



MEMORANDUM

TO: Alliance for Community College Innovation CEOs

FROM: Terry O'Banion, President and CEO *T.O.B.*

RE: Survey Results: "What Do CEOs Want to Know About . . . Outsourcing?"

DATE: January 13, 1999

Best wishes for the New Year. Enclosed are results of our recent survey of Alliance for Community College Innovation (ACCI) members on outsourcing of college services. The top activities found to be outsourced by community colleges are noted in the chart below. Because we conducted a similar, but abbreviated, survey five years ago, we are also able to identify changes in outsourcing patterns among several service categories.

Services Outsourced	Percent of Institutions Outsourcing these Services		
	1998	1993	Amount of Change
Legal Counsel	79%	—	
Food Services	69%	46%	23% increase
Travel Services	57%	—	
Printing Services	56%	53%	3% increase
Security Services	40%	53%	13% decrease
Custodial Services	33%	13%	20% increase
Bookstore	32%	30%	2% increase
Child Care Services	22%	—	
Groundskeeping	21%	13%	8% increase
Noncredit Instruction	20%	—	
Marketing/Public Information	20%	—	

You'll find the complete 1998 survey findings attached.



“What Do CEOs Want to Know About . . .Outsourcing?”

A Quarterly Survey of the League for Innovation’s Alliance for Community College Innovation

This survey explores key issues about how the organization and management of community colleges has changed in the area of outsourcing services.

These survey results are composed of the responses submitted by your fellow CEOs as part of the Alliance for Community College Innovation’s quarterly CEO survey service. The response rate for this survey was 41% (n=247).

1. Your demographic information: Male **80%** Female **20%** Age **55 (mean)** Tenure as President in Years **9 (mean)**
Does your college operate in a Right-to-Work State? Yes **54%** No **46%**

2. Does your college currently contract with external providers for the services listed below? A. If YES, what percent of your college’s total effort in this area is contracted? B. If NO, what level of interest do you have in considering outsourcing options for these services?

CATEGORIES	YES	Percent (mean) of Service Outsourced	LOW					HIGH	
			1	2	3	4	5		
Legal Counsel	79%	90%	84%	4%	9%	2%	1%		
Food Services	69%	94%	47%	15%	17%	12%	9%		
Travel Services	57%	87%	69%	8%	12%	8%	3%		
Printing Services	56%	55%	66%	11%	13%	6%	4%		
Security Services	40%	75%	60%	9%	15%	10%	6%		
Custodial Services	33%	72%	51%	13%	21%	9%	6%		
Bookstore	32%	98%	53%	11%	20%	9%	7%		
Child Care Services	22%	91%	59%	9%	14%	9%	9%		
Groundskeeping	21%	63%	52%	12%	20%	11%	5%		
Noncredit Instruction	20%	26%	80%	10%	5%	4%	1%		
Marketing/Public Information	20%	33%	67%	11%	13%	7%	2%		
Information Technology Training	17%	35%	62%	11%	17%	7%	3%		
Benefits	16%	59%	81%	8%	5%	3%	3%		
Computer Services	15%	54%	62%	11%	17%	7%	3%		
Health/Wellness Services	15%	67%	70%	12%	9%	4%	5%		
Health Care Services	13%	78%	68%	9%	11%	5%	7%		
Data Processing	12%	74%	62%	15%	13%	7%	3%		
Payroll Services	11%	54%	78%	6%	9%	5%	2%		
Secretarial/Administrative Support	11%	12%	83%	11%	3%	2%	1%		
Distance Education	9%	20%	68%	8%	15%	5%	4%		
Planning and Research	9%	31%	80%	11%	6%	2%	1%		
Credit Instruction	8%	13%	87%	5%	6%	2%	0%		
Facilities Management	8%	43%	58%	18%	15%	7%	2%		
Accounting	5%	31%	88%	5%	4%	2%	1%		
Financial Aid Process & Reports	5%	30%	76%	8%	11%	4	1%		
Parking Garage	4%	56%	82%	7%	5%	3%	3%		
Human Resources	4%	33%	78%	13%	6%	1%	1%		
Developmental Education Services	2%	39%	70%	13%	10%	5%	2%		
Student Counsel, Advise, Assess	1%	18%	82%	10%	4%	2%	2%		

----- Thank you for your contribution to this survey -----
Outsourcing: #13, 01/13/99