

University staffing: Do we have the right blend?

Ian R Dobson

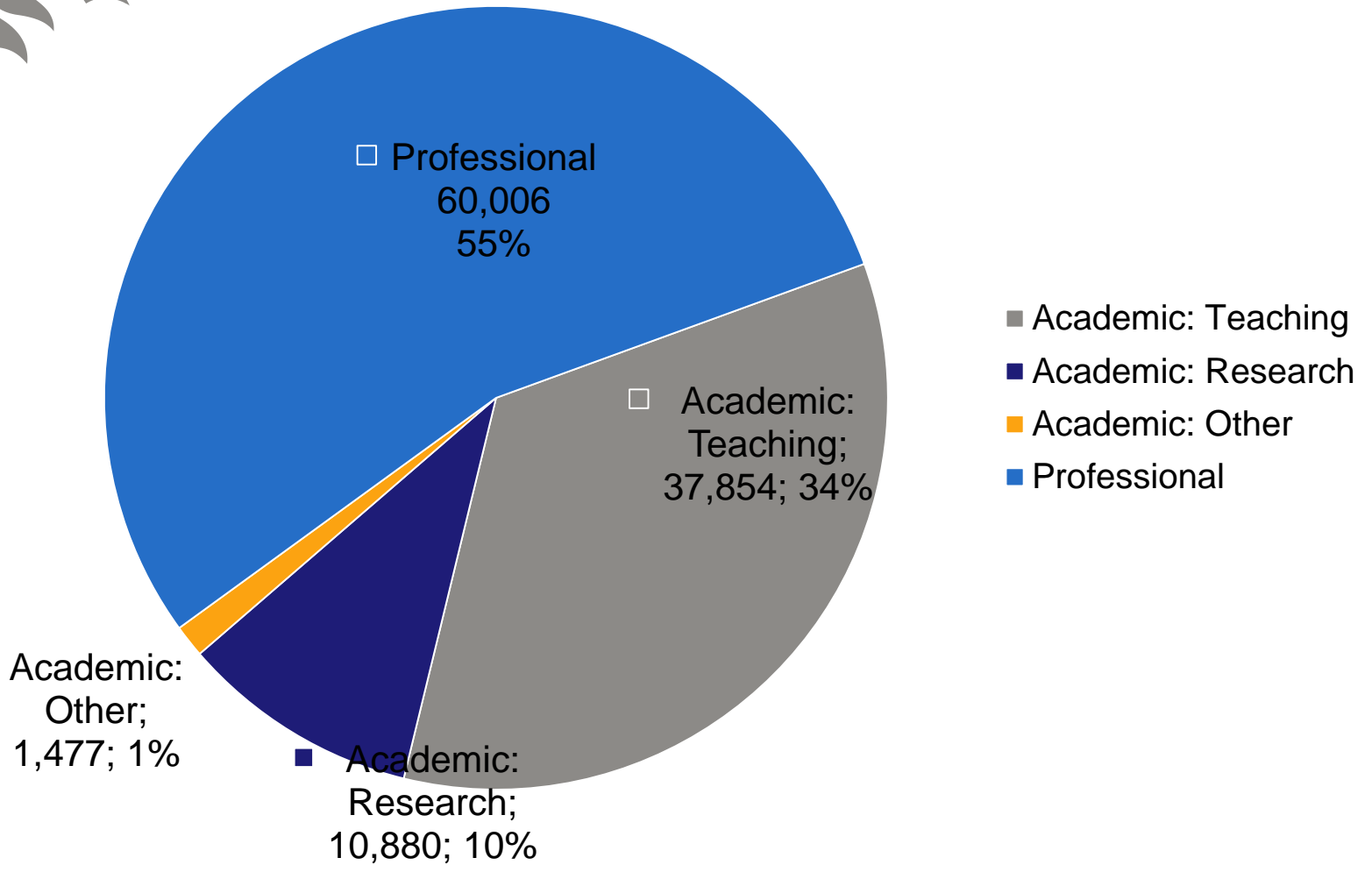
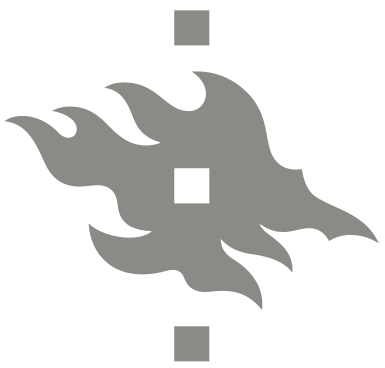
University of Helsinki

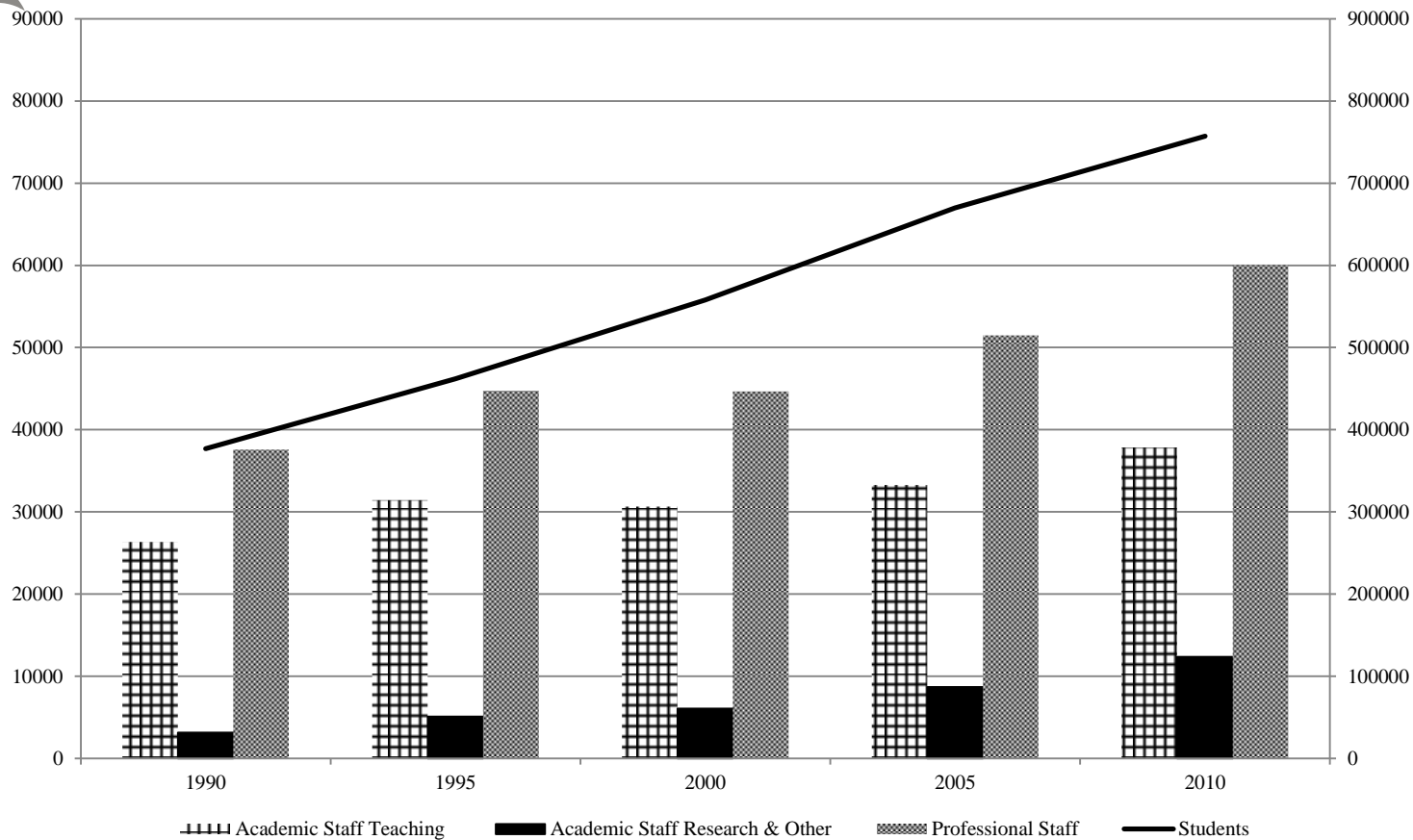
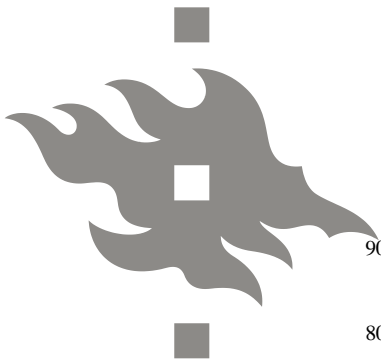


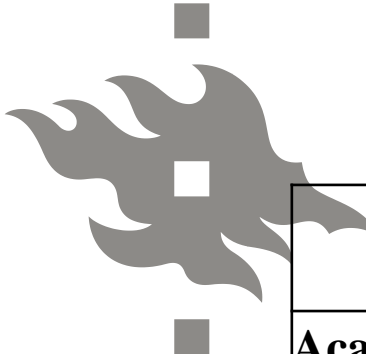
Introduction

universities in 2010:

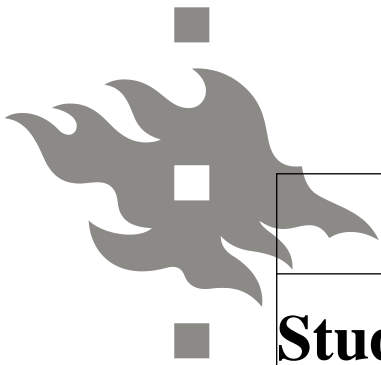
- >750,000 students (EFT)
- academic staff (~45%)
- professional staff (~55%)



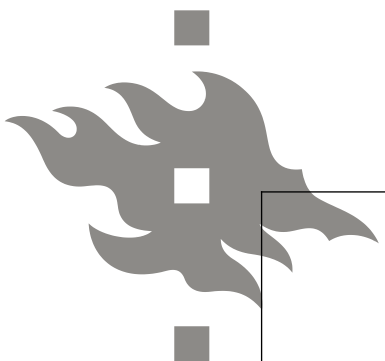




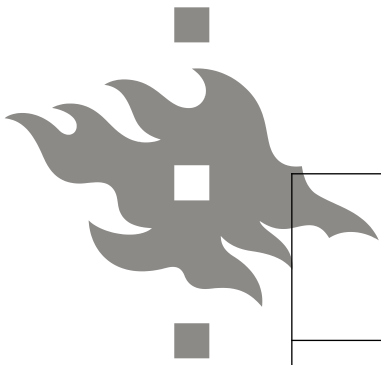
Students (EFT)	1990	2010	Increase	
	377000	757000	380000	100.8%
Academic Staff			No.	%
Teaching FTFFT	23551	28317	4766	20.2%
Teaching Casual	2789	9537	6748	242.0%
Sub total	26340	37854	11514	43.7%
<i>% Casual</i>	<i>10.6%</i>	<i>25.2%</i>		
Research FTFFT	2474	10487	8013	323.9%
Research Casual	142	392	250	175.6%
Sub total	2617	10880	8263	315.8%
<i>% Casual</i>	<i>5.4%</i>	<i>3.6%</i>		
Other FTFFT	505	1122	617	122.3%
Other Casual	41	355	314	766.9%
Sub total	546	1477	931	170.6%
<i>% Casual</i>	<i>7.5%</i>	<i>24.0%</i>		
Sub total Academic	29502	50211	20709	70.2%



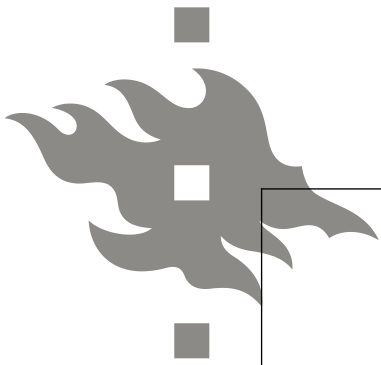
	1990	2010	Increase	
Students (EFT)	377000	757000	380000	100.8%
Professional Staff				
FTFFT	35805	52889	17083	47.7%
Casual	1787	7117	5330	298.3%
Sub total	37592	60006	22414	59.6%
<i>% Casual</i>	<i>4.8%</i>	<i>11.9%</i>		
Total Staff	67094	110216	43122	64.3%



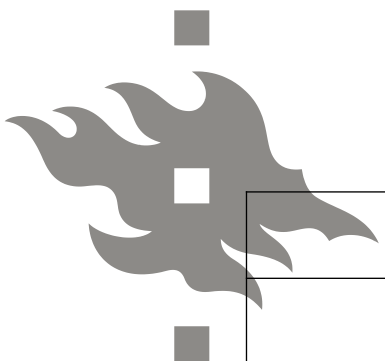
	1990			2010		
	FTFFT	Casual	Total	FTFFT	Casual *	Total
Academic Staff						
Academic Depts						
Teaching	23361	2659	26020	27733	9242	36975
Research	2435	132	2567	10111	383	10494
Other	204	29	233	728	209	937
<i>Sub total</i>	<i>26000</i>	<i>2820</i>	<i>28820</i>	<i>38572</i>	<i>9835</i>	<i>48407</i>
Libraries	22	0	22	4	6	10
Acad Support	247	120	367	792	287	1079
Student Services	50	9	59	111	46	157
Admin & O/head	212	22	234	448	111	559
Sub-total	26530	2972	29502	39927	10284	50211



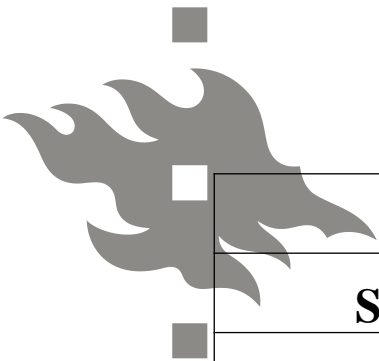
	Increase 1990-2010 - No.			Increase 1990-2010 - %		
	FTFFT	Casual	Total	FTFFT	Casual	Total
Academic Staff						
Academic Depts						
Teaching	4372	6583	10955	18.7%	247.6%	42.1%
Research	7676	251	7927	315.2%	190.2%	308.8%
Other	524	180	704	256.9%	620.7%	302.1%
<i>Sub total</i>	<i>12572</i>	<i>7015</i>	<i>19587</i>	<i>48.4%</i>	<i>248.8%</i>	<i>68.0%</i>
Libraries	-18	6	-12	-81.8%		-54.5%
Academic Support	545	167	712	220.6%	139.2%	194.0%
Student Services	61	37	98	122.0%	411.1%	166.1%
Admin & O/head Serv	236	89	325	111.3%	404.5%	138.9%
Sub-total Acad Staff	13397	7312	20709	50.5%	246.0%	70.2%



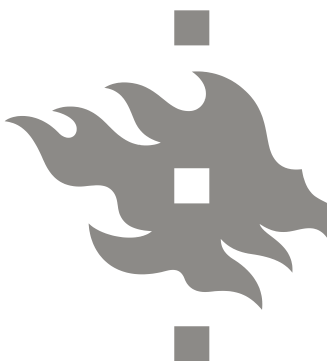
	1990			2010		
	FTFFT	Casual	Total	FTFFT	Casual*	Total
Professional Staff						
Academic Depts	14730	764	15494	21726	3768	25494
Libraries	3919	195	4114	4051	386	4437
Academic Support	3717	233	3950	6482	742	7224
Student Services	1238	125	1363	3206	600	3806
Admin & O/head Serv	7973	372	8345	14454	1429	15883
Buildings & Grounds	2561	65	2626	2686	112	2798
Cleaning & Security	1667	32	1699	284	80	364
Sub-total Prof Staff	35805	1787	37592	52889	7117	60006
Total	62335	4759	67094	92815	17401	110216



	Increase 1990-2010 - No.			Increase 1990-2010 - %		
	FTFFT	Casual	Total	FTFFT	Casual*	Total
Professional Staff						
Academic Depts	6996	3004	10000	47.5%	393.2%	64.5%
Libraries	132	191	323	3.4%	97.9%	7.9%
Academic Support	2765	509	3274	74.4%	218.5%	82.9%
Student Services	1968	475	2443	159.0%	380.0%	179.2%
Admin & O/head Serv	6481	1057	7538	81.3%	284.1%	90.3%
Buildings & Grounds	125	47	172	4.9%	72.3%	6.5%
Cleaning & Security	-1383	48	-1335	-83.0%	150.0%	-78.6%
Sub-total Prof Staff	17084	5330	22414	47.7%	298.3%	59.6%



	1990	2010	Increase	
Students (EFT)	377000	757000	380000	100.8%
Academic Staff				
FTFFT	26530	39926	13396	50.5%
Casual	2972	10284	7312	246.0%
Sub total	29502	50210	20708	
<i>% Casual</i>	<i>10.1%</i>	<i>20.5%</i>		
Professional Staff				
FT FFT	35805	52889	17083	47.7%
Casual	1787	7117	5330	298.3%
Sub total	37592	60006	22414	59.6%
<i>% Casual</i>	<i>4.8%</i>	<i>11.9%</i>		
Total Staff	67094	110216	43122	64.3%



Why are there more professional staff now than in the past?

- largely a function of the nature and administration of government policy: less funding, more reporting
- extra work created by our new university environment.



Since the Dawkins reforms:

- the higher education contribution scheme
- increased numbers of international students
- quality assurance
- applications for and reporting on use of research funding (‘research grant mania’)
- ill-conceived compliance (e.g. Nelson’s ‘student learning entitlement’; ERA journal ranking)



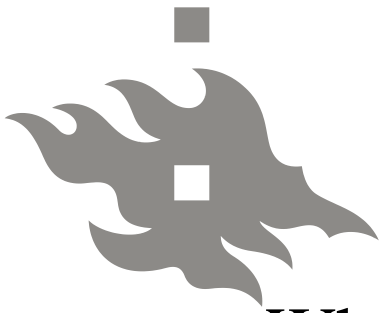
Since the Dawkins reforms (2):

- uncoordinated state and Commonwealth government accountability requirements.
- marketing, ‘branding’ and slogan writing.
(‘Go boldly? Dream large?')
- replication of central admin appointments in faculty and department offices



Is it any wonder that university professional staff numbers
have increased!

Someone has to deal with the extra work created by our new
university environment.

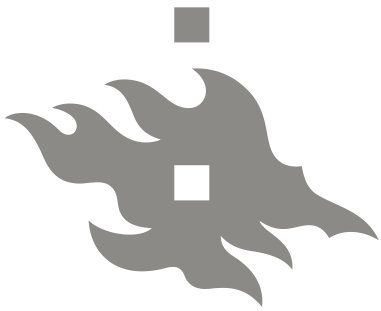


But wait! There's more!

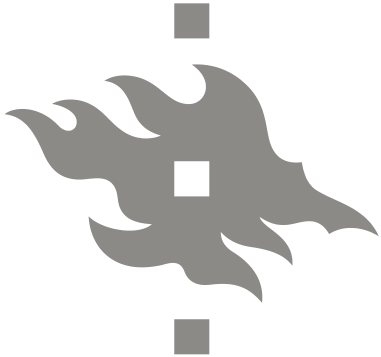
- What about the increasing numbers of staff *outside* universities:

- Quality agencies
- ARC; NHMRC; DIISRTE
- Other government departments, federal and state

Richard Hil: ...the 'ceaseless gaze' of various bodies and committees that want to measure everything (Whackademia, 2012).



- **The changing work environment (Whitchurch)**
 - work and the nature of work are changing
 - devolved management models, complex missions, blurring of boundaries
 - professional staff and managers working in academic outposts; dual lines of accountability
 - boundaries less clear-cut (professional staff, senior academic managers PVCs/Deans, and other academic staff)
 - functional ‘niches’



End word



Thank you!

Questions?