University Professional Association for Human Resources (CUPA-HR) 2006–07 Administrative Compensation Survey lists associate and assistant director jobs in finance and business, operations, external affairs, development, academic affairs, and compliance.

Some of the increasing demand for specialization among higher education administrators represents increased reporting requirements related to crime on campus, environmental safety standards, learning outcomes, accreditation, and nondiscrimination in employment. Another factor driving the movement toward specialization is the increasing importance of technology for research, teaching, and managing overall university operations. The CUPA-HR survey report on the salaries of mid-level managers includes the positions of Webmaster, television station manager, systems programmer, database administrator, information systems security analyst, and e-mail administrator. To the degree that the movement toward specialization in higher education administration represents a redistribution of work formerly performed by faculty, it also represents a diminished role for faculty in shared governance of the institution.

**Shifts in Staffing**

Data collected through the U.S. Department of Education’s Integrated Postsecondary Education Data System provide a detailed picture of changes in staffing priorities between 1976 and 2005, a period that saw student enrollment increase by 60 percent. The total growth in higher education personnel during this period was slightly larger than the growth in enrollment, at 84 percent. But as figure 3 illustrates, the aggregate growth in higher education employment disguises enormous differences in growth rates across different categories of the higher education workforce. Full-time, nonfaculty professional staff grew at the highest rate—281 percent between 1976 and 2005. This category includes many of the newly created positions in higher education referred to above. Although the ranks of full-time administrators in higher education grew less rapidly, their numbers doubled between 1976 and 2005.

The one exception to the tremendous growth rates in nonfaculty...