The National Committee of Inquiry into Higher Education

Report 4

Administrative and support staff in higher education: their experiences and expectations

Claire Whitley
with
Clare Callender

Policy Studies Institute

Contents

Acknowledgements

Executive Summary

1 Introduction

Background to the study

Aims and objectives of the study

Methodology

The structure of this report

2 The staff
Key points

Motives for entering higher education: a typology

The niche-finders

The subject specialists

The new professionals

3 Changes in the workload

Key points

Introduction

Changes in the student population

Resource constraints and staffing levels

Concerns about increasing workloads

4 The changing roles and responsibilities of administrative and support staff

Key points

Introduction

The growth of information technology in higher education

Changes in the delivery of higher education

Enterprise in higher education

Responsibility without power

5 Training, staff development and opportunities for career progression

Key points

Introduction

Opportunities for training

Commitment to staff development

Opportunities for career progression

6 Job satisfaction and plans for the future
Key points

Introduction

General sources of job satisfaction

Specific sources of job satisfaction

General sources of job dissatisfaction

A future in higher education?

7 Recommendations for change

Key points

Introduction

Resource management

A better career structure

The need for a strategic approach

End notes
Appendix 1 Technical report
Appendix 2 Topic guide for focus groups