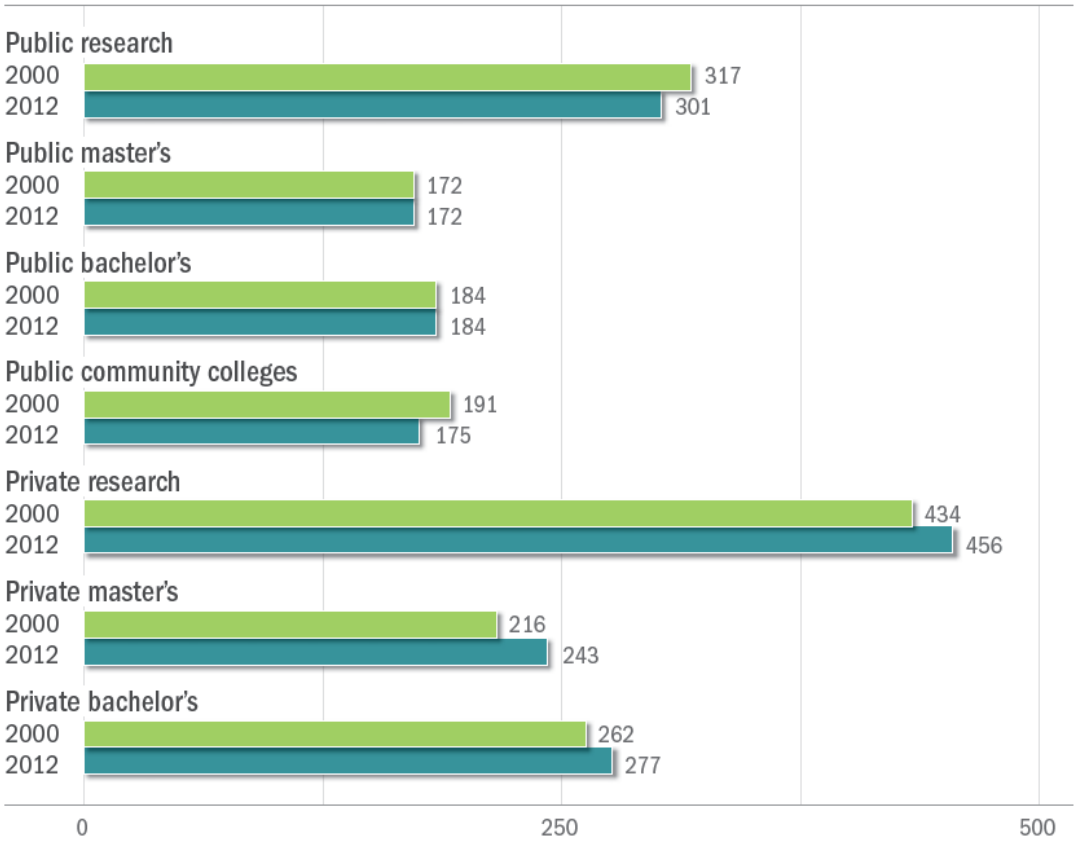
SAMPLE OVERVIEW OF DELTA COST PROJECT REPORT -
Labor Intensive or Labor Expensive?
Changing Staffing and Compensation Patterns in Higher Education

Full report available under "Issue Briefs" at:

http://www.deltacostproject.org/

Figure 1 Private institutions have added employees faster than students, while public institutions have struggled to keep pace

Average headcount employees per 1,000 FTE students, FY 2000 and FY 2012



Note: Includes graduate assistants.
Source: Delta Cost Project IPEDS Database, 1987–2010, 24-year matched set; IPEDS Fall Staff Survey, 2011.

Definitions

The faculty and staffing categories used in this report follow the federal IPEDS reporting categories and definitions.

Instructional staff

- **Full-time faculty:** Staff whose primary responsibility is instruction, research, public service, or a combination of these roles. Faculty may hold the rank of professor, associate professor, assistant professor, instructor, lecturer, or equivalent; faculty may be on tenure track, not on tenure track, or "without faculty status."
- **Part-time faculty:** Staff whose primary responsibility is instruction, research, public service, or a combination of these roles; part-time designation is determined by the institution.
- **Graduate assistants/instructors:** Students employed part time to assist with classroom or laboratory instruction, or to conduct research.

Administrative staff

- **Executive, administrative, and managerial (EAM):** Positions where work is directly related to management policies or general business operations of the university. Examples include presidents, vice presidents, managers, provosts, and deans. Assistant and associate positions (e.g., assistant deans, associate department heads) also are included if their principal activity is administration, not instruction. (Deans and department heads whose principal activity is instruction, research, or public service are classified as faculty/instructors.)
- **Professional (support and service):** Positions that provide student services, academic, or professional support and generally require a bachelor's degree. Examples include business/financial analysts, human resources staff, computer administrators, counselors, lawyers, librarians, athletic staff, and health workers.

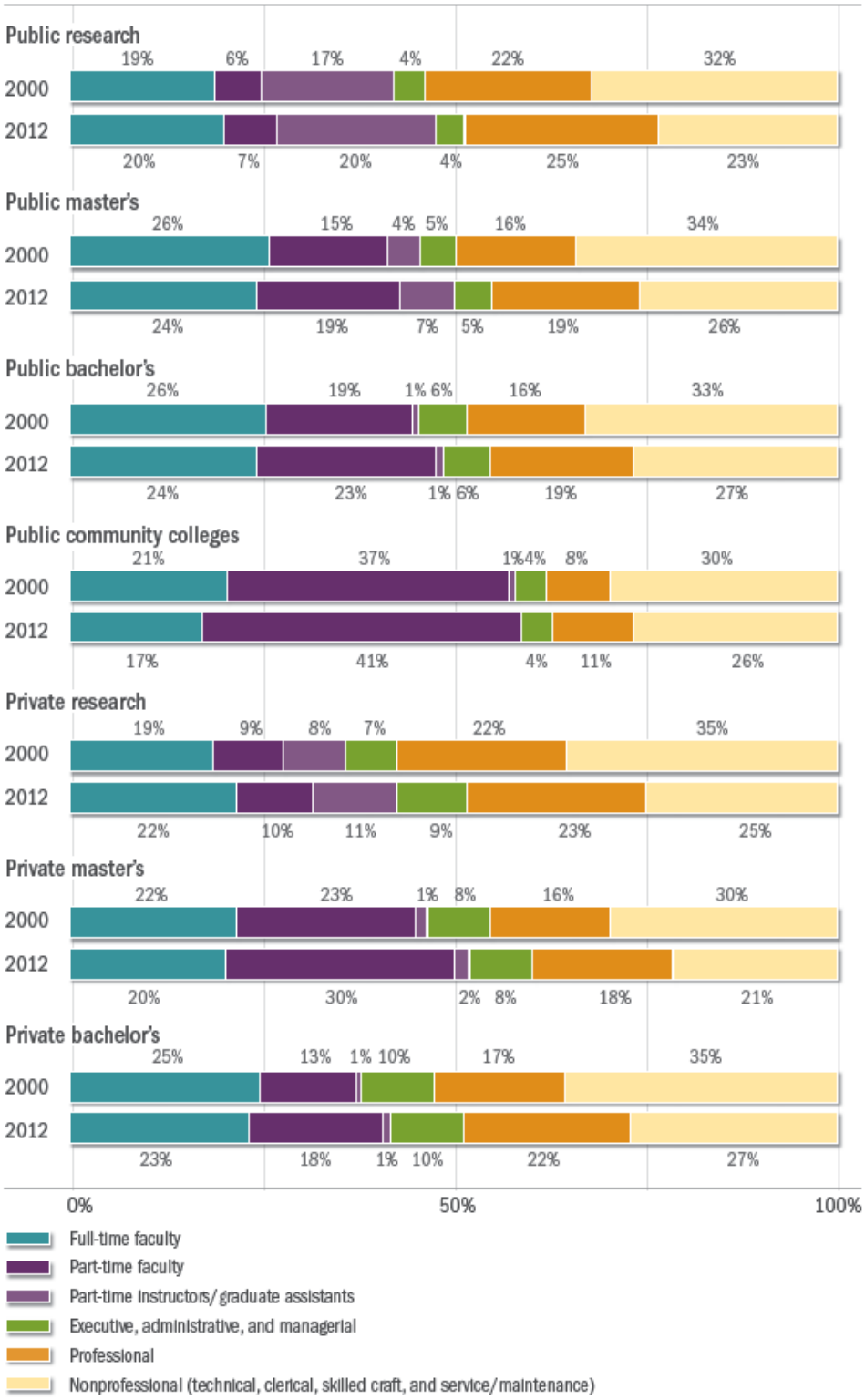
Nonprofessional support staff

- **Technical and paraprofessional:** Positions that require specialized knowledge but provide support to professional staff. Examples include math, science, and health technicians, and paralegals.
- **Clerical and secretarial:** Examples include secretaries, administrative assistants, and office clerks.
- **Skilled crafts:** Positions that require specialized manual skills, such as plant and system operators and system engineers.
- **Service and maintenance:** Examples include police officers, food service workers, building and grounds employees, and maintenance workers.

Source: National Center for Education Statistics, 2011.

Figure 2 | **All types of colleges and universities have added professional staff while increasing reliance on part-time faculty/instructors**

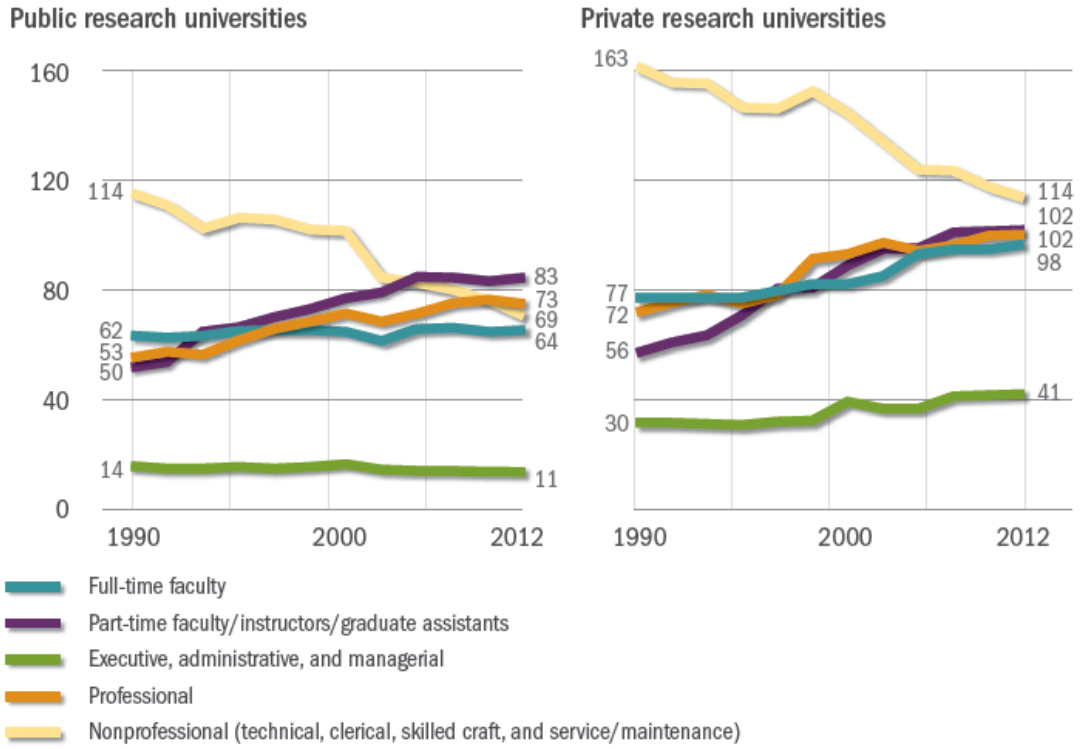
Distribution of headcount employees by type of job, FY 2000 and FY 2012



Source: Delta Cost Project IPEDS Database, 1987–2010, 11-year matched set; IPEDS Fall Staff Survey, 2011.

Figure 3 | New full-time faculty and executive positions primarily accommodated growing enrollments; only private research universities expanded these positions

Headcount employees per 1,000 FTE students, FY 1990–FY 2012



Source: Delta Cost Project IPEDS Database, 1987–2010, 24-year matched set; IPEDS Fall Staff Survey, 2011.

Appendix Table 3 | Average number of employees per 1,000 full-time equivalent (FTE) students, by job classification, 1990–2012

	1990	2000	2010	2012	Absolute Change 1990–2000	Absolute Change 2000–2012	Absolute Change 1990–2012	Percent Change 1990–2000	Percent Change 2000–2012	Percent Change 1990–2012
Public research										
Full-time faculty	62	64	63	64	2	0	2	3.5%	0.0%	3.5%
Part-time faculty	50	72	82	83	22	12	33	43.2%	16.1%	66.2%
Part-time faculty	15	19	21	23	5	3	8	30.6%	16.2%	51.7%
Part-time instructors/ Graduate assistants	43	60	62	62	18	1	19	41.4%	2.5%	44.9%
Executive, administrative, and managerial	14	13	12	11	-1	-2	-2	-4.7%	-12.9%	-17.1%
Professional	53	67	75	73	14	6	20	27.0%	8.6%	37.9%
Nonprofessional	114	101	75	69	-13	-32	-45	-11.1%	-31.8%	-39.4%
Public master's										
Full-time faculty	48	47	44	43	-1	-4	-5	-1.8%	-8.8%	-10.4%
Part-time faculty	21	29	37	40	8	10	19	39.7%	34.8%	88.3%
Executive, administrative, and managerial	11	10	9	9	-1	-1	-1	-5.3%	-8.7%	-13.5%
Professional	18	28	35	36	9	8	17	51.1%	28.7%	94.5%
Nonprofessional	62	60	48	45	-2	-15	-17	-3.4%	-24.7%	-27.3%
Public bachelor's										
Full-time faculty	48	48	46	46	1	-2	-1	1.2%	-4.2%	-3.0%
Part-time faculty	23	31	36	37	8	6	14	35.9%	19.8%	62.7%
Executive, administrative, and managerial	12	13	14	14	1	0	1	6.6%	3.5%	10.3%
Professional	20	30	35	35	10	5	15	49.1%	15.3%	71.8%
Nonprofessional	65	64	53	52	-1	-13	-13	-0.9%	-19.6%	-20.3%
Public community colleges										
Full-time faculty	40	39	31	31	-1	-8	-9	-3.1%	-19.8%	-22.3%
Part-time faculty	65	76	67	69	11	-7	4	16.4%	-9.3%	5.6%
Executive, administrative, and managerial	10	10	8	8	0	-1	-1	0.6%	-15.6%	-15.1%
Professional	14	19	21	22	4	3	8	30.6%	18.1%	54.2%
Nonprofessional	51	55	45	45	5	-10	-6	9.4%	-18.8%	-11.2%

	1990	2000	2010	2012	Absolute Change 1990–2000	Absolute Change 2000–2012	Absolute Change 1990–2012	Percent Change 1990–2000	Percent Change 2000–2012	Percent Change 1990–2012
Private research										
Full-time faculty	77	82	96	98	5	16	21	6.7%	19.4%	27.5%
Part-time faculty	56	81	102	102	25	21	46	43.9%	26.1%	81.4%
Part-time faculty	42	49	52	53	8	4	12	18.1%	8.2%	27.8%
Part-time instructors/ Graduate assistants	29	50	60	56	20	7	27	68.3%	13.7%	91.3%
Executive, administrative, and managerial	30	32	40	41	2	9	11	6.9%	28.8%	37.7%
Professional	72	92	100	102	20	10	30	28.3%	10.8%	42.2%
Nonprofessional	163	154	118	114	-9	-40	-49	-5.7%	-26.0%	-30.2%
Private master's										
Full-time faculty	52	49	47	49	-3	0	-3	-5.8%	-0.9%	-6.6%
Part-time faculty	50	58	76	78	8	20	28	15.8%	35.5%	56.9%
Executive, administrative, and managerial	20	20	21	21	1	1	2	3.8%	4.7%	8.7%
Professional	30	35	44	46	5	11	16	17.0%	30.4%	52.6%
Nonprofessional	74	63	50	48	-11	-15	-26	-14.6%	-23.5%	-34.7%
Private bachelor's										
Full-time faculty	65	65	64	64	0	-1	-1	-0.7%	-1.1%	-1.7%
Part-time faculty	33	41	47	51	8	10	18	25.7%	23.2%	54.9%
Executive, administrative, and managerial	26	26	28	28	1	2	2	2.3%	5.7%	8.1%
Professional	34	47	61	64	12	17	29	35.8%	36.0%	84.8%
Nonprofessional	103	88	74	71	-15	-17	-31	-14.2%	-19.0%	-30.5%

Source: Delta Cost Project IPEDS Database, 1987–2010; 24-year matched set; IPEDS Fall Staff Survey, 2011.