



Examining Institutional Outsourcing Practices and the IPEDS Human Resources Component

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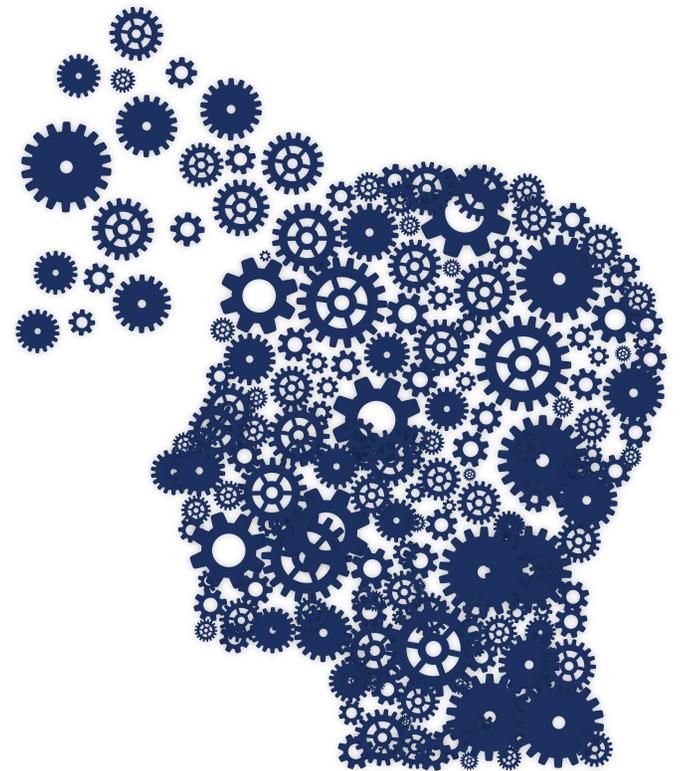
Commissioned by NPEC

Adapted for Presenting to the IPEDS Educators

August 2020

PROJECT SUMMARY

- Focus on outsourcing not currently captured in IPEDS-HR
- Emphasis on staffing patterns and employment practices for both instructional and non-instructional staff





EXAMINING CURRENT INSTITUTIONAL OUTSOURCING
PRACTICES AND THE IPEDS HUMAN RESOURCES SURVEY
COMPONENT

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December 3, 2019

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FULL PAPER AVAILABLE

- <https://nces.ed.gov/ipeds/npec/national-postsecondary-cooperative-education-npec-products>
- https://nces.ed.gov/ipeds/pdf/NPEC/data/NPEC_Paper_Examining_Institutional_Outsourcing_Practices_and_IPEDS_Human_Resources_Survey_Component.pdf

RESEARCH QUESTIONS

1

What pressures drive IPEDS institutions to create alternative staffing structures with their HR practices and to seek out HR-related cost savings?

2

3

4

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To what extent are institutions outsourcing services?

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What role does the utilization of part-time faculty play in institutional cost-saving efforts, and how is that role expected to change in the future?

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To what extent are institutions outsourcing services?

3

What role does the utilization of part-time faculty play in institutional cost-saving efforts, and how is that role expected to change in the future?

4

What data elements should be collected?

METHODOLOGY

1

Literature
Review

2

IPEDS Data
Analysis

3

Stakeholder
Interviews



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Literature Review

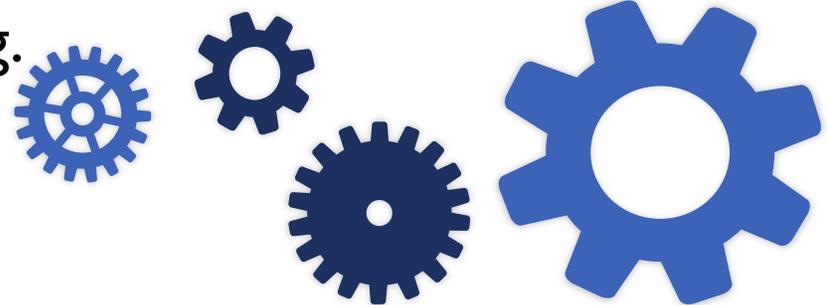
WHAT IS OUTSOURCING AND WHY DO IT?

- There is no single, agreed-upon definition of “outsourcing” as it relates to higher education.
- Generally, it refers to a higher education institution’s decision to contract with an external organization to provide a traditional campus function or service.
- Institutions typically consider outsourcing as a cost-saving measure.



COMMONLY OUTSOURCED SERVICES

- A 2002 UNICCO/NACUBO survey indicated that 91% of institutions outsource at least one service, while 78% outsource two or more.
- Food services and bookstores were outsourced by more than 50% of respondents.
- No large-scale study released in the past 15 years dedicated to higher education outsourcing.





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IPEDS Data Analysis

STAFFING PATTERNS IN IPEDS-HR

Outsourcing
IT Services

University of California
San Francisco

Privatization
of Athletics

Florida State
University

OUTSOURCING IT SERVICES

- University of California San Francisco announced in July 2016 that it would outsource 97 IT positions overseas as part of cost-saving measures.
- IPEDS reporting the following year:

Institution: University of California-San Francisco (110699)

Part B1 - Full-time Non-instructional Staff by Occupational Category
Number of Full-time Non-instructional Staff
by Occupational Category

As of November 1, 2017

•Report Hispanic/Latino individuals of any race as Hispanic/Latino
•Report race for non-Hispanic/Latino individuals only
•Include both medical school and non-medical school staff

Men Race/ethnicity	Management Occupations 11-0000	Business and Financial Operations Occupations 13-0000	Computer, Engineering, and Science Occupations 15-0000 + 17-0000 + 19- 0000	Community, Social Service, Legal, Arts, Design, Entertainment, Sports, and Media Occupations 21-0000 + 23-0000 + 27-0000	Healthcare Practitioners and Technical Occupations 29-0000
Total (men+women)	635	1,54	1,454	483	504
Total from prior year	793	2,04	1,295	259	494

PRIVATIZATION OF ATHLETICS

- In June 2019, Florida State University announced plans to privatize its athletic program.
- Florida State University Athletics Association (FSUAA) will be treated like a corporation, and the Athletics Director will serve as the CEO with a direct reporting line to the President of FSU.
- IPEDS directions instruct institutions to: “include only paid employees of your institution, recognizing that this may undercount the number of staff.”

INSTRUCTIONAL STAFF NOT CAPTURED IN IPEDS

Outsourced instructors

Part-time faculty teaching multiple courses or multiple terms in a year

Full-time staff teaching part-time

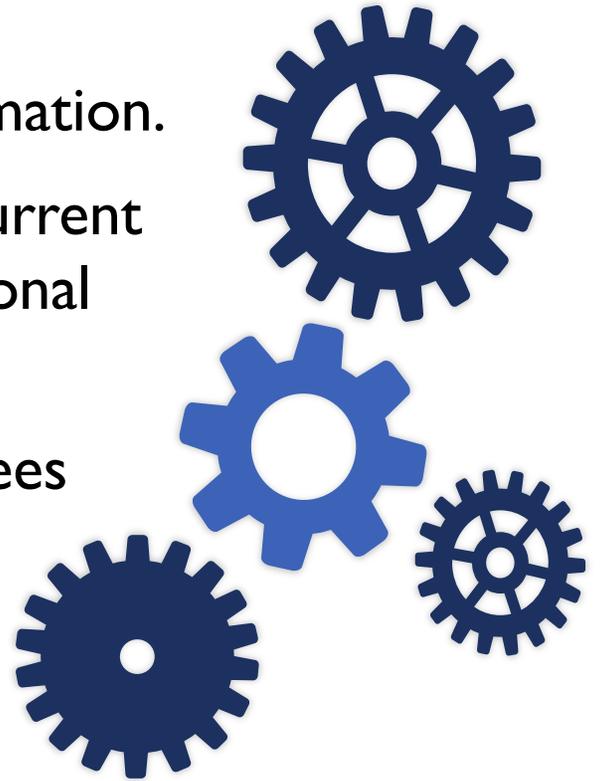


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Stakeholder Interviews

INTERVIEW THEMES

- Interest in IPEDS collecting outsourcing data.
- Recognized the difficulty in collecting such information.
- Numerous employees are not counted on the current IPEDS-HR survey, even though on the organizational chart.
- Increased outsourcing will lead to fewer employees captured in IPEDS-HR survey.



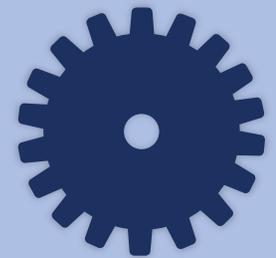


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Recommendations

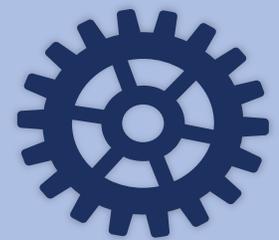
RECOMMENDATION #1

If outsourcing information is collected, create a clear definition of outsourcing.



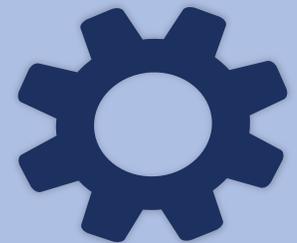
RECOMMENDATION #2

Review the edit flags.



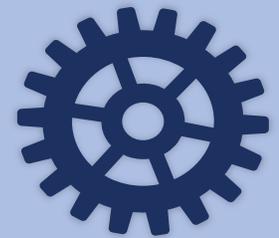
RECOMMENDATION #3

If outsourcing information is collected, develop resource guides.



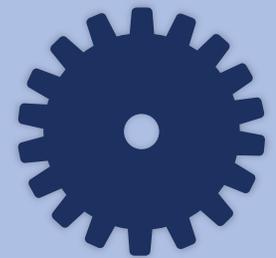
RECOMMENDATION #4

If outsourcing information is collected, consider options on the IPEDS Finance survey.



RECOMMENDATION #5

Consider collecting information on part-time faculty, regardless of funding source.





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