and 1 percent American Indian/Alaskan

Table 5

Distribution of full-time employees by race/ethnicity, 2001

Non-resident alien	2%
Black	12%
American Indian	1%
Asian	5%
Hispanic	6%
White	74%
Unknown	1%
Total	101%*

**May not equal 100 because of rounding*

Native. By this measure, the ethnic group most under-represented in higher education is Hispanic. Colleges and universities would have to more than double the number of Hispanic employees to begin to approach equity.

The under-representation of minority employees is even more striking when we look at the distribution of White employees by job category. The jobs requiring a college degree have a higher percent White than do the support jobs. About 20 percent of the faculty and administrators are minorities. The share increases to one-quarter for other professionals. With the exception of skilled crafts, all the rest of the support employee groups exceed 30 percent minority.

Table 6

Percent of full-time jobs that are held by White employees, 2001

	Percent White
Faculty	80%
Executive, administrative, managerial	81%
Other professionals	75%
Technical, paraprofessionals	68%
Clerical, secretarial	69%
Skilled crafts	78%
Service, maintenance	54%
Total	74%



SUMMARY

The jobs that have experienced the least growth over the past few years are the ones that are most likely to be contracted out to private companies or swept

away by increasing use of technology. This trend has disturbing implications for the future. The fastest growing job categories in universities and colleges are least likely to be

held by minority employees, while those most threatened by outside contractors and increasing use of technology are the jobs most likely to be held by minority employees.

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