

## Higher Education Employment Report

Fourth Quarter & Annual, 2015 / Published February 2016

### Executive Summary

During Q4 2015, the number of jobs in higher education increased 1.25 percent, or about 24,100 jobs, the largest increase in jobs for the sector in three years, regardless of quarter. For the year, higher education jobs were up 0.55 percent in 2015, nearly identical to the 0.58 percent growth observed in 2014. Despite the recent growth in higher education jobs, the U.S. economy added jobs at an even faster rate. As a result, the market share of higher education jobs compared to all U.S. jobs continued to decline annually in 2015 and in Q4 2015.

Meanwhile, the number of advertisements for job postings in academia continued to increase, and at a faster pace from a year ago both in 2015 and in Q4 2015. Although postings for full-time higher education jobs in Q4 2015 outpaced increases from a year ago, postings for part-time positions continued to increase faster than postings for full-time positions. Furthermore, job postings for full-time faculty grew at a much faster pace in 2015 than in 2014, but at a lesser rate in Q4 2015 than in Q4 2014. In addition, job postings for part-time faculty increased both Q4 2015 and in 2015 overall.

As of the fourth quarter of 2015, analyses of U.S. Department of Labor / Bureau of Labor Statistics (BLS) data on higher education employment as well as job posting trends with HigherEdJobs found:

- The number of jobs in higher education expanded in Q4 2015 at the highest growth rate in three years, regardless of quarter.
- Consistent with the trend observed in higher education employment, the number of advertisements for job openings trended upward in Q4 2015.
- The ratio of faculty to administrative and executive postings declined during Q4 2015 and at a slightly greater rate than the year before. However, despite the decreasing ratio of job postings for faculty, the actual number of faculty job postings continued to increase.
- Although full-time higher education job postings grew in Q4 2015 at a slightly faster rate than the previous year, part-time postings increased at an even greater rate.
- Job postings for full-time faculty grew at a faster rate in 2015 compared to the previous year, but were still outpaced by increases in postings for part-time faculty.
- The number of jobs at community colleges continued to decline during Q4 2015 and at a faster rate. However, the number of advertised job openings at community colleges for this period continued to increase during the same time period although at a slower rate than in previous years.
- The West region experienced the largest percentage increase in higher education job postings in Q4 2015, driven by similar and strong growth in both of its divisions.

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● **SPECIAL FOCUS** ●  
**STUDENT AFFAIRS JOB POSTINGS**

- Postings for jobs in student affairs and services experienced slowing growth in Q4 2015 as well as annually for 2015.

## About HigherEdJobs®

HigherEdJobs is the leading source for jobs and career information in academia. The company's web site, [www.higheredjobs.com](http://www.higheredjobs.com), receives more than 1.2 million unique visitors a month. During 2015, more than 5,400 colleges and universities posted 186,000 faculty, administrative, and executive job postings to HigherEdJobs.

Founded in 1996, HigherEdJobs' mission is to help higher education candidates and employers connect with one another to find their dream job, or employee, as quickly as possible with the least amount of effort.

HigherEdJobs is published by Internet Employment Linkage, Inc. (IEL). IEL is headquartered in State College, Pa., and has an accounting and operations office in Oak Park, Ill.

## About this Report

The *HigherEdJobs Higher Education Employment Report*, published quarterly, provides summary information about employment within the higher education community. The goal of the report is to help academic leaders and policymakers better appreciate the trends we are experiencing with employment in real time. Those seeking jobs should also appreciate these same data.

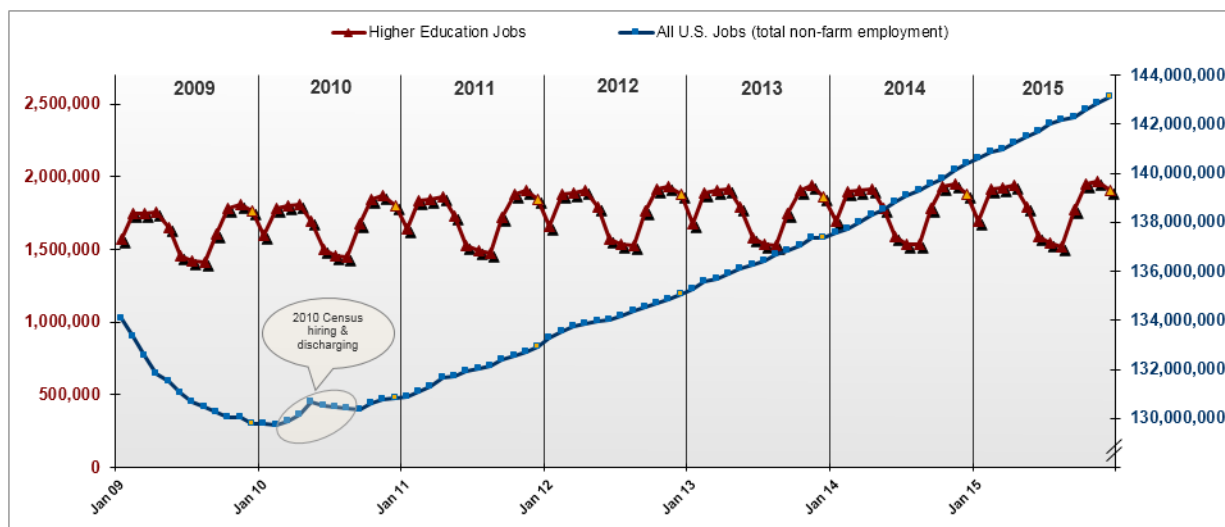
As background to some of the statistics we are reporting here, we define Higher Education Employment to include all types of employment at four-year colleges and universities as well as two-year community colleges.

Findings on jobs in higher education and the U.S. economy are based on data from the U.S. Department of Labor / Bureau of Labor Statistics (BLS). Except where indicated otherwise, findings on advertised job postings in higher education are based on posting data from U.S. colleges and universities that have been continually subscribed to the HigherEdJobs unlimited posting plan since January 2011, a cohort of roughly 890 institutions. Each of the institutions included in this report has paid a flat fee for unlimited advertising and, consequently, has no financial deterrent to discourage it from posting any job opening on HigherEdJobs.

The *Higher Education Employment Report* is produced by HigherEdJobs with critical analysis and expertise provided by Bruce Steinberg ([www.SteinbergEmploymentResearch.com](http://www.SteinbergEmploymentResearch.com)), an independent employment researcher.

**Finding:** The number of jobs in higher education expanded in Q4 2015 at the highest growth rate in three years, regardless of quarter.

Higher Education Jobs Compared to All U.S. Jobs (Monthly)



Source: HigherEdJobs®, based on U.S. Department of Labor / Bureau of Labor Statistics data, which are subject to revisions.  
(Note: Yellow markers are December data and presented for ease of year-over-year comparison.)

Higher education employment increased 1.25 percent, or about 24,100 jobs, in Q4 2015. This was the largest rate of growth in three years – regardless of quarter – since Q4 2012 when higher education jobs grew 1.55 percent.

The loss of jobs in the community college sector was more than compensated by gains at four-year institutions. Although an analysis of BLS data shows the community college sector lost 5,300 jobs, or 7.6 percent of its workforce, in Q4 2015, the number of jobs at four-year colleges increased 1.6 percent, or 29,400 jobs. (Community college employment trends discussed in further detail on page 8.)

On an annual basis, higher education jobs expanded by 0.55 percent in 2015, essentially the same as the 0.58 percent it increased in 2014.

It is somewhat surprising to note that, over the last few years, the number of higher education jobs has moved in a contrasting direction with student enrollments. When the higher education jobs data are adjusted to coincide with the Fall semester (September to December), higher education employment increased 1.04 percent from Fall 2013 to Fall 2014 and increased 0.53 percent from Fall 2014 to Fall 2015. However, according to the National Student Clearinghouse Research Center Fall 2015 enrollments at all Title IV, degree-granting institutions declined 1.7 percent, which was a further deterioration from the 1.3 percent decline in Fall 2014. One possible reason could be that higher education institutions, perhaps based upon inquiries from future students, are anticipating growing enrollment in the near-term future, and are making staffing plans accordingly.

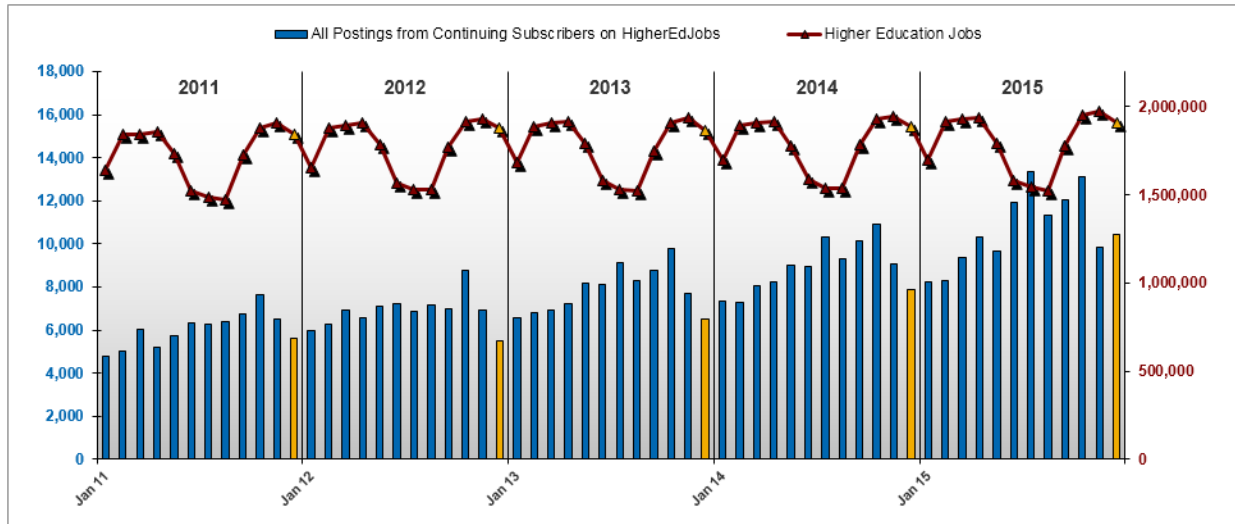
Year	Year-Over-Year Percent Change in:			Higher Education Jobs as Percent of All Jobs	
	Higher Education Jobs	Total Overall Non-Farm Jobs	Higher Education Jobs	Total Overall Non-Farm Jobs	Higher Education Jobs as Percent of All Jobs
2015	0.6	1.25	1.98	1.26	1.36
2014	0.6	0.80	2.07	1.28	1.37
2013	0.2	-0.11	1.78	1.30	1.39
2012	2.3	1.55	1.60	1.32	1.41
2011	2.4	2.36	1.53	1.31	1.42
2010	2.8	2.65	0.60	1.30	1.40
2009	2.7	2.37	-4.13	1.25	1.38

Source: HigherEdJobs analysis of U.S. Department of Labor / Bureau of Labor Statistics data.

The federal government does not measure “higher education employment or jobs” per se. The term as used in this report is the combination of two NAICS (North American Industry Classification System) sectors: Junior Colleges (NAICS 611200), and Colleges and Universities (NAICS 611300). The data are reported by the Bureau of Labor Statistics (BLS) of the U.S. Department of Labor.

**Finding:** Consistent with the trend observed in higher education employment, the number of advertisements for job openings trended upward in Q4 2015.

HigherEdJobs' Postings Compared to All Higher Education Jobs



Sources: HigherEdJobs® posting data from continuing unlimited posting subscribers; higher education jobs based upon HigherEdJobs analysis of U.S. Department of Labor / Bureau of Labor Statistics data.

The number of advertised job openings in academia grew 19.9 percent from Q4 2014 to Q4 2015, accelerating from the 16.5 percent growth observed the prior year (from Q4 2013 to Q4 2014) and the 12.9 percent growth the year before that (from Q4 2012 to Q4 2013).

A similar, but not identical, pattern for higher education job postings was observed on an annual basis.

Annual growth in postings in 2015 (20.3 percent) was greater than the growth in 2014 (13.2 percent). However, growth in 2014 was slightly less than the growth experienced in 2013 (14.3 percent).

And in the fourth quarter, the number of higher education jobs followed a similar growth pattern as the trend for higher education job postings. Growth in the number of higher education jobs accelerated in Q4 2014 and Q4 2015 from their respective previous years (1.25 percent from Q4 2014 to Q4 2015 from the 0.80 percent growth observed from Q4 2013 to Q4 2014).

Year-Over-Year Change (in Percent)

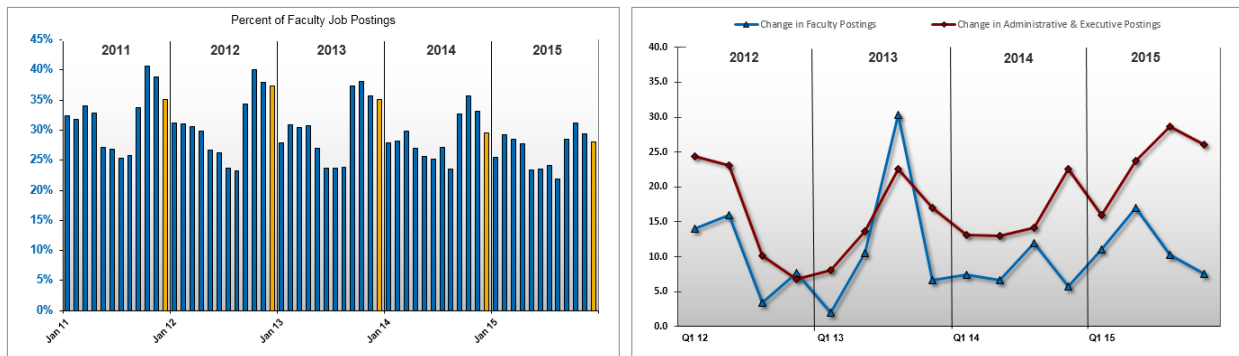
Year	HigherEdJobs Postings Annual	HigherEdJobs Postings Q4	Total Higher Education Jobs Annual	Total Higher Education Jobs Q4
2015	20.3	19.9	0.6	1.25
2014	13.2	16.5	0.6	0.80
2013	14.3	12.9	0.2	-0.11
2012	13.8	7.1	2.3	1.55

Sources: HigherEdJobs posting data from continuing unlimited posting subscribers; Higher education jobs based on HigherEdJobs analysis of U.S. Department of Labor / Bureau of Labor Statistics data.

Note: The blue bars (December data highlighted in yellow for ease of year-over-year comparisons) in the chart above signify monthly job openings posted to HigherEdJobs by U.S. colleges and universities that have continuously subscribed to the company's unlimited posting plan since Jan. 1, 2011 (roughly equating to the retail sector's reporting of annual changes of "same-store sales"), a cohort of roughly 890 institutions.

**Finding:** The ratio of faculty to administrative and executive postings declined during Q4 2015 and at a slightly greater rate than the year before. However, despite the decreasing ratio of job postings for faculty, the actual number of faculty job postings continued to increase.

**Faculty Job Postings compared to Administrative and Executive Job Postings**



Source: HigherEdJobs® posting data from continuing unlimited posting subscribers.

The ratio of faculty job postings to administrative and executive job postings declined in Q4 2015, and at an incrementally greater rate than in Q4 2014.

From Q4 2014 to Q4 2015, the ratio of postings for faculty versus administrative or executive positions decreased 3.5 percentage points, from 33.2 percent to 29.7 percent. This is slightly more than the changes observed in prior periods. From Q4 2013 to Q4 2014, this ratio declined 3.3 percent; from Q4 2012 to Q4 2013, the ratio declined 2.2 percent; and from Q4 2011 to Q4 2012, it increased 0.2 percent.

While the ratio of job postings for faculty decreased in Q4 2015, the actual number of faculty job postings increased 7.5 percent from the year before. This was a greater rate of growth than the 5.8 percent the number of faculty jobs postings increased from Q4 2013 to Q4 2014 as well as the 6.6 percent growth observed from Q4 2012 to Q4 2013 but essentially the same as the 7.6 percent increase from Q4 2011 to Q4 2012.

Similarly, administrative and executive positions increased 26.0 percent from Q4 2014 to Q4 2015, which was faster growth than the 22.6 percent from Q4 2013 to Q4 2014.

On an annual basis, the ratio of faculty to administrative and executive positions continued to steadily diminish and at an accelerating rate in 2015. In 2012, this ratio declined 1.1 percent from the prior year; in 2013, it declined 0.7 percent; and in 2014, it declined 1.5 percent. In contrast to those relatively small movements, in 2015, this ratio decreased 2.2 percent from 2014.

**Percent of Job Postings That Were:**

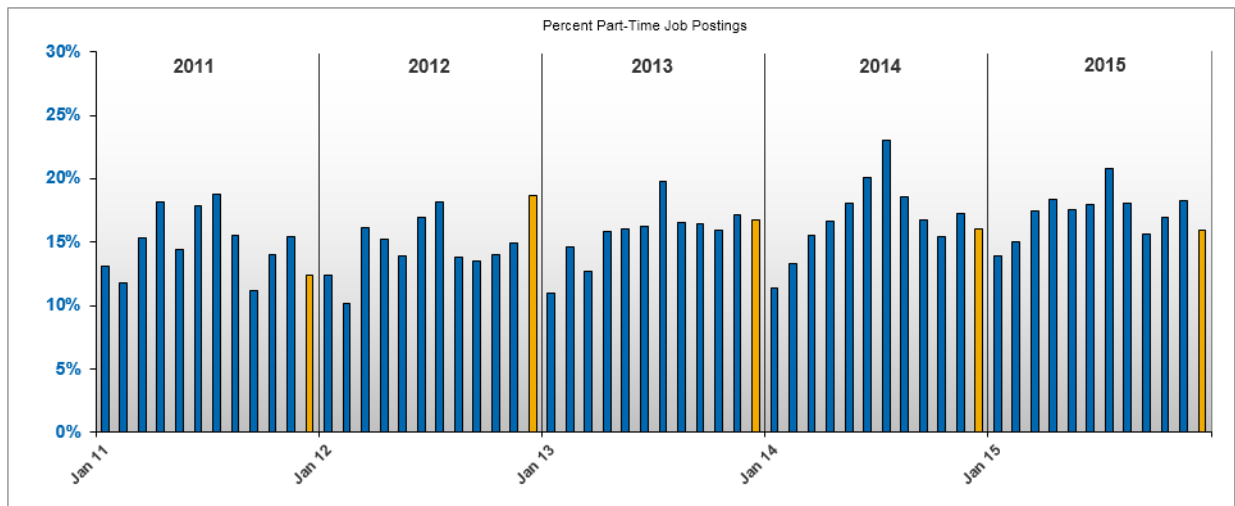
Year	Quarter Four		Annual	
	Faculty Positions	Administrative and Executive Positions	Faculty Positions	Administrative and Executive Positions
2015	29.7	70.3	26.7	73.3
2014	33.2	66.8	28.9	71.1
2013	36.5	63.5	30.4	69.6
2012	38.7	61.3	31.1	68.9
2011	38.5	61.5	32.2	67.8

Source: HigherEdJobs posting data from continuing unlimited posting subscribers.

*Note: No distinction is made between tenure track and non-tenure track faculty positions. Administrative and executive positions cover a wide variety of jobs including academic VPs, provosts, deans, IT managers, network administrators, fundraisers, administrative assistants, counselors, comptrollers, etc.*

**Finding:** Although full-time higher education job postings grew in Q4 2015 at a slightly faster rate than the previous year, part-time postings increased at an even greater rate.

Average Percentage of Part-Time Postings



Source: HigherEdJobs® posting data from continuing unlimited posting subscribers.

During Q4 2015, the number of job postings for full-time positions grew at a faster rate than the year before. However, the increased growth rate for full-time job postings was outpaced by the growth rate for part-time positions. Over the last four years, the fourth quarter growth rate for part-time job postings has outpaced full-time job postings every year except 2014.

Job postings for full-time and part-time positions were both up substantially during Q4 2015. Job postings for full-time positions increased 19.0 percent while job postings for part-time positions increased 25.0 percent.

The ratio of part-time to full-time job postings increased 0.9 percentage points (from 16.2 percent to 17.1 percent) from Q4 2014 to Q4 2015. And, although this metric declined slightly from 16.6 percent to 16.2 percent from Q4 2013 to Q4 2014, previous fourth quarters experienced steady increases.

On an annual basis, although the percentage of part-time job postings continued to increase, it only rose by 0.3 percentage points in 2015 to 17.3 percent, one of the smaller increases over the past few years. From 2012 to 2013, it rose 1.1 percent (from 14.8 to 15.9) and by 1.1 percent from 2013 to 2014 (from 15.9 to 17.0)

The decreasing growth in the percentage of part-time job postings may indicate that academe may be undergoing a stabilization of staffing levels as the administrators feel more confident to create more full-time positions.

Average Percentage of Part-Time Postings

2011	2012	2013	2014	2015
14.8	14.8	15.9	17.0	17.3
Q4 2011	Q4 2012	Q4 2013	Q4 2014	Q4 2015
13.9	15.8	16.6	16.2	17.1

Change in Number of Part-Time Job Postings (in Percent)

Q4 2012	Q4 2013	Q4 2014	Q4 2015
16.9	19.8	14.3	25.0

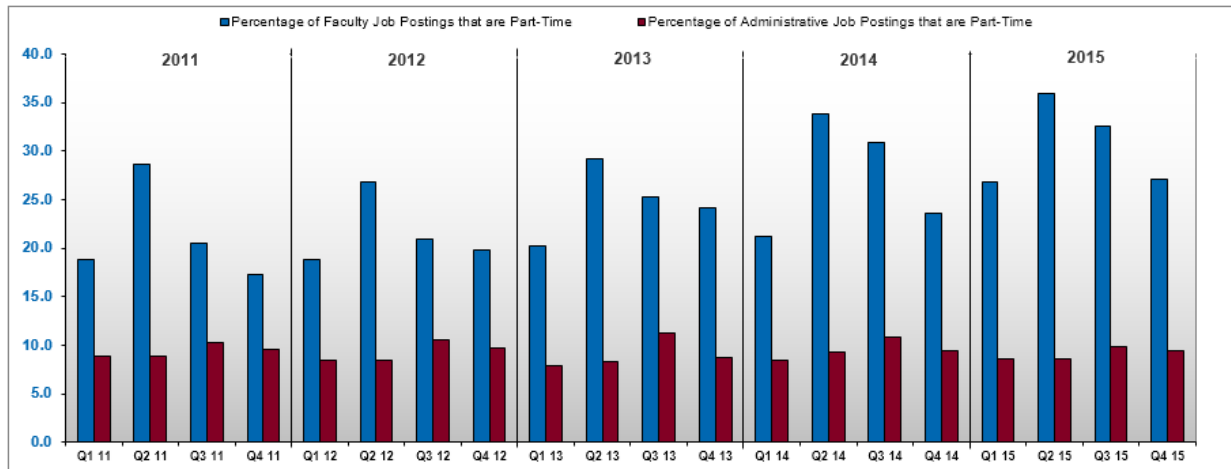
Change in Number of Full-Time Job Postings (in Percent)

Q4 2012	Q4 2013	Q4 2014	Q4 2015
5.8	11.9	16.8	19.0

Source: HigherEdJobs posting data from continuing unlimited posting subscribers.

**Finding:** Job postings for full-time faculty grew at a faster rate in 2015 compared to the previous year, but were still outpaced by increases in postings for part-time faculty.

Portion of Job Postings that are Part-Time



Source: HigherEdJobs<sup>®</sup> posting data from continuing unlimited posting subscribers.

For the year, postings for full-time jobs, regardless if for faculty or administrative positions, expanded at a higher rate from the year before. And, although job postings for part-time faculty positions increased at a greater rate in 2015 than in 2014, job postings for part-time administrative positions grew at a lesser rate in 2015 than in 2014.

Job postings for full-time faculty positions increased much faster in 2015 than in 2014. They increased by 6.1 percent in 2015, which was almost one-half better than their 4.2 percent growth from 2014, and marked the first increase in this metric since at least 2013. In contrast, postings for part-time faculty positions also expanded in 2015, but the 24.2 percent growth was only about one-fourth higher than their 2014 growth of 19.1 percent.

Detail of Full-Time Compared to Part-Time Job Postings (in Percent)

Year	Annual Change in Full-Time Faculty Postings	Annual Change in Part-Time Faculty Postings	Annual Change in Q4 Full-Time Faculty Postings	Annual Change in Q4 Part-Time Faculty Postings
2015	6.1	24.2	2.6	23.3
2014	4.2	19.1	6.5	3.3
2013	7.0	29.1	0.8	30.1
2012	9.0	12.9	4.4	23.3

Year	Change in Full-Time Administrative Postings	Change in Part-Time Administrative Postings	Annual Change in Q4 Full-Time Administrative Postings	Annual Change in Q4 Part-Time Administrative Postings
2015	25.4	19.5	26.9	27.4
2014	15.3	21.1	22.3	32.3
2013	15.7	14.0	18.8	5.9
2012	16.2	14.4	6.9	9.5

Source: HigherEdJobs posting data from continuing unlimited posting subscribers.

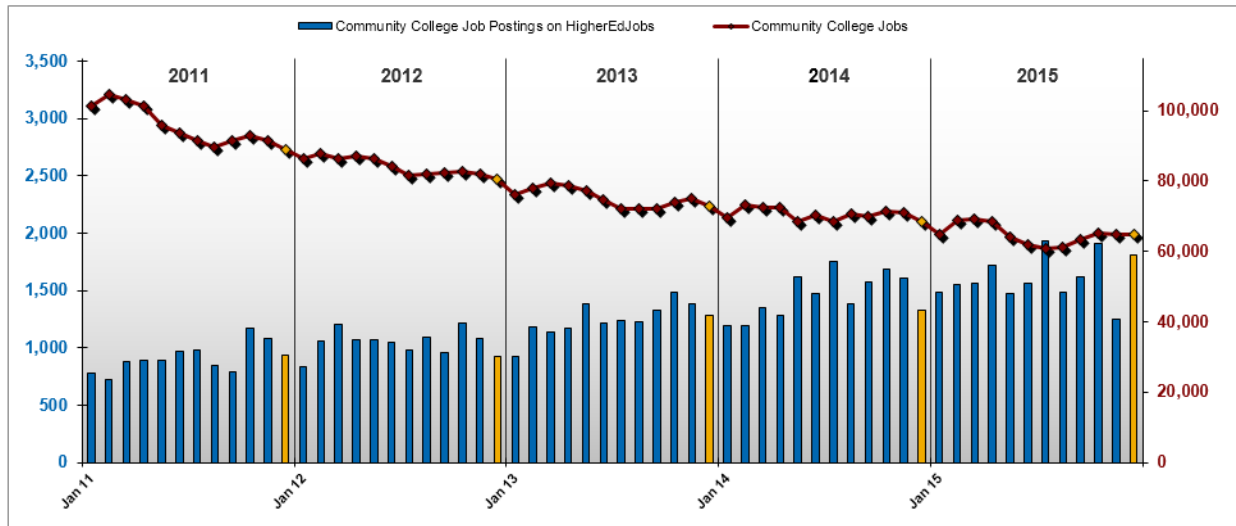
Meanwhile, postings for full-time administrative positions increased 25.4 percent in 2015, which was two-thirds higher than the 15.3 percent in 2014. In contrast, job postings for part-time administrative positions increased 19.5 percent, which was less than one-tenth lower than the 21.1 percent growth in 2014.

On a quarterly basis, job postings for full-time faculty positions grew only 2.6 percent in Q4 2015, which was less than one-half the growth rate of 6.5 percent observed in Q4 2014. In contrast, job postings for part-time faculty positions grew 23.3 percent in Q4 2015, which was more than seven times the growth rate of 3.3 percent experienced in Q4 2014.



**Finding:** The number of jobs at community colleges continued to decline during Q4 2015 and at a faster rate. However, the number of advertised job openings at community colleges continued to increase during the same time period although at a slower rate than in previous years.

**Job Postings and Employment at Community Colleges**



Sources: HigherEdJobs® posting data from continuing unlimited posting subscribers; U.S. Department of Labor / Bureau of Labor Statistics.

The number of jobs at community colleges decreased 7.6 percent in Q4 2015, representing a loss of 5,300 jobs compared to the same period the year before. On a year-over-year basis, the number of jobs at community colleges dropped 10.2 percent (or 9,300 jobs) in Q4 2012, 9.7 percent (or 7,900 jobs) in Q4 2013, and 4.9 percent (or 3,600 jobs) in Q4 2014.

However, on a sequential basis – that is from the immediately preceding third quarter – community college jobs increased 3,100 jobs, or 5.0 percent, in Q4 2015. Since Q1 2011, despite declining year-over-year for 18 consecutive quarters, community college employment has *not* declined sequentially only four times – that is from quarter-to-quarter – and always in the fourth quarter (in Q4 2011, Q4 2013, Q4 2014, and Q4 2015).

During the same time period, the number of job postings for open positions at community colleges continued to increase in Q4 2015, but at a slower rate of growth than prior fourth quarters.

Advertisements for job openings at community colleges increased 7.5 percent in Q4 2015, a slower rate of growth than the 11.3 percent growth observed in Q4 2014, as well as the 29.5 percent increase seen in Q4 2013.

**Year-Over-Year Change (in Percent)**

Year	Community College Job Postings (HigherEdJobs) Q4	Community College Jobs (BLS) Q3
2015	7.5	-7.6
2014	11.3	-4.9
2013	29.5	-9.7
2012	0.8	-10.2

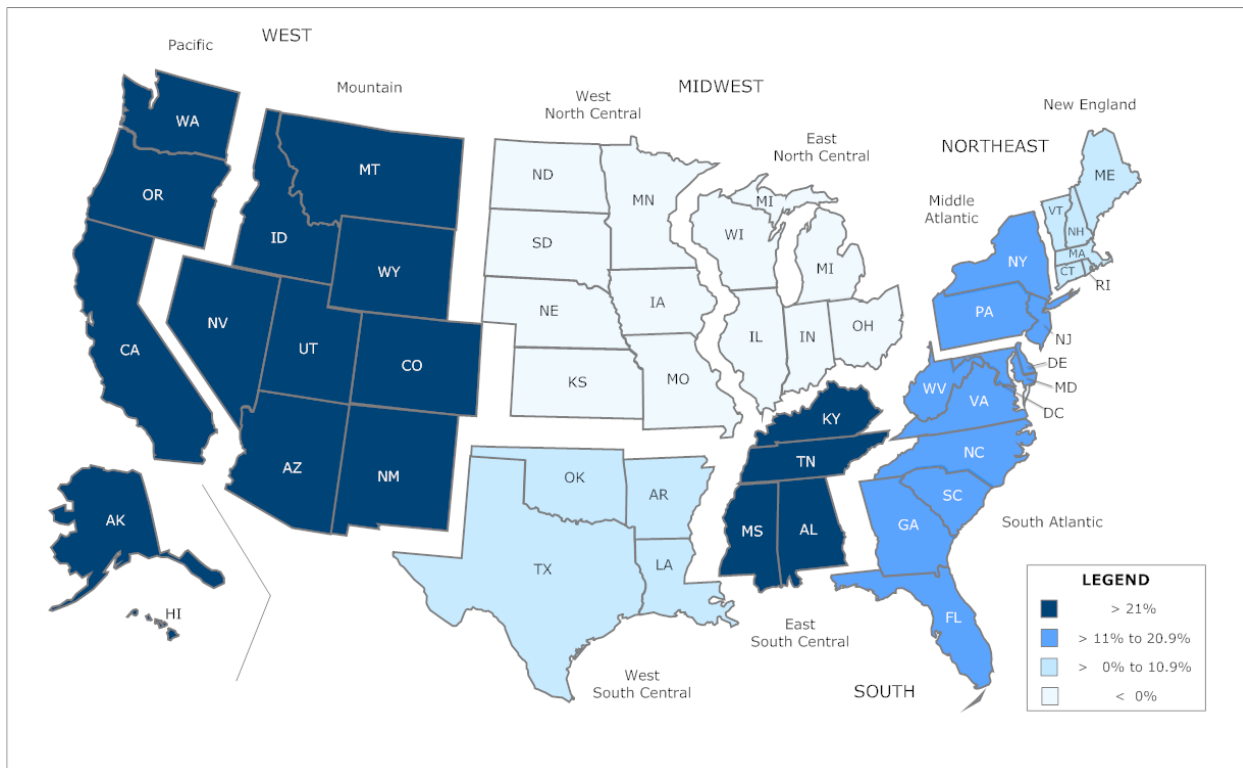
Sources: HigherEdJobs posting data from continuing unlimited posting subscribers; community college jobs from Department of Labor / Bureau of Labor Statistics.

*Note: Even though most two-year institutions now designate themselves as Community Colleges, the U.S. Bureau of Labor Statistics still categorizes these institutions as Junior Colleges. To avoid confusion, Junior Colleges are referred to as Community Colleges in this finding. The red markers, and right-hand scale, indicate Community College jobs.*



**Finding:** The West region experienced the largest percentage increase in higher education job postings in Q4 2015, driven by similar and strong growth in both of its divisions.

**Change in Higher Education Job Postings by Census Region and Division  
Q4 2014 to Q4 2015**



Source: HigherEdJobs<sup>®</sup> job postings from unlimited posting subscribers in Q4 2014 and Q4 2015.

During the fourth quarter of 2015, the West region experienced the largest increase in advertised job postings, increasing 22.8 percent from the same period last year. The region's growth was driven by similar growth in both its divisions: the Pacific region increasing 23.3 percent and the Mountain division growing 22.0 percent.

Growth patterns within all regions were consistent with their corresponding division trends; e.g. both divisions in the Midwest region declined in their number of job postings.

Nationally, this Q4 2015 cohort, which includes subscribers to HigherEdJobs' Unlimited Posting Plan for the past 12 months, experienced a 12.0 percent rate of growth for all types of higher education job postings.

Region	Percent Change in Q4 2015	Division	Percent Change in Q4 2015
WEST	22.8	Pacific	23.3
		Mountain	22.0
MIDWEST	-6.0	West North Central	-6.6
		East North Central	-6.1
SOUTH	11.0	West South Central	6.4
		East South Central	25.1
		South Atlantic	11.2
NORTHEAST	16.1	Middle Atlantic	19.9
		New England	10.6

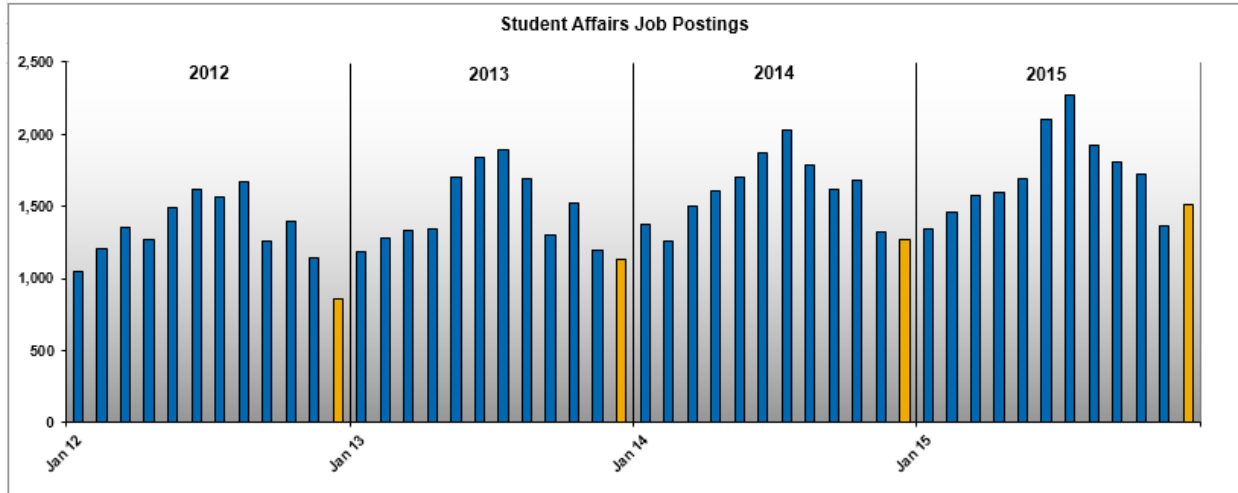
Source: HigherEdJobs job postings from unlimited posting subscribers in Q4 2014 and Q4 2015.

Note: The regions and divisions used for this analysis are consistent with the official U.S. Census regions and divisions. ([http://www2.census.gov/geo/pdfs/maps-data/maps/reference/us\\_regdiv.pdf](http://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf))

## SPECIAL FOCUS ON STUDENT AFFAIRS JOB POSTINGS

**Finding:** Postings for jobs in student affairs and services experienced slowing growth in Q4 2015 as well as annually for 2015.

Student Affairs and Services Job Postings



Source: HigherEdJobs® postings from continuing subscribers since January 2011

Postings for jobs in student affairs and services grew at a slower rate in Q4 2015 than in Q4 2014 and that trend was mirrored on an annual basis.

The number of student affairs jobs posted during the fourth quarter grew 7.4 percent in Q4 2015, down from 11.2 percent growth observed in Q4 2014. A similar trend occurred on an annual basis, as job postings in this category increased 7.0 percent in 2015, a decrease from the 9.2 percent growth rate in 2014.

In addition, while job postings for student affairs positions were up during Q4 2015 and annually, job postings for all administrative and executive positions grew at a significantly faster rate (discussed in other findings in this report).

Job postings for all administrative and executive positions from were up 26.0 percent from Q4 2014 to Q4 2015 and up 24.0 percent annually from 2014 to 2015. In fact, the growth rate for all administrative and executive job postings has outpaced the growth rate for student affairs job postings since at least 2013, both annually and for the fourth quarter.

Student Affairs and Services Job Postings

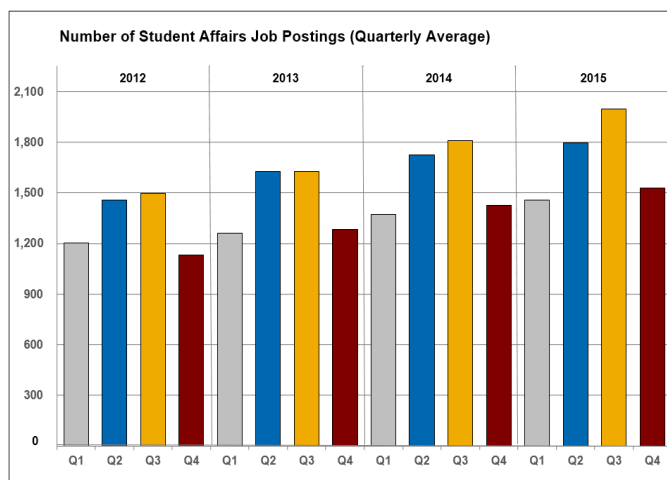
Year	Number of Student Affairs Job Postings (annual average)	Percent Change in Annual Student Affairs Job Postings	Percent Change in Q4 Student Affairs Job Postings
2015	1,696	7.0	7.4
2014	1,584	9.2	11.2
2013	1,451	9.6	13.3
2012	1,323		

Source: HigherEdJobs posting data from continuing unlimited posting subscribers since 2012.

## (cont.) SPECIAL FOCUS ON STUDENT AFFAIRS JOB POSTINGS

The number of postings for jobs in student affairs and services generally peaks during the third quarter, specifically between June and August, likely as administrators begin to adjust staffing levels for the upcoming academic year. Then, postings in the category steadily decline until the very end of the fall semester in December, at which time they begin to rise in January until the summer.

The first and third quarters were chosen for further analysis because the biggest difference occurred between these periods. The first quarter, which is the trough for this category of job postings for most years examined, is essentially the middle of the academic year and therefore less subject to adjustment to staffing levels. And the third quarter appears to be a peak for these types of job postings likely because institutions are preparing for the upcoming new academic year.



Source: HigherEdJobs® posting data from continuing unlimited posting subscribers since 2012.

Student affairs categories that contain the majority of postings in one quarter typically contain the majority of postings in another, but there were exceptions. As seen in past analysis of this data subset, the largest disparities between Q1 and Q3

postings occurred in the same few categories. Residence life and housing positions averaged 9.2 percent of all student affairs and services job postings in Q1 for 2013-2015, inclusive, but only 4.6 percent in Q3 for the same years, a difference of 4.5 percentage points.\* The next largest gap between Q1 and Q3 postings was for admissions and enrollment job postings that averaged 20.6 percent in Q1 and 23.0 percent in Q3, a difference of 2.4 percentage points.\* An incrementally slightly smaller gap of 2.3 percentage points exists between Q1 and Q3 for food services job postings. The differences between Q1 and Q3 postings for all the other student affairs and services related job categories ranged from minus 1.1 percent (student affairs and services) to plus 1.4 percent (academic advising).

Student Affairs and Services Job Postings Categories	Q1 2013	Q1 2014	Q1 2015	Q3 2013	Q3 2014	Q3 2015
<i>Percent of All Student Affairs and Services Job Postings</i>						
Academic Advising	12.4	13.3	12.1	15.3	13.3	13.5
<b>Admissions and Enrollment</b>	<b>20.2</b>	<b>21.7</b>	<b>19.9</b>	<b>25.4</b>	<b>20.6</b>	<b>22.9</b>
Career Counseling and Placement	7.2	7.2	6.0	7.4	7.0	7.0
Disability Services	3.5	3.0	3.4	3.6	3.7	3.5
Financial Aid	7.7	7.7	7.1	7.6	7.2	6.7
<b>Food Services</b>	<b>3.0</b>	<b>4.1</b>	<b>5.0</b>	<b>4.8</b>	<b>6.8</b>	<b>7.5</b>
International Programs	4.7	4.3	4.0	4.2	4.2	4.3
Multicultural Affairs & Affirmative Action	2.5	2.4	2.2	1.4	1.9	2.2
Registrars	4.7	4.4	4.4	4.5	3.9	4.4
<b>Residence Life and Housing</b>	<b>9.8</b>	<b>8.8</b>	<b>8.8</b>	<b>5.0</b>	<b>4.5</b>	<b>4.3</b>
Student Affairs and Services	23.4	22.5	26.6	20.0	26.1	23.1
Volunteer Programs	0.8	0.8	0.6	0.8	0.8	0.7

Source: HigherEdJobs postings from continuing subscribers since January 2012. (Institutions may advertise openings in more than one category with no financial incentive or disincentive to do so.)

\*Cumulative Q1 and Q3 averages subject to averaging abnormalities.

# Higher Education Employment Report

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