

## SHEEO & NASH Membership Survey Fiscal Year 2020 Survey Instrument

Welcome to the Fiscal Year 2020 SHEEO & NASH Membership Survey—formerly known as the Salary, Resources, & Functions Survey. This is the latest in a long series of annual surveys about the compensation provided by boards or states to the heads and senior staff of the agencies who govern, coordinate, or plan for higher education in the states and the functions and resources of the organizations they lead. This survey is administered as a service to our members as it provides comparative information for decision makers who set compensation for SHEEOs, system heads, and their senior staff. It also serves as a data gathering tool to assist us in our research efforts and in our efforts to advise SHEEOs and system heads as they consider the resources and functions of their organizations. This survey is the basis for SHEEO’s [Membership report](#), which summarizes the resources and functions of the SHEEO membership. Starting with the 2021 Membership report, SHEEO will begin reporting data at the state and agency levels.

The survey consists of four main sections:

- 1) AGENCY RESOURCES — FY 2020 budgets and staff FTE breakdowns
- 2) AGENCY LEADERSHIP — FY 2020 salary and benefits, and [new this year] sex/gender, race/ethnicity, and prior employment and education information for SHEEOs
- 3) KEY AGENCY STAFF — FY 2020 salary and benefits, and [new this year] sex/gender, race/ethnicity
- 4) AGENCY FUNCTIONS — FY 2020 functions performed

As with years past, neither association will publicize the salary information beyond their individual membership communities, and we will discourage its use for inappropriate comparative analysis.

If you have any questions, please contact Gloria Auer (303-541-1625) [gauer@sheeo.org](mailto:gauer@sheeo.org).

### AGENCY INFORMATION

1. Full and legal name of agency

\_\_\_\_\_

2. State/territory of agency

\_\_\_\_\_

3. Agency type
  - a. Governing board
  - b. Coordinating board
  - c. Other

\_\_\_\_\_

4. Agency affiliation (choose one)
  - a. SHEEO member

- b. NASH member
- c. SHEEO and NASH member

#### AGENCY RESOURCES

5. Budget for operations for the SHEEO/system office. This is your agency/office operating budget, which does not include funding for institutional operations or financial aid awards to students or campuses. This includes all sources of funds, not just from the general fund. Budget for operations for the SHEEO/system office = state funds + federal grant funds + private grant funds + other funds

---

a. State funds

---

b. Federal grant funds

---

c. Private grant funds

---

d. Other funds

---

i. Describe what these Other funds consist of, if applicable.

---

6. Budget for operations for institutions (state funding only). This represents state funding allocated and/or appropriated to institutions that your agency governs and/or coordinates (does not include your agency/office operating budget). Include all institutional operating appropriations that pass through your agency and any state funding appropriated directly to institutions. This should not include any tuition/fee, financial aid, or other revenue monies associated with students.

---

7. Student financial aid grants. Includes only the amount administered by this agency.

---

8. Other grants administered by this agency

---

9. Student loans disbursed. Includes only the amount administered by this agency.

---

10. FTE staff in the SHEEO/system office. Include all staff that are paid out of the budget for operations for the SHEEO/system office, including professional and support staff, part-time, and student employees. College/university staff should not be included in this figure.

---

11. Indicate the number of FTE staff in each race/ethnicity category

- a. White, non-Hispanic/Latino  
\_\_\_\_\_
- b. Black, non-Hispanic/Latino  
\_\_\_\_\_
- c. Hispanic/Latino  
\_\_\_\_\_
- d. Asian  
\_\_\_\_\_
- e. Native Hawaiian or other Pacific Islander  
\_\_\_\_\_
- f. American Indian or Alaskan Native  
\_\_\_\_\_
- g. Multiracial or other  
\_\_\_\_\_
- h. Unknown/non-reporting/vacant  
\_\_\_\_\_

12. Indicate the number of FTE staff in each sex/gender category.

- a. Female  
\_\_\_\_\_
- b. Male  
\_\_\_\_\_
- c. Non-binary  
\_\_\_\_\_
- d. Unknown/non-reporting/vacant  
\_\_\_\_\_

13. This section is for any comments regarding your responses to AGENCY RESOURCES.

These could be any clarifications that add value or address a major change for this fiscal year.

---



---



---



---

#### AGENCY LEADERSHIP

14. Compensation for SHEEO/system head (the chief executive officer in your organization who oversees higher education)

- a. Salary  
\_\_\_\_\_
- b. Housing benefit (choose one)  
YES

NO

- c. Automobile benefit (choose one)

YES

NO

- d. Other special benefits generally not provided to employees, including bonuses and incentive pay; or clarification of the above benefits

- 
- e. Is the SHEEO's/system head's salary set by statute (law)? (choose one)

YES

NO

15. Sex/gender of SHEEO/system head (choose one)

- a. Female
- b. Male
- c. Non-binary
- d. Unknown/non-reporting/vacant

16. Race/ethnicity of SHEEO/system head (choose one)

- a. White, non-Hispanic/Latino
- b. Black, non-Hispanic/Latino
- c. Hispanic/Latino
- d. Asian
- e. Native Hawaiian or other Pacific Islander
- f. American Indian or Alaskan Native
- g. Multiracial or other
- h. Unknown/non-reporting/vacant

17. Has the SHEEO/system head worked in a postsecondary institution or system at least once in their career as a full-time professional? (choose one)

YES

NO

18. Prior to becoming a SHEEO/system head, what field did the SHEEO/system head most recently work in? (choose one)

- a. Education policy/politics (state higher education agencies, education/higher education policy organizations, foundations that support higher education/education policies)
- b. Postsecondary education (higher education institutions and systems of higher education)
- c. Public policy/politics not education related (other government-related jobs, elected official, public policy jobs not involving education)
- d. Private industry
- e. Non-profits - not education related

19. Most recent employer prior to becoming a SHEEO/system head
-

20. Most recent job title prior to becoming a SHEEO/system head

---

21. What is the SHEEO/system head's final/terminal degree? (choose one)

- a. Bachelor's degree
- b. Master's degree
- c. PhD or EdD
- d. JD
- e. MD

22. Field(s) that the final/terminal degree(s) were in

---

23. In what categories did the SHEEO/system head earn their final/terminal degree(s), if applicable? (select all that apply)

- Public policy
- Education (general)
- Postsecondary/higher education
- Law
- Business
- Liberal arts
- Health-related field
- STEM, not health related
- Other

24. This section is for any comments regarding your responses to AGENCY LEADERSHIP. These could be any clarifications that add value or address a major change for this fiscal year.

---

---

---

---

**KEY AGENCY STAFF**

25. Compensation for highest-paid public institution president or executive officer (not necessarily the SHEEO/system head)

- a. Salary  

---
- b. Housing benefit (choose one)  
YES  
NO
- c. Automobile benefit (choose one)  
YES  
NO

- d. Other special benefits generally not provided to employees, including bonuses and incentive pay; or clarification of the above benefits

---

26. Sex/gender of highest-paid public institution president or executive officer (choose one)

- a. Female
- b. Male
- c. Non-binary
- d. Unknown/non-reporting/vacant

27. Race/ethnicity of highest-paid public institution president or executive officer (choose one)

- a. White, non-Hispanic/Latino
- b. Black, non-Hispanic/Latino
- c. Hispanic/Latino
- d. Asian
- e. Native Hawaiian or other Pacific Islander
- f. American Indian or Alaskan Native
- g. Multiracial or other
- h. Unknown/non-reporting/vacant

28. Compensation for lowest-paid public institution president or executive officer (not necessarily the SHEEO/system head)

- a. Salary
- b. Housing benefit (choose one)  
YES  
NO
- c. Automobile benefit (choose one)  
YES  
NO
- d. Other special benefits generally not provided to employees, including bonuses and incentive pay; or clarification of the above benefits

---

29. Sex/gender of lowest-paid public institution president or executive officer (choose one)

- a. Female
- b. Male
- c. Non-binary
- d. Unknown/non-reporting/vacant

30. Race/Ethnicity of lowest-paid public institution president or executive officer (choose one)

- a. White, non-Hispanic/Latino
- b. Black, non-Hispanic/Latino
- c. Hispanic/Latino

- d. Asian
- e. Native Hawaiian or other Pacific Islander
- f. American Indian or Alaskan Native
- g. Multiracial or other
- h. Unknown/non-reporting/vacant

31. Chief Academic Officer

- a. Your agency's job title for this position

\_\_\_\_\_

- b. Salary

\_\_\_\_\_

- c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

- d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native
- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

32. Chief financial officer

- a. Your agency's job title for this position

\_\_\_\_\_

- b. Salary

\_\_\_\_\_

- c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

- d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native

- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

33. Government relations officer

- a. Your agency's job title for this position

\_\_\_\_\_

- b. Salary

\_\_\_\_\_

- c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

- d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native
- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

34. Communications officer

- a. Your agency's job title for this position

\_\_\_\_\_

- b. Salary

\_\_\_\_\_

- c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

- d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native
- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

35. Chief information officer



- a. Your agency's job title for this position  
\_\_\_\_\_
- b. Salary  
\_\_\_\_\_
- c. Sex/gender (choose one)
  - i. Female
  - ii. Male
  - iii. Non-binary
  - iv. Unknown/non-reporting/vacant
- d. Race/ethnicity (choose one)
  - i. White, non-Hispanic/Latino
  - ii. Black, non-Hispanic/Latino
  - iii. Hispanic/Latino
  - iv. Asian
  - v. Native Hawaiian or other Pacific Islander
  - vi. American Indian or Alaskan Native
  - vii. Multiracial or other
  - viii. Unknown/non-reporting/vacant

36. Equity and diversity officer

- a. Your agency's job title for this position  
\_\_\_\_\_
- b. Salary  
\_\_\_\_\_
- c. Sex/gender (choose one)
  - i. Female
  - ii. Male
  - iii. Non-binary
  - iv. Unknown/non-reporting/vacant
- d. Race/ethnicity (choose one)
  - i. White, non-Hispanic/Latino
  - ii. Black, non-Hispanic/Latino
  - iii. Hispanic/Latino
  - iv. Asian
  - v. Native Hawaiian or other Pacific Islander
  - vi. American Indian or Alaskan Native
  - vii. Multiracial or other
  - viii. Unknown/non-reporting/vacant

37. General counsel

- a. Your agency's job title for this position  
\_\_\_\_\_

b. Salary

---

c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native
- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

38. Development officer

a. Your agency's job title for this position

---

b. Salary

---

c. Sex/gender (choose one)

- i. Female
- ii. Male
- iii. Non-binary
- iv. Unknown/non-reporting/vacant

d. Race/ethnicity (choose one)

- i. White, non-Hispanic/Latino
- ii. Black, non-Hispanic/Latino
- iii. Hispanic/Latino
- iv. Asian
- v. Native Hawaiian or other Pacific Islander
- vi. American Indian or Alaskan Native
- vii. Multiracial or other
- viii. Unknown/non-reporting/vacant

39. Add additional job title, salary, sex/gender, and race/ethnicity for other key positions not listed above

---

40. This section is for any comments regarding your responses to KEY AGENCY STAFF. These could be any clarifications that add value or address a major change for this fiscal year.

---

---

---

---

## AGENCY FUNCTIONS

41. Please indicate which of the following functions are performed by the agency staff, as defined by the staff FTE submitted earlier (select all that apply).

- Budgeting and fiscal policy analysis for higher education
- Submission of consolidated higher education budget recommendations to the governor and/or legislature
- Allocation of state higher education appropriations to institutions
- Tuition-setting authority
- Academic planning
- Academic program review
- Academic program approval
- Approval of new public campuses
- Granting authority for awarding degrees or operating authority to private institutions
- Communications and government relations for higher education
- Maintaining, collecting, and reporting data on higher education
- Research and policy evaluation
- Institutional accountability
- Administration of student grant programs
- Administration of student loan programs
- Auditing institutional expenditures and compliance with state law
- Capital project planning
- Capital project implementation
- Grant program administration
- Coordination with state K-12 activities
- Coordination with departments of labor, workforce, and/or economic development
- Mass communication with the public regarding state higher education agenda
- State-level planning
- State-level coordination
- Statewide transfer programs
- Mergers, consolidations, and/or closures
- Legal services for institutions
- Presidential searches
- Presidential evaluations
- Contracts, tenure decisions, personnel policies for institutions

- Operation/coordination of distance learning activities
- Professional development programs for governing/coordinates board members
- Collective bargaining
- Equity and diversity programs
- Information technology coordination
- Other (please specify)

---

42. This section is for any comments regarding your responses to AGENCY FUNCTIONS. These could be any clarifications that add value or address a major change for this fiscal year.

---

---

---

---

#### AGENCY CONTACT INFORMATION

43. Respondent name

---

44. Respondent title

---

45. Respondent email address

---

46. Respondent phone number

---

47. In case there are follow-up questions regarding your response, we will, at a minimum, contact the respondent. Enter additional contact details, if applicable.

a. Name

---

b. Title

---

c. Email address

---

d. Phone number

---

#### FINAL FEEDBACK

48. This section is for any outstanding general comments or feedback regarding this survey and/or your responses.

---

---

