

## Employee Trends at UC: Focus on Staff

The University of California relies on academic and staff employees to fulfill its missions of teaching, research, and public service. In October 2018, the university had 47,858 full-time-equivalent (FTE) academic employees, including faculty and researchers, and 114,569 FTE staff.

Since 2008, academics and staff have grown at similar rates. The majority of staff growth was in UC Health<sup>i</sup> as health research and services have expanded. Enrollment increases have been met with increases in student workers and staff performing student services. As the workforce modernizes, clerical roles have shifted towards more highly skilled analytical, technical and professional staff. At the same time, the executive ranks have declined. Overall, UC relies increasingly on non-core<sup>ii</sup> funds and less on State funds for staff compensation.

## Staff growth compared to workload growth

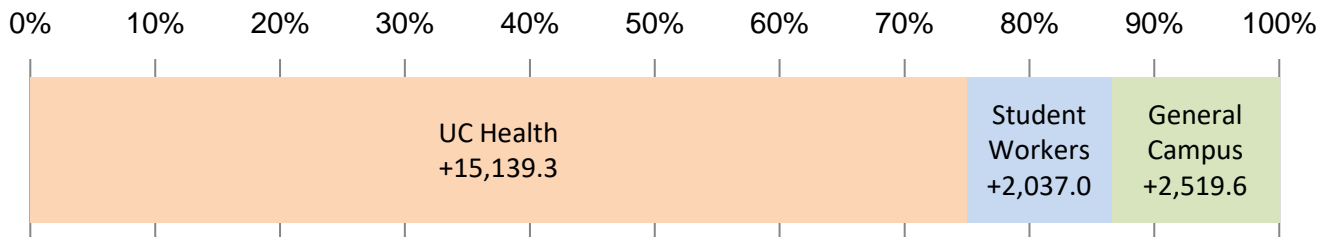
Overall, staff growth has been modest and correlated with workload increases such as medical center activity, enrollment growth, and expansion of student services and academic support.

Figure 1. Staff FTE vs. Enrollment<sup>iii</sup>, October 2008 to 2018, Revenues/Expenses<sup>iv</sup>, FY07-08 to FY17-18

|  | Oct 08   | Oct 18    | change    | annual % <sup>v</sup> |
|--|----------|-----------|-----------|-----------------------|
| Staff                                    | 94,872.8 | 114,568.7 | +19,695.9 | 1.9%                  |
| UC Health                                | 47,559.8 | 62,699.1  | +15,139.3 | 2.8%                  |
| General Campus Student Workers           | 6,448.7  | 8,485.7   | +2,037.0  | 2.8%                  |
| General Campus Non Students              | 40,864.3 | 43,383.9  | +2,519.6  | 0.6%                  |
| Total Enrollment (Fall)                  | 226,040  | 286,271   | +60,231   | 2.4%                  |
|  | FY 07-08 | FY 17-18  | change    | annual %              |
| Medical Center Revenues (millions)       | \$5,939  | \$12,065  | +\$6,125  | 7.3%                  |
| Academic Support Expenditures (millions) | \$1,753  | \$2,742   | +\$990    | 4.6%                  |
| Student Services Expenditures (millions) | \$727    | \$1,206   | +\$479    | 5.2%                  |

- UC Health accounted for 77% of staff growth, which parallels increases medical center revenues and expansion of services. Nearly all UC Health staff FTE are paid by non-core funds (97%), with the remainder in health science academic programs.
- General campus student worker<sup>vi</sup> growth tracked enrollment growth of 60,000 additional students. This enrollment growth combined with an expansion of work-study financial aid programs has increased student worker ranks.
- General campus non-student staff<sup>vii</sup>, including the Office of the President, grew less than 1% per year amidst increasing enrollment and expansion student services and academic support. The growth of student services staff and senior professional staff for those purposes has been largely offset by clerical and other support staff reductions (see figure 4 for details).

Figure 2: Staff FTE Growth by Category from October 2008 to 2018



## General campus, non-student staff by personnel program

UC staff belong to three different personnel programs based on scope, responsibility and conditions of employment: Senior Management Group, Managers and Senior Professionals, and Professional and Support Staff.

Figure 3. General Campus, Non-Student Staff FTE by Personnel Program<sup>viii</sup>, October 2008 to 2018

|  | Oct 08          | Oct 18          | change          | annual %    |
|--|-----------------|-----------------|-----------------|-------------|
| Executives/Senior Management Group (SMG) | 148.8           | 124.2           | (24.6)          | -1.8%       |
| <i>Academic Administrators*</i>          | 81.0            | <i>na</i>       |                 |             |
| Managers and Senior Professionals (MSP)  | 4,652.8         | 6,901.6         | +2,248.8        | 4.0%        |
| <i>Managers (M)</i>                      | 2,839.5         | 3,152.9         | +313.4          | 1.1%        |
| <i>Senior Professionals (SP)</i>         | 1,813.3         | 3,748.7         | +1,935.4        | 7.5%        |
| Support Staff (PSS)                      | 35,981.8        | 36,358.1        | +376.3          | 0.1%        |
| <b>Total</b>                             | <b>40,864.3</b> | <b>43,383.9</b> | <b>+2,519.6</b> | <b>0.6%</b> |

\* Academic Administrators (mostly Deans) were reclassified as academics in 2010. They have been separated here to provide appropriate comparisons.

- The Executives/Senior Management Group (SMG)<sup>ix</sup> consists of the president, chancellors, and other senior executives. These FTE decreased by 16.5% since 2008, a period when the Merced campus was growing. These employees represent less than one-half of one percent of general campus staff.
- Managers and Senior Professionals (MSP) consists of mid-level managers (M) and senior professionals (SP) who perform highly-skilled services. Senior professionals made up the bulk of MSP growth, reflecting the professionalization of UC's workforce and greater reliance on technical expertise.
- Professional and Support Staff (PSS)<sup>x</sup> cover a broad range of student service and administrative functions. Reductions in FTE from administrative efficiencies and a related shift towards higher skill jobs have offset increases in student services staff. These trends resulted in very minor growth (0.1% annual average) since 2008.

## Job family shifts among senior professionals and support staff

Changes in job family show the transformation of general campus staff towards higher skilled professions due to new demands as well as shifts in technology and the environment.

Figure 4. General Campus, Non-Student Senior Professional and Support Staff by Job Family, October 2008 to 2018

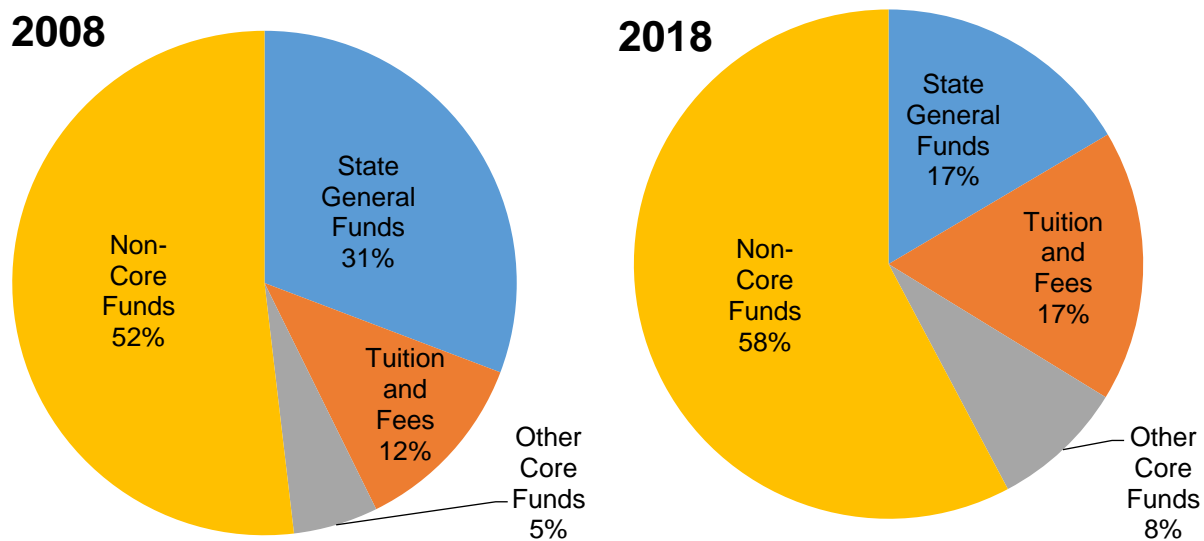
|   |                             | Oct 08          | Oct 18          | change          | annual %    |
|---|-----------------------------|-----------------|-----------------|-----------------|-------------|
| Clerical & Allied Services                          | Support Staff               | 7,433.5         | 4,946.5         | (2,487.0)       | -4.0%       |
| Student Services (Health, Housing, Dining, etc.)    | Senior Professionals        | 124.7           | 488.5           | +363.8          | 14.6%       |
|   | Support Staff               | 5,636.5         | 9,134.3         | +3,497.8        | 4.9%        |
| Administrative Analysis (HR, fiscal, legal, etc.)   | Senior Professionals        | 388.0           | 1,056.8         | +668.8          | 10.5%       |
|   | Support Staff               | 7,975.2         | 8,333.7         | +358.5          | 0.4%        |
| Computer Programming and Analysis                   | Senior Professionals        | 918.7           | 1,432.3         | +513.6          | 4.5%        |
|   | Support Staff               | 3,390.6         | 3,008.8         | (381.8)         | -1.2%       |
| Arch./Engineering/Maint & Plant Operations          | Senior Professionals        | 231.1           | 413.4           | +182.3          | 6.0%        |
|   | Support Staff               | 6,701.7         | 6,717.6         | +15.9           | 0.0%        |
| All Others (Communication, Arts, Lab, Safety, etc.) | Senior Professionals        | 150.7           | 357.7           | +207.0          | 9.0%        |
|   | Support Staff               | 4,844.4         | 4,217.3         | (627.1)         | -1.4%       |
|   | <b>Senior Professionals</b> | <b>1,813.2</b>  | <b>3,748.7</b>  | <b>+1,935.5</b> | <b>7.5%</b> |
|   | <b>Support Staff</b>        | <b>35,981.9</b> | <b>36,358.2</b> | <b>+376.3</b>   | <b>0.1%</b> |

- Clerical roles have decreased as basic administration has become more efficient and technology has been utilized.
- Senior professional growth in most categories recognizes the increasing level of professional and technical skills needed in a modern workforce.
- Growth in administrative analysis and computer programming reflects the greater need for analytical and technical services to support a large, complex and diverse institution.
- Student service role increases are due to absorbing previously contracted work, to accommodating enrollment growth over this period, and to growing auxiliary enterprises.

## Funding for general campus, non-student staff

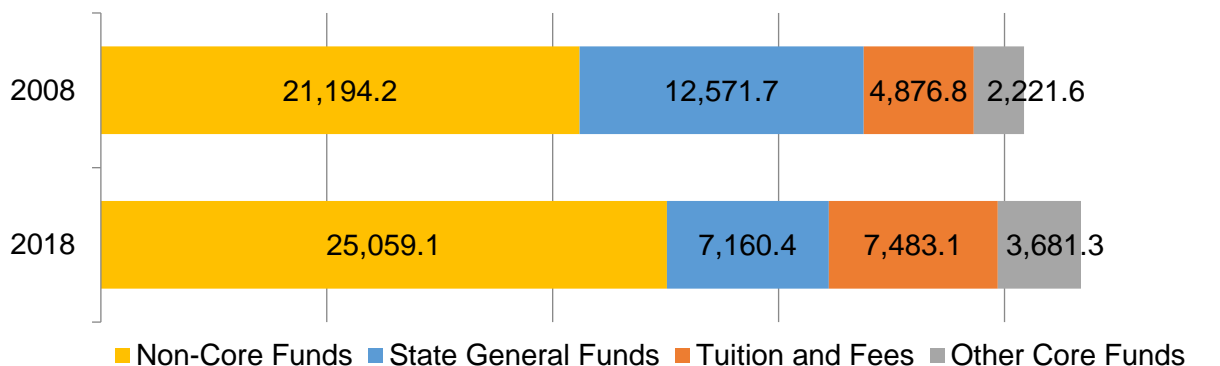
State funds play a smaller role in staff support; non-core funds now cover 58% of FTE.

Figure 5. General Campus, Non-student Staff FTE, October 2008 to 2018



- General campus, non-student staff supported by State funds fell by 5,411.3 FTE over the decade even as overall FTE increased by 2,519.6.
- State general funds and tuition & fees support about one third of these staff FTE in 2018.
- Reliance on tuition and other core funds<sup>xi</sup> increased moderately; overall core-funded<sup>xii</sup> staff went down by 1,345.4 FTE since 2008.
- Non-core funds such as research, federal support, and auxiliary revenue play a larger role in 2018, supporting 3,865 more staff FTE than in 2008.

Figure 6. General Campus, Non-Student FTE by Fund Type, October 2008 to 2018



## Summary of Staff Trends

The University of California relies on academic and staff employees to fulfill its missions of teaching, research, and public service. In October 2018, the university had 47,858 full-time-equivalent (FTE) academic employees, including faculty and researchers, and 114,569 FTE staff.

Since 2008, academics and staff have grown at similar rates. The majority of staff growth was in UC Health as health research and services have expanded. Enrollment increases have been met with increases in student workers and staff performing student services. As the workforce modernizes, clerical roles have shifted towards more highly skilled analytical, technical and professional staff. At the same time, the executive ranks have declined. Overall, UC relies increasingly on non-core funds and less on State funds for staff compensation.

Figure S-1. All Staff FTE by Category & Fund, October 2008 to 2018

|                             | Total Staff     |                  | UC Health (staff & students) |                 | General campus student workers |                | General campus non-student |                 |
|-----------------------------|-----------------|------------------|------------------------------|-----------------|--------------------------------|----------------|----------------------------|-----------------|
|                             | Oct 08          | Oct 18           | Oct 08                       | Oct 18          | Oct 08                         | Oct 18         | Oct 08                     | Oct 18          |
| State General Funds         | 15,639.1        | 8,402.7          | 2,154.3                      | 628.9           | 913.1                          | 613.4          | 12,571.7                   | 7,160.4         |
| Tuition & Fees              | 6,064.0         | 9,551.3          | 767.8                        | 1,009.1         | 419.3                          | 1,059.1        | 4,876.8                    | 7,483.1         |
| Other Core funds            | 2,763.7         | 4,319.9          | 380.7                        | 323.3           | 161.4                          | 315.3          | 2,221.6                    | 3,681.3         |
| <b>SUBTOTAL: Core Funds</b> | <b>24,466.8</b> | <b>22,273.9</b>  | <b>3,302.8</b>               | <b>1,961.3</b>  | <b>1,493.8</b>                 | <b>1,987.8</b> | <b>19,670.2</b>            | <b>18,324.8</b> |
| Non-Core funds              | 70,406.1        | 92,294.8         | 44,257.0                     | 60,737.8        | 4,954.9                        | 6,497.9        | 21,194.2                   | 25,059.1        |
| <b>TOTAL</b>                | <b>94,872.8</b> | <b>114,568.7</b> | <b>47,559.8</b>              | <b>62,699.1</b> | <b>6,448.7</b>                 | <b>8,485.7</b> | <b>40,864.3</b>            | <b>43,383.9</b> |

Figure S-2. General Campus, Non-Student Staff FTE by Personnel Program & Fund, October 2008 to 2018

|                             | Executives   |              | Managers       |                | Sr. Professionals |                | Support Staff   |                 |
|-----------------------------|--------------|--------------|----------------|----------------|-------------------|----------------|-----------------|-----------------|
|                             | Oct 08       | Oct 18       | Oct 08         | Oct 18         | Oct 08            | Oct 18         | Oct 08          | Oct 18          |
| State General Funds         | 134.6        | 44.2         | 981.8          | 739.9          | 598.8             | 630.0          | 10,856.6        | 5,746.3         |
| Tuition & Fees              | 30.4         | 25.0         | 365.7          | 628.9          | 233.3             | 730.0          | 4,247.4         | 6,099.2         |
| Other Core funds            | 23.8         | 22.7         | 173.5          | 380.4          | 105.8             | 323.9          | 1,918.6         | 2,954.2         |
| <b>SUBTOTAL: Core Funds</b> | <b>188.7</b> | <b>91.9</b>  | <b>1,521.0</b> | <b>1,749.3</b> | <b>937.9</b>      | <b>1,683.9</b> | <b>17,022.6</b> | <b>14,799.8</b> |
| Non-Core funds              | 41.1         | 32.4         | 1,318.5        | 1,403.6        | 875.3             | 2,064.8        | 18,959.2        | 21,558.4        |
| <b>TOTAL</b>                | <b>229.8</b> | <b>124.2</b> | <b>2,839.5</b> | <b>3,152.9</b> | <b>1,813.3</b>    | <b>3,748.7</b> | <b>35,981.8</b> | <b>36,358.1</b> |

\*For definitions of categories, personnel programs and funds, see endnotes.

**NOTE:** Detail in all tables and figures may not add to total due to rounding.

<sup>i</sup> UC Health includes non-academic staff employed at a medical center or by health science academic units (i.e. schools of medicine, dentistry, nursing, pharmacy, optometry, public health and veterinary medicine). Examples include doctors, dentists, nurses, pharmacists, hospital assistants, health sciences academic advisors, and support staff. Also includes several hundred student worker FTE within those units.

<sup>ii</sup> Non-Core funds include sales and services revenues from UC's hospitals; clinics; auxiliary enterprises such as housing, dining, parking, and bookstores; University Extension; contracts and grants directly for research, and private support. Non-Core funds also include the systemwide assessment. In the year prior to implementation of the systemwide assessment, about two-thirds of UCOP and systemwide programs staff were supported on Non-Core funds.

<sup>iii</sup> Enrollment includes general campus and health science undergraduates, graduates and medical residents. Sourced from the IRAP InfoCenter Fall Headcount: <https://www.universityofcalifornia.edu/infocenter/fall-enrollment-headcounts>

<sup>iv</sup> University-wide, inflation-adjusted (to 2017-18 dollars) revenues and expenses by function. Sourced from the IRAP Information Center Revenue and Expense Data: [www.universityofcalifornia.edu/infocenter/revenue-and-expense-data](http://www.universityofcalifornia.edu/infocenter/revenue-and-expense-data)

<sup>v</sup> Annual % refers to the compound annual growth rate over the time period, which is the accounting definition of average growth rate per year.

<sup>vi</sup> Student Workers includes students employed in staff titles outside of medical centers and health sciences academic departments. They work in places like campus bookstores, libraries, food services and other campus auxiliary enterprises.

<sup>vii</sup> General Campus is all staff excluding students and those employed at the non-medical centers and within health science academic departments. This includes campuses and systemwide administrative departments such as UCOP.

<sup>viii</sup> UC has the following personnel programs:

- Senior Management Group (SMG) or Executives are the senior executive leadership of the University. These include employees such as the President, Chancellors, Vice Presidents, Vice Chancellors and Campus Counsels (lawyers).
- Managers are a subgroup within Management and Senior Professionals (MSP) personnel program. They perform managerial and supervisory duties within academic and administrative departments.
- Senior Professionals (sometimes called Technical/Professional staff) are part of the MSP personnel program. Jobs in this category require a high level of professional experience and carry a significant level of responsibility. Examples include senior administrative analysts and information technology professionals, fundraisers, coaches, and student health physicians.
- Professional and Support Staff (PSS) staff or "Support Staff" perform functions including maintenance, food services, laboratory sciences, student advising and counseling, recreational programs, clerical support, and analysis in areas such as human resources, financial, budget, and accounting. Typical positions include clerical employees, programmer analysts, IT desktop support, administrative analysts, janitors, food service workers, lab technicians, police officers, etc.

<sup>xi</sup> FTE covered by other core funds is prorated based upon revenues and expenditures.

<sup>xii</sup> Core Funds provide permanent funding for UC's core mission and support activities, including faculty salaries and benefits, academic and administrative support, student services, operation and maintenance of plant, and financial aid. Core Funds include state general funds, tuition and fees, and UC general funds (primarily nonresident supplemental tuition and a portion of indirect cost recovery from contracts and grants prorated in this analysis).