



SHEEO

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

THE SHEEO MEMBERSHIP:

BUDGETS, FUNCTIONS, & STAFFING

FEBRUARY 2020

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SHEEO AGENCY CHARACTERISTICS: OPERATING BUDGETS, FULL-TIME EQUIVALENT (FTE) STAFF TOTALS, AND STAFF DEMOGRAPHIC BREAKDOWN

Coordinating boards have a median 55.8 FTE staff, while governing boards have 65 FTE staff, as shown in *Figure 2*. Differences are also seen in operating budgets. The median operating budget for coordinating boards is \$7.5 million, while governing boards is \$12.6 million (see *Figure 3*). Highlighted in *Table 1*, the average FTE staff for a coordinating board is 74, and for a governing board, 159. Likewise, the average operating budget for coordinating boards is \$12.1 million, while the average governing board budget is \$38.7 million.

FIGURE 2:
MEDIAN SHEEO AGENCY FTE STAFF

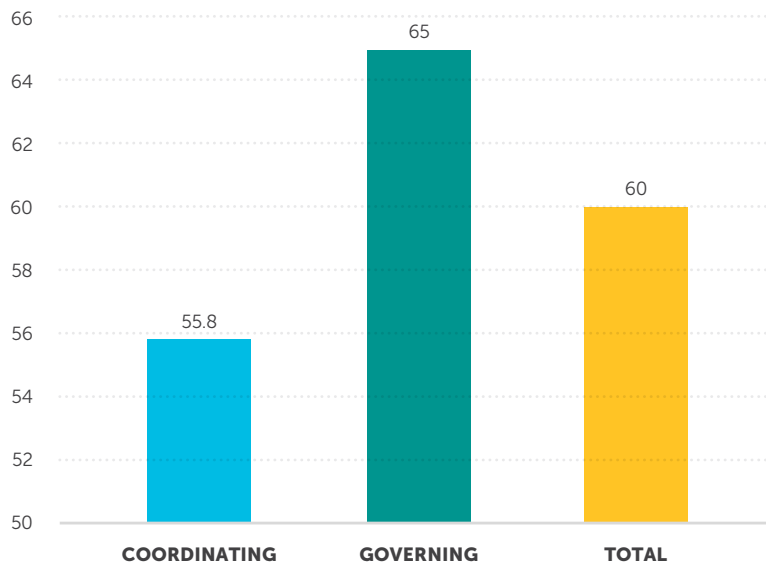


FIGURE 3:
MEDIAN SHEEO AGENCY OPERATING BUDGET

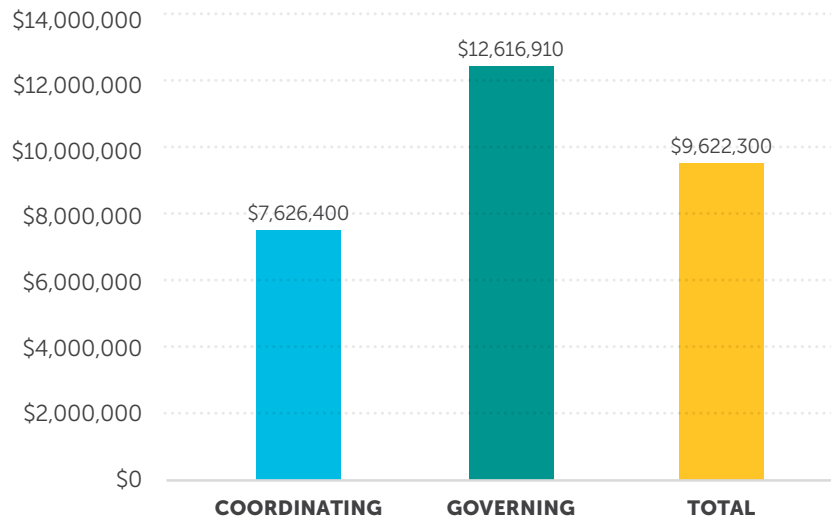
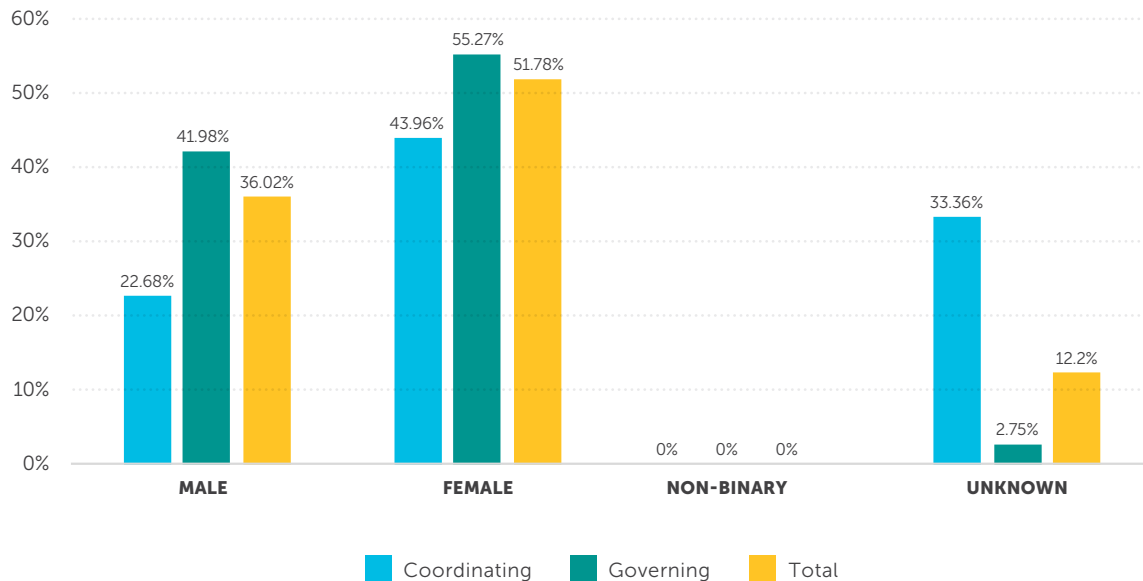


TABLE 1:
SHEEO AGENCY BUDGET AND FTE STAFF MEAN, MEDIAN, AND PERCENTILE

| SHEEO AGENCY OPERATING BUDGETS | | | | SHEEO AGENCY FTE STAFF | | | |
|--------------------------------|--------------|---------------|---------------|------------------------|--------------|-----------|--------|
| | COORDINATING | GOVERNING | TOTAL | | COORDINATING | GOVERNING | TOTAL |
| Mean | \$12,052,820 | \$38,659,968 | \$25,607,405 | Mean | 73.69 | 158.87 | 117.08 |
| 1% | \$311,198 | \$4,112,080 | \$311,198 | 1% | 3.00 | 17.00 | 3.00 |
| 5% | \$1,416,733 | \$4,326,082 | \$1,654,000 | 5% | 6.00 | 22.00 | 10.0 |
| 10% | \$1,654,000 | \$4,441,183 | \$3,356,630 | 10% | 10.00 | 23.00 | 18.0 |
| 25% | \$4,865,898 | \$6,293,146 | \$5,622,911 | 25% | 30.00 | 34.00 | 32.53 |
| Median/50% | \$7,495,837 | \$12,616,910 | \$9,622,300 | Median/50% | 55.80 | 65.00 | 60.00 |
| 75% | \$18,712,169 | \$46,769,435 | \$25,775,506 | 75% | 93.00 | 206.00 | 113.00 |
| 90% | \$30,514,791 | \$108,560,000 | \$64,500,000 | 90% | 218.00 | 546.40 | 326.00 |
| 95% | \$33,398,383 | \$155,851,000 | \$108,560,000 | 95% | 240.00 | 584.00 | 546.40 |
| 99% | \$38,526,200 | \$225,278,850 | \$225,278,850 | 99% | 264.00 | 656.00 | 656.00 |

One goal of the Membership Survey was to understand the gender and racial/ethnic demographics of SHEEO agency staff. When broken down by gender, 52% of SHEEO agency staff members identified as female compared to the 36% of SHEEO agency staff members who identified as male, no SHEEO agency staff reported identifying as non-binary, and 12% of SHEEO agency staff’s gender was unknown/unreported, as shown in *Figure 4*.

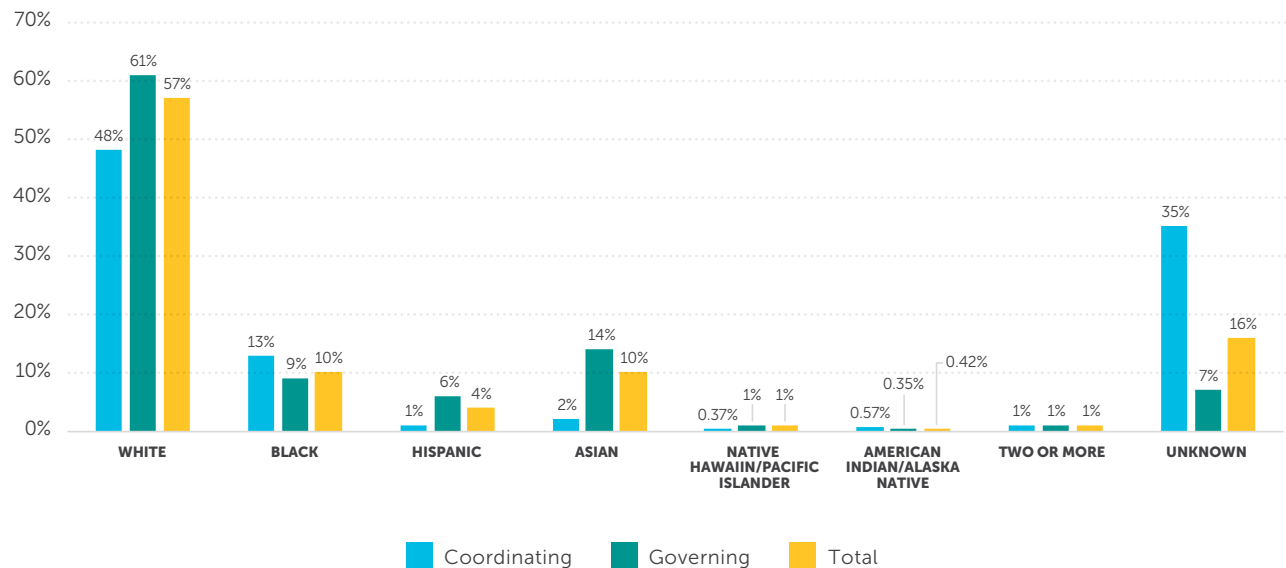
FIGURE 4:
GENDER PERCENTAGE BY BOARD TYPE



When broken down by race/ethnicity, 57% of SHEEO agency employees identified as white, 10%

identified as Black, 4% identified as Hispanic, 10% identified as Asian, 1% identified as Native Hawaiian or Pacific Islander, 0.42% identified as American Indian or Native American, 1% identified as mixed race/ethnicity, and 16% of SHEEO agency staff's race/ethnicity was unknown/unreported (see *Figure 5*).

FIGURE 5:
RACE/ETHNICITY PERCENTAGE BY BOARD TYPE



SHEEO AGENCY FUNCTIONS

SHEEO agencies perform a wide variety of functions, with distinct differences between governing boards and coordinating boards. SHEEO agencies, on average, perform 21 of the functions included in the survey, with coordinating boards performing 18.5 functions and governing boards performing 25. See *Appendix A* for a full listing of the possible functions and the number and percentage of SHEEO agencies performing the function, by type and overall.

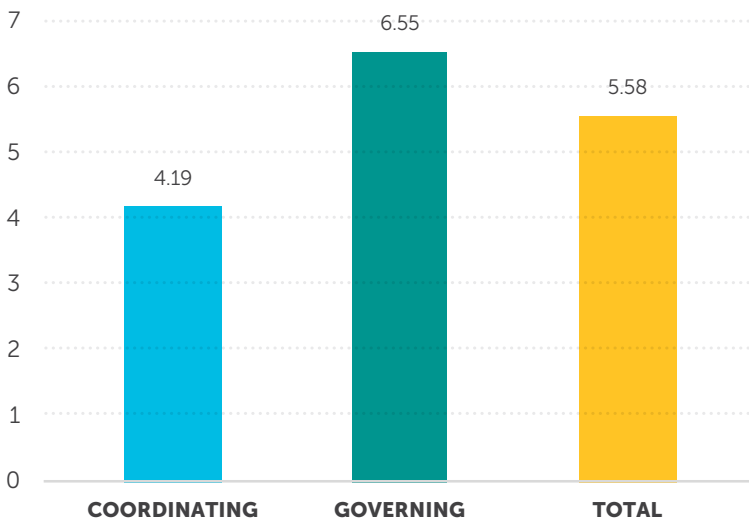
A primary function for both coordinating boards and governing boards is maintaining, collecting, and reporting data (see *Table 2*). They are both likely to engage in research and policy and coordinate with departments of labor, workforce, and economic development. However, coordinating boards are more likely to administer student grant programs and coordinate with K-12 activities, while governing boards are more likely to perform communications and government relations for higher education and budgeting and fiscal policy analysis.

TABLE 2:
TOP FUNCTIONS TYPICALLY PERFORMED BY THE AGENCY STAFF

| COORDINATING | GOVERNING |
|---|--|
| <ul style="list-style-type: none"> • Maintaining, Collecting, and Reporting Data <ul style="list-style-type: none"> • Research and Policy Evaluation • Coordinating with Departments of Labor, Workforce, and/or Economic Development | |
| <ul style="list-style-type: none"> • Coordination with K-12 activities • Administration of student grant programs | <ul style="list-style-type: none"> • Communications and government relations for higher education • Budgeting and fiscal policy analysis |

Figure 6 demonstrates that SHEEO agencies on average have 5.58 FTE staff per function, with coordinating boards having 4.19 FTE staff per function and governing boards having 6.55 FTE staff per function.

FIGURE 6:
AGENCY FTE STAFF PER FUNCTION



THE IMPORTANCE OF THESE DATA

Understanding the staffing, operating budgets, and functions of the agencies charged with overseeing postsecondary institutions in their respective states and territories is essential as we consider their capacity to fulfill their missions and how we advance agendas around improving academic quality, student success, equity, and the quality of life of the citizens of their respective states. These data will help SHEEO agencies assess their staffing, including the extent to which they resemble the demographics of their states and student bodies; their resources; and their functions relative to the national figures and comparable agencies. As the postsecondary education sector evolves with new and different providers, delivery methods, and types of students, SHEEO agencies may need to take on new functions to ensure high quality, efficient production of postsecondary credentials for all students.

Likewise, the data presented here are crucial to SHEEO's mission and strategic plan. With these data, SHEEO will be able to better develop, connect, inform, and guide SHEEO agencies. SHEEO will use these data to study and evaluate topics and issues relevant to the functions, capacity, and staffing of our membership. Further, these data provide us with a clearer understanding of the demographic makeup of SHEEO agencies, which will allow SHEEO to work with states to increase demographic representation in their agencies.

APPENDIX A:

FUNCTIONS OF SHEEO AGENCIES

| FUNCTIONS | Number of Coordinating Boards Performing Function | Percentage of Coordinating Boards Performing Function | Number of Governing Boards Performing Function | Percentage of Governing Boards Performing Function | Combined Number of Coordinating and Governing Boards Performing Function | Combined Percentage of Coordinating and Governing Boards Performing Function |
|---|---|---|--|--|--|--|
| Academic planning | 8 | 31% | 20 | 71% | 28 | 52% |
| Academic program approval | 20 | 77% | 21 | 75% | 41 | 76% |
| Academic program review | 20 | 77% | 24 | 86% | 44 | 81% |
| Administration of student grant programs | 22 | 85% | 11 | 39% | 33 | 61% |
| Administration of student loan programs | 12 | 46% | 9 | 32% | 21 | 39% |
| Allocation of state higher education appropriations to institutions | 12 | 46% | 19 | 68% | 31 | 57% |
| Approval of new public campuses | 10 | 38% | 10 | 36% | 20 | 37% |
| Auditing institutional expenditures and compliance with state law | 4 | 15% | 21 | 75% | 25 | 46% |
| Budgeting and fiscal policy analysis for higher education | 21 | 81% | 28 | 100% | 49 | 91% |
| Capital project implementation | 3 | 12% | 15 | 54% | 18 | 33% |
| Capital project planning | 11 | 42% | 25 | 89% | 36 | 67% |
| Collective bargaining | 2 | 8% | 15 | 54% | 17 | 31% |
| Communications and governmental relations for higher education | 19 | 73% | 28 | 100% | 47 | 87% |
| Contracts, tenure decisions, personnel policies for institutions | 1 | 4% | 17 | 61% | 18 | 33% |

| FUNCTIONS | Number of Coordinating Boards Performing Function | Percentage of Coordinating Boards Performing Function | Number of Governing Boards Performing Function | Percentage of Governing Boards Performing Function | Combined Number of Coordinating and Governing Boards Performing Function | Combined Percentage of Coordinating and Governing Boards Performing Function |
|--|---|---|--|--|--|--|
| Coordination with departments of labor, workforce, and/or economic development | 24 | 92% | 24 | 86% | 48 | 89% |
| Coordination with state K-12 activities | 22 | 85% | 18 | 64% | 40 | 74% |
| Equity & diversity programs | 5 | 19% | 12 | 43% | 17 | 31% |
| Grant program administration | 20 | 77% | 15 | 54% | 35 | 65% |
| Granting authority for awarding degrees or operating to private institutions | 17 | 65% | 7 | 25% | 24 | 44% |
| Information technology coordination | 3 | 19% | 19 | 43% | 22 | 41% |
| Institutional accountability | 15 | 58% | 26 | 93% | 41 | 76% |
| Legal services for institutions | 0 | 0% | 21 | 75% | 21 | 39% |
| Maintaining, collecting, and reporting data on higher education | 25 | 96% | 28 | 100% | 53 | 98% |
| Mass communication with the public regarding state higher education agenda | 20 | 77% | 26 | 93% | 46 | 85% |
| Mergers, consolidations, and/or closures | 13 | 50% | 19 | 32% | 32 | 59% |
| Operation/coordination of distance learning activities | 10 | 38% | 18 | 64% | 28 | 52% |
| Presidential evaluations | 0 | 0% | 23 | 82% | 23 | 43% |
| Presidential searches | 0 | 0% | 22 | 79% | 22 | 41% |
| Professional development programs for governing/ coordinating board members | 14 | 54% | 20 | 71% | 34 | 63% |

| FUNCTIONS | Number of Coordinating Boards Performing Function | Percentage of Coordinating Boards Performing Function | Number of Governing Boards Performing Function | Percentage of Governing Boards Performing Function | Combined Number of Coordinating and Governing Boards Performing Function | Combined Percentage of Coordinating and Governing Boards Performing Function |
|---|---|---|--|--|--|--|
| Research and policy evaluation | 22 | 85% | 26 | 93% | 48 | 89% |
| State-level coordination | 21 | 81% | 22 | 79% | 43 | 80% |
| State-level planning | 19 | 73% | 21 | 75% | 40 | 74% |
| Statewide transfer programs | 19 | 73% | 18 | 64% | 37 | 69% |
| Submission of consolidated higher education budget recommendations to the governor and/or legislature | 18 | 69% | 24 | 86% | 42 | 78% |
| Tuition-setting authority | 5 | 19% | 16 | 57% | 21 | 39% |

STATE HIGHER EDUCATION EXECUTIVE OFFICERS

3035 CENTER GREEN DRIVE, SUITE 100, BOULDER, COLORADO, 80301
303.541.1600 • SHEEO.org

