

SHEEO & NASH Membership Survey Fiscal Year 2021 Survey Instrument

The following is for personal use only to assist with gathering the data within your agency. Please submit all responses to the FY21 Membership Survey at the link found in the survey announcement email.

Welcome to the FY 2021 SHEEO & NASH Membership 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. SHEEO will report all non-salary data at the state and agency levels in our [Agency Profiles](#). The COVID-19 pandemic data will only be reported in the aggregate.

The survey consists of four recurring sections and one focused section:

- AGENCY RESOURCES — FY 2021 budgets and FTE staff breakdowns.
- AGENCY LEADERSHIP — FY 2021 salary and benefits, and sex, race & ethnicity, and prior employment and education information for SHEEOs.
- KEY AGENCY STAFF — FY 2021 salary and benefits, and sex, race & ethnicity.
- AGENCY FUNCTIONS — FY 2021 functions performed.
- AGENCY COVID-19 PANDEMIC IMPACTS – FY 2021 staffing, budget, and function changes due to the pandemic.

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

Please submit by COB Friday, July 9.

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

AGENCY INFORMATION

1. Full and legal name of agency.

2. State/territory of agency.

3. Agency type.

- Governing board
- Coordinating board/policy board
- Other

4. Agency affiliation.

(Select all that apply)

- SHEEO member
- NASH member

AGENCY RESOURCES

5. Budget for operations for the SHEEO/system office. This **includes** all sources of funds, not just from the general fund, and any program operation costs if managed by the agency/system office. This **excludes** pass-through funds, funding for institutional operations, or financial aid awards to students or campuses. Total budget = state funds + federal funds + private funds + other funds. If unable to parse out funds, enter total budget into other funds.

| | \$ |
|---------------|----|
| State funds | |
| Federal funds | |
| Private funds | |
| Other funds | |

Describe what federal, private, and other funds consist of, if applicable.

6. Budget for operations for institutions.

State funding ONLY. Represents state funding allocated and/or appropriated to institutions that your agency governs and/or coordinates. This **includes** all institutional

operating appropriations that pass through your agency and any state funding appropriated directly to institutions. This excludes any funds reported in agency/office operating budget and any tuition/fee, financial aid, or other revenue monies associated with students.

7. Additional funds only administered by this agency.

| | \$ |
|------------------------------|----|
| Student financial aid grants | |
| Other grants | |
| Student loans disbursed | |

8. FTE staff in the SHEEO/system office.

Includes all staff that are paid out of the budget for operations for the SHEEO/system office (all sources of funds), including professional and support staff, part-time, contract or grant-funded, and student employees. College/university staff should not be included in this figure.

9. Indicate the number of FTE staff who are Hispanic or Latino.

10. Indicate the number of FTE staff in each race category.

| | FTE |
|---|-----|
| American Indian or Alaska Native | |
| Asian | |
| Black or African American | |
| Multiracial | |
| Native Hawaiian or other Pacific Islander | |
| White | |
| Unknown/non-reporting/vacant | |

11. Indicate the number of FTE staff in each sex category.

| | FTE |
|------------------------------|-----|
| Female | |
| Male | |
| Unknown/non-reporting/vacant | |

12. 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

The SHEEO/system head is the chief executive officer in your organization who oversees higher education.

13. Salary of SHEEO/system head.

14. Is the SHEEO's/system head's salary set by statute (law)?

- Yes
- No

15. Does the SHEEO/system head have the following benefits?

| | | |
|--------------------|-----|----|
| Housing benefit | Yes | No |
| Automobile benefit | Yes | No |

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

17. Who is charged with appointing authority for the SHEEO?

- Agency board or agency committee
- Coordinating board
- Coordinating board with approval of the governor
- Governing board
- Governing board with approval of governor
- Governing board with approval of governor and senate
- Governor
- Governor on recommendation of coordinating board
- Governor with approval of senate or legislature
- State board of education or commissioner/secretary of education
- Other (please describe)

18. Is the SHEEO serving in an interim role?

- Yes
- No

19. Sex of SHEEO/system head.

- Female
- Male
- Unknown/non-reporting/vacant

20. Is the SHEEO/system head Hispanic or Latino?

- Yes
- No

21. Race/ethnicity of SHEEO/system head.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

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

- Yes
- No

23. Prior to becoming a SHEEO/system head, what field did the SHEEO/system head most recently work in?

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

- Nonprofits - not education related

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

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

26. What is the highest education level completed by the SHEEO/system head?

- Bachelor's degree
- Master's degree
- PhD or EdD
- JD
- MD
- Other (please describe)

27. In what categories did the SHEEO/system head earn their highest education level, if applicable?

(Select all that apply)

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

28. Specific field(s) that the highest education level was in.

29. 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

30. Salary of highest-paid public institution president or executive officer.
Not necessarily the SHEEO/system head.

31. Does the highest-paid public institution president or executive officer have the following benefits?

| | | |
|--------------------|-----|----|
| Housing benefit | Yes | No |
| Automobile benefit | Yes | No |

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

33. Salary of lowest-paid public institution president or executive officer.
Not necessarily the SHEEO/system head.

34. Does the lowest-paid public institution president or executive officer have the following benefits?

| | | |
|--------------------|-----|----|
| Housing benefit | Yes | No |
| Automobile benefit | Yes | No |

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

36. Indicate the senior leadership positions within your agency.

- Academic officer: Charged with leading, developing, and managing academic policies within the agency.
- Financial officer: Charged with leading, developing, and managing finances and fiscal policy within the agency.
- Government relations officer: Charged with leading government relations for an agency.

- Communications officer: Charged with leading and managing the agency's communications.
- Research officer: Charged with leading and managing the agency's research.
- Equity and diversity officer: Charged with leading and managing the agency's equity, diversity, and inclusion work.
- General counsel: Charged with leading the agency's legal work.
- Information technology officer: Charged with leading the agency's information and technology work.
- Development officer: Charged with leading the agency's advancement and fundraising.

37. Describe any scenarios where one individual is assigned to multiple senior leadership positions. For example, some agencies only have one individual in charge of the communications and government relations officer duties.

38. Academic officer.

Job Title _____
Salary _____

39. Sex of the academic officer.

- Female
- Male
- Unknown/non-reporting/vacant

40. Is the academic officer Hispanic or Latino?

- Yes
- No

41. Race/ethnicity of the academic officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

42. Financial officer.

Job Title _____

Salary _____

43. Sex of the financial officer.

- Female
- Male
- Unknown/non-reporting/vacant

44. Is the financial officer Hispanic or Latino?

- Yes
- No

45. Race/ethnicity of the financial officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

46. Government relations officer.

Job Title _____

Salary _____

47. Sex of the government relations officer.

- Female
- Male
- Unknown/non-reporting/vacant

48. Is the government relations officer Hispanic or Latino?

- Yes
- No

49. Race/ethnicity of the government relations officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial

- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

50. Communications officer.

Job Title _____
Salary _____

51. Sex of the communications officer.

- Female
- Male
- Unknown/non-reporting/vacant

52. Is the communications officer Hispanic or Latino?

- Yes
- No

53. Race/ethnicity of the communications officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

54. Research officer.

Job Title _____
Salary _____

55. Sex of the research officer.

- Female
- Male
- Unknown/non-reporting/vacant

56. Is the research officer Hispanic or Latino?

- Yes
- No

57. Race/ethnicity of the research officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

58. Equity and diversity officer.

Job Title _____
Salary _____

59. Sex of the equity and diversity officer.

- Female
- Male
- Unknown/non-reporting/vacant

60. Is the equity and diversity officer Hispanic or Latino?

- Yes
- No

61. Race/ethnicity of the equity and diversity officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

62. General counsel.

Job Title _____
Salary _____

63. Sex of the general counsel.

- Female
- Male

Unknown/non-reporting/vacant

64. Is the general counsel Hispanic or Latino?

- Yes
- No

65. Race/ethnicity of the general counsel.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

66. Information technology officer.

Job Title _____

Salary _____

67. Sex of the information technology officer.

- Female
- Male
- Unknown/non-reporting/vacant

68. Is the information technology officer Hispanic or Latino?

- Yes
- No

69. Race/ethnicity of the information technology officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

70. Development officer.

Job Title _____
Salary _____

71. Sex of the development officer.

- Female
- Male
- Unknown/non-reporting/vacant

72. Is the development officer Hispanic or Latino?

- Yes
- No

73. Race/ethnicity of the development officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Multiracial
- Native Hawaiian or other Pacific Islander
- White
- Unknown/non-reporting/vacant

74. List any additional senior leadership positions including job title, salary, sex, and race & ethnicity.

75. 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

76. Indicate which of the following functions are performed by the agency and, if applicable, the agency's board. For this year's survey, several new functions were added. Please review carefully. Select all that apply.

Academic Affairs

- Academic program review
- Academic program approval
- Academic planning
- Degree and credential approval/award
- Manage and operate academic policies or programs

Communications, Coordination, and Planning

- Communications and government relations for higher education
- Coordination with departments of labor, workforce, and/or economic development
- Coordination with state K-12 activities
- Federal program administration
- Information technology coordination
- Legal services for institutions
- Manage and approve interstate compacts and reciprocity agreements
- Manage and operate programs for college access and success
- Manage and operate programs for equity and diversity
- Mass communication with the public regarding state higher education agenda
- Operation/coordination of distance learning activities
- State-level coordination
- State-level planning
- Serve as an advisor for higher education institution leaders
- Serve as an advisor to and respond to requests from state policy leaders

Institutional Oversight and Reporting

- Adopt rules to regulate institutions of higher education
- Approval of new public campuses
- Granting authority for awarding degrees or operating authority to private institutions
- Institutional accountability
- Institutional mission approval
- Maintaining, collecting, coordinating, and reporting data on higher education
- Manage and report on accountability or performance measures
- Mergers, consolidations, and/or closures
- Oversee non-resident enrollment caps

Staffing and Personnel Matters

- Collective bargaining
- Contracts, tenure decisions, personnel policies for institutions
- Human resources administration for institutions (payroll, benefits, etc)
- Presidential compensation approval
- Presidential evaluations
- Presidential searches

- Professional development programs for governing/coordinating board members

State Budgetary and Fiscal Policy

- Administration of student grant programs
- Administration of student loan programs
- Allocation of state higher education appropriations to institutions
- Approve or administer institutional bonds
- Auditing institutional expenditures and compliance with state law
- Budgeting and fiscal policy analysis for higher education
- Capital project approval
- Capital project funding approval
- Capital project implementation
- Capital project planning
- Grant program administration
- Oversee residency requirements for tuition purposes
- Submission of consolidated higher education budget recommendations to the governor and/or legislature
- Tuition-setting authority

77. Please describe any additional functions not listed above.

78. 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 COVID-19 PANDEMIC IMPACTS

79. Did your agency lay off staff due to impacts of the pandemic?

- Yes
- No

80. How many FTEs were laid off due to the impacts of the pandemic? Please elaborate.

81. Did your agency furlough staff due to the impacts of the pandemic?

- Yes
- No

82. How many FTEs were furloughed due to the impacts of the pandemic? Please elaborate.

83. Did your agency experience budget cuts for operations due to the pandemic?

- Yes
- No

84. How much of your budget for agency operations was cut due to the pandemic? Please elaborate.

85. Please list any new functions your agency performed due to the pandemic.

AGENCY CONTACT INFORMATION

86. Primary respondent contact information.

| | |
|---------------|-------|
| Name | _____ |
| Title | _____ |
| Email address | _____ |
| Phone number | _____ |

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

| | |
|---------------|-------|
| Name | _____ |
| Title | _____ |
| Email address | _____ |
| Phone number | _____ |

FINAL FEEDBACK

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