

U H E R O



**U**niversity of  
**H**awai'i  
**E**conomic  
**R**esearch  
**O**rganization

# **Staff Support at UH Mānoa: A Comparative Analysis**

**Prepared for the Chancellor's office University of Hawai'i at Manoa**

**February 7, 2007**

**by**

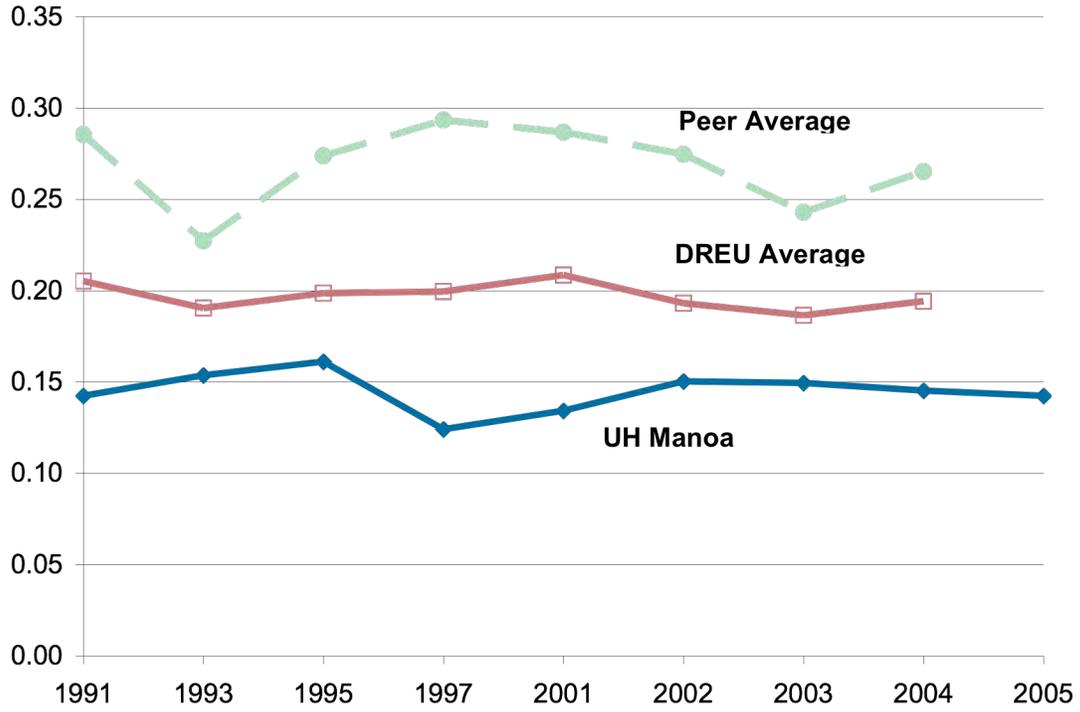
**Sang-Hyop Lee, Carl Bonham, and Archie Gatchalian  
University of Hawaii Economic Research Organization (UHERO)**

This study provides a comparative analysis of the staff support at the University of Hawai'i at Mānoa (UHM), its peer group (Peer), and all 4-year public Doctoral/Research-Extensive Universities (DREU).<sup>i</sup> To evaluate whether UHM is providing too little or too much staff support to students and faculty, we compare the ratio of full-time equivalent (FTE) staff to FTE enrollment and the ratio of FTE staff to FTE faculty across the three groups of schools. In addition to aggregate staff comparisons, we also evaluate specific support staff categories: executive, administrative, and managerial; other professional (support/service); technical and paraprofessional; clerical and secretarial; skilled crafts; and service/maintenance.

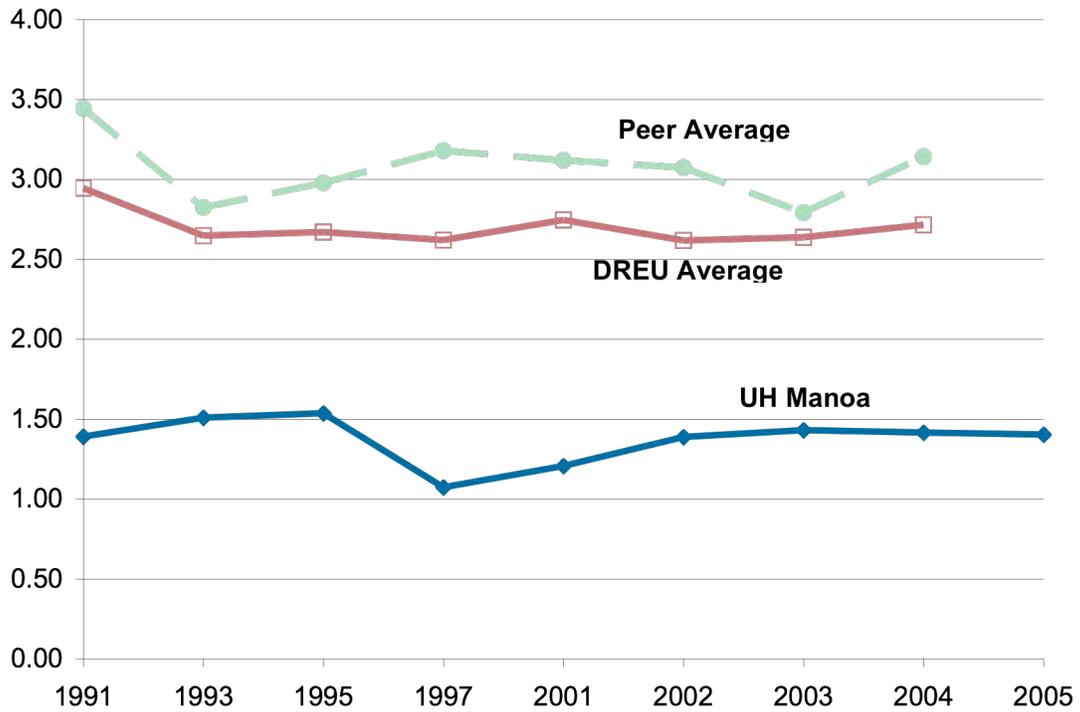
For the period from 1991 to 2004, we find that the total staff-to-faculty and staff-to-enrollment ratios for UHM are consistently below the average ratios for all DREU institutions.<sup>ii</sup> (See Figures 1 and 2.) In 2004, UHM employed .15 staff for each FTE enrollment, while the average DREU institution employed .19 FTE staff per FTE enrollment. At the same time, the average DREU institution employed almost twice as many FTE staff per faculty as UHM—2.7 staff per FTE faculty compared with 1.4 for UHM.<sup>iii</sup> Note that the staffing shortfall of UHM is even more dramatic when compared to its Peer group; the 12 Universities in the UHM peer group employed almost twice as many staff per enrollment as UHM, and more than twice as many staff per faculty as UHM.<sup>iv</sup>

When examining the staffing ratios over time, it is clear that there was a significant drop in staffing at UHM in 1995 that did not occur at the average DREU or at UHM's peers. For example, Figure 2 shows that the staff to faculty ratio fell from slightly more than 1.5 in 1995 to slightly more than 1 staff per faculty in 1997. The decline was particularly sharp (up to 50%) in some staff categories. The apparent cause of this drop was the State early retirement program. The gap between UHM and its peers is now largest for the executive, administrative, managerial; and skilled crafts categories (Figures 3 and 4). While the staffing gap is smallest for the technical and paraprofessional category, it is still substantial, with the UHM Peer group averaging more than twice as many FTE staff per faculty as UHM.

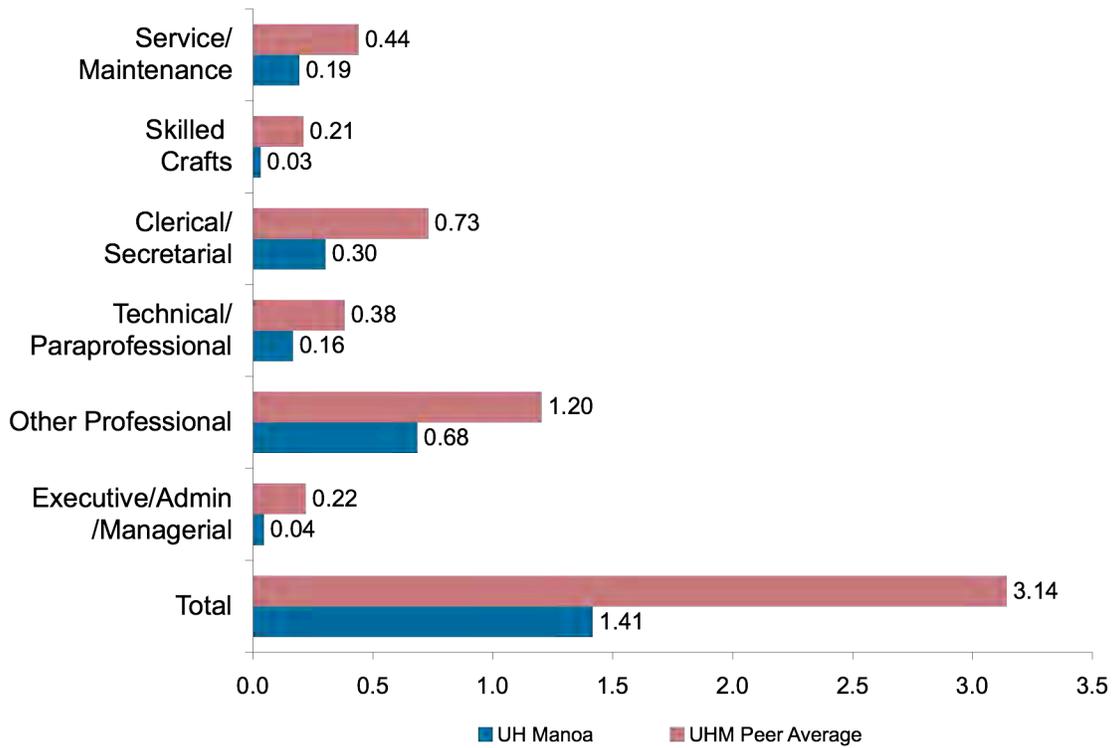
**Figure 1: Ratio of FTE Staff to FTE Enrollment: UHM vs DREU and Peer Average**



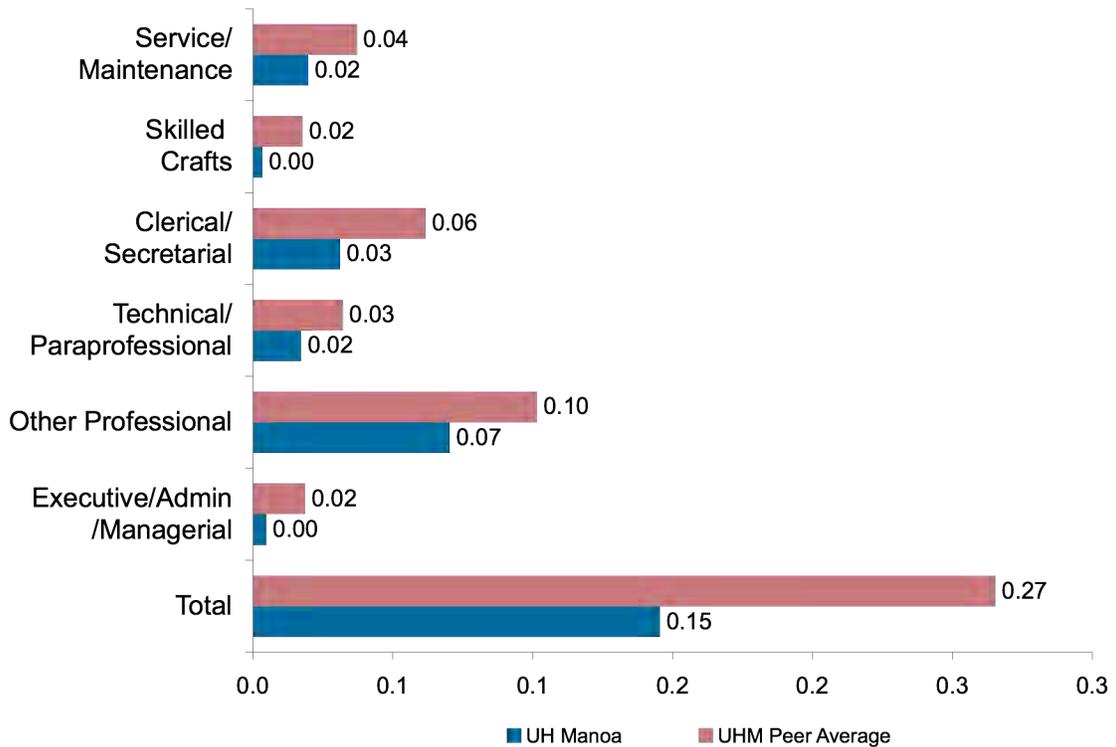
**Figure 2: Ratio of FTE Staff to FTE Faculty: UHM vs DREU and Peer Average**



**Figure 3: 2004 Ratio of FTE Staff to FTE Faculty: UHM vs Peer Average**



**Figure 4: 2004 Ratio of FTE Staff to FTE Enrollment: UHM vs Peer Average**



---

<sup>i</sup> Doctoral/Research Extensive Universities (DREU) are classified by the Carnegie Foundation as those that typically offer a wide range of baccalaureate programs, are committed to graduate education through doctorate, and award 50 or more doctoral degrees per year across at least 15 disciplines. The UHM Peer group was defined by UHM and consists of 12 universities—University of California-Davis, Colorado State University, University of Georgia, Iowa State University, University of Kentucky, Louisiana State University & Agricultural & Mechanical & Herbert Laws Center, University of Missouri-Columbia, University of North Carolina-Chapel Hill, Oregon State University, The University of Tennessee, University of Utah, and University of Virginia-Main Campus. The data used in this study is from the UH Office of Human Resources, and the Integrated Postsecondary Education System (IPEDS) database. IPEDS is maintained by the National Center for Education Statistics. Our data covers the period from 1991 to 2005 (or 2004 for some variables).

<sup>ii</sup> For Peer and DREU, we compare UHM to the average for the Peer group and all 102 DREU.

<sup>iii</sup> While the staffing shortfall appears more dramatic when comparing FTE staff to FTE Faculty, this is partly due to the fact that UHM tends to have more faculty per FTE enrolled student than its Peers or the DREU average.

<sup>iv</sup> Since the IPEDS does not include any system wide support staff, we are not counting staff at support units such as the Research Corporation of the University of Hawaii (RCUH). To the extent that the UH System provides more support to UHM faculty and students than is true in other systems, our figures might overstate the extent of the staffing shortfall. Yet, even if we were to count the roughly 2000 RCUH FTE staff as UHM staff, UHM would still have 23% fewer FTE support staff per FTE faculty than its Peers.