



# SHEEO

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

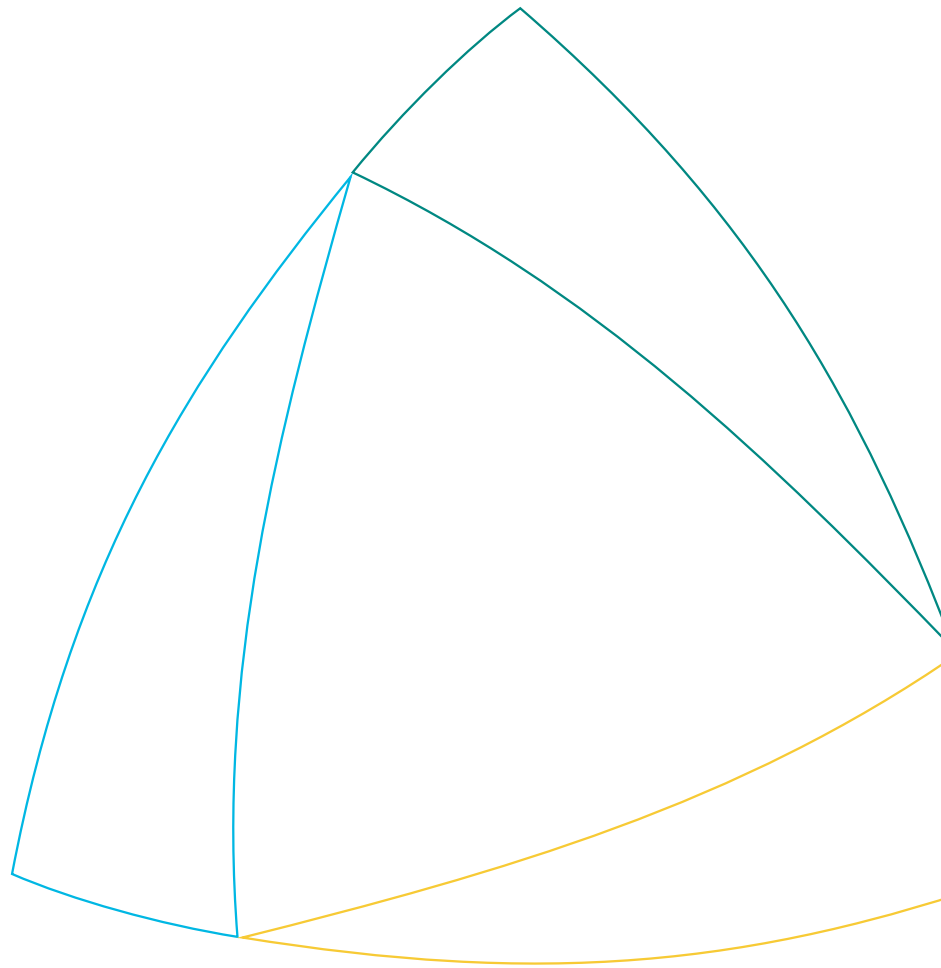
# MEMBERSHIP REPORT

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## FY 2022

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## ACKNOWLEDGEMENTS

SHEEO would like to thank our membership for taking the time to provide data and feedback. This report would not have been possible without additional support, particularly from SHEEO staff members Rob Anderson, Gloria Auer, Jessica Duren, Carrie Klein, Sophia Laderman, John Lane, and Dustin Weeden.

Aggregate and agency-level data in this publication are available on our website at [sheeo.org/project/sheeo-membership-report](https://sheeo.org/project/sheeo-membership-report).

The data in the Membership Report and accompanying website may be freely used with the appropriate attribution and citation: State Higher Education Executive Officers Association. (2023). FY 2022 SHEEO Membership Report.

The State Higher Education Executive Officers Association (SHEEO) serves the executives of statewide governing, policy, and coordinating boards of postsecondary education and their staffs. Founded in 1954, SHEEO promotes an environment that values higher education and its role in ensuring the equitable education of all Americans, regardless of race/ethnicity, gender, or socioeconomic factors. Together with its members, SHEEO aims to achieve this vision by equipping state higher education executive officers and their staffs with the tools to effectively advance the value of higher education, promoting public policies and academic practices that enable all Americans to achieve success in the 21st century, and serving as an advocate for state higher education leadership. For more information, visit [www.sheeo.org](https://www.sheeo.org).

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## EXECUTIVE SUMMARY

The State Higher Education Executive Officers Association (SHEEO) is a membership organization representing the executive officers of statewide coordinating/policy and governing boards charged with oversight and coordination of public higher education<sup>1</sup> within their state, district, or territory.<sup>2</sup> Some states have one member agency, and others have two. SHEEO supports 61 member agencies representing all 50 U.S. states, the District of Columbia, Puerto Rico, and the Northern Mariana Islands. Within these member agencies, the state higher education executive officer (SHEEO) is the senior-most person and is responsible for advancing policy and practice to advance state goals. Fifty-seven (93%) agencies responded to the survey and submitted data for FY 2022.

The purpose of the fiscal year 2022 SHEEO Membership Report is to provide SHEEOs and the policy community with information about SHEEO agency characteristics, including: agency functions; operating budgets; and SHEEO demographics; as well as agency, senior leadership, and full-time equivalent staff demographics. In addition, the report provides an appendix with information about the current SHEEOs' past employment and education.

## REPORT HIGHLIGHTS

The major highlights of the report focus on agency functions, budget, and staff and leadership demographics. Findings show that, overall, SHEEO agencies are performing functions similar to those they performed in FY21, with slightly differentiated responsibilities for coordinating and policy boards versus governing boards. Coordinating/policy boards are often responsible for planning, budgeting, authorizing, and/or reviewing new programs. They also are more likely to grant authority for awarding degrees or operating authority to private institutions and administering state student loan and grant programs. Governing boards are more likely to conduct presidential searches and evaluations, approve presidential compensation, provide legal services, and oversee personnel contracts, tenure decisions, and policies for institutions. Commonalities across all agencies include maintaining, collecting, coordinating, and reporting data on higher education and academic program planning, review, and approval.

Regarding member operating budgets in 2022, variations exist between state funding among coordinating/policy boards and governing boards. Coordinating/policy boards saw an inflation-adjusted increase of \$3 million in their median operating budgets and currently have a median \$15.1 million operating budget. Governing boards saw an adjusted \$4.1 million increase in median operating budgets, resulting in a median \$14.2 million operating budget. Only half of coordinating/policy board budgets came from state funding, compared to nearly 70% for governing boards. On average, coordinating/policy boards have 22% less funding per FTE from the state than governing boards.

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1. There are some exceptions where coordinating/policy and governing boards are charged with oversight and coordination outside of public higher education.
  2. State will be the term used throughout the remainder of the report to reference state, district, or territory.

Low levels of representation of people of color also exist at the SHEEO level. Forty-one SHEEOs identify as White, six as Black or African American, three as Hispanic or Latino, two as American Indian or Alaska Native, two as Asian or Asian American, and one as Native Hawaiian or other Pacific Islander. Examining the data by agency type, 78% of governing board SHEEOs are male compared to 72% of coordinating/policy board SHEEOs. From 2021 to 2022, the percentage of White male governing board SHEEOs has decreased by 7% while White male coordinating/policy board SHEEOs increased by 17%. Thirty-nine percent of coordinating board SHEEOs identify as female, while just 11% of governing board SHEEOs do. Within the female SHEEO representation, coordinating boards have SHEEOs who identify as American Indian or Alaska Native, Black or African American, and Hispanic or Latina, while governing boards only have female SHEEOs who identify as White.

The demographic differences for SHEEOs and staff hold true for senior leadership. The most common senior leadership positions, shared by almost all SHEEO agencies, are financial officer (98%), academic officer (95%), and communications officer (87%). The least common positions across all agencies are equity and diversity officer (40%) and development officer (20%). Among these senior leadership positions, there are disproportionately fewer people of color or those who identify as female in senior positions. While the majority of SHEEO agency staff are female, the majority of SHEEO agency senior leadership are male. There were four senior leadership positions that had 50% or more females, such as academic officer (56%), communications officer (61%), research officer (57%), and equity and diversity officer (60%). For males in leadership, the top positions include development officer (58%), financial officer (70%), technology officer (64%), and general counsel (50%).

Similarly, staff identifying as White are overrepresented in senior leadership (72%), with academic officers holding the highest representation at 83%. The position with the highest representation of people of color was the general counsel officer position (60%), while all other senior leadership positions had 31% or fewer people of color. There are two notable racial and ethnic differences across board types for senior leadership. There are no multiracial people in a senior leadership position in coordinating/policy boards, and there are no American Indian or Alaska Native people or multiracial people in senior leadership positions in governing boards.

Member-reported demographics indicate that representation of people of color employed at SHEEO agencies at the staff level remains low and relatively unchanged from FY21 to FY22, with 0.5% identifying as American Indian or Alaska Native, 12% Asian or Asian American, 10% Black or African American, 5% as Hispanic or Latino of any race, 3% Native Hawaiian or other Pacific Islander, and 1% multiracial, while 58% identified as White. Females continue to dominate at SHEEO agencies with 56% of SHEEO agency staff identifying as female while 36% identify as male.



For additional details and state-specific data, see the Agency Profiles and data download at [sheeo.org/project/sheeo-membership-report](https://sheeo.org/project/sheeo-membership-report).

## INTRODUCTION

The SHEEO agency is the public entity tasked with overseeing higher education within its respective state and is led by a state higher education executive officer (SHEEO).<sup>3</sup> Some states have multiple SHEEO agencies<sup>4</sup> that cover different sectors (e.g., technical colleges, community colleges, and universities) or programs (e.g., state department or office), but most states have only one agency. SHEEO agencies often collaborate with federal, state, and local levels of public office, state education organizations, business leaders and state workforce, K-12 education leaders, constituent communities within their state, higher education institutions, and other SHEEO agencies.

SHEEO agencies can be described as either coordinating/policy boards or governing boards. Coordinating/policy boards are often state agencies or offices/departments within a state agency that perform specific regulatory functions and resource-allocation functions and that can administer statewide grant and loan programs.<sup>5</sup> These boards do not have as much formal authority over institutions within the state but are tasked with coordinating institutions of higher education and providing policy and research support for state leaders. On the other hand, governing boards are more likely to manage and oversee most functions of the higher education system and tend to have broad and more centralized power over the institutions in their system. Governing boards play a direct role in allocating resources, the hiring and firing of presidents, monitoring accountability, and participating in the academic planning process.

From 1966 to 2019, the State Higher Education Executive Officers Association (SHEEO) administered the *Staffing and Salary Information with Survey of Agency Functions for Statewide Coordinating and Governing Higher Education Agencies*, more commonly known as the *Salary Survey*. Since its inception, the Salary Survey has been regularly updated to reflect the composition of SHEEO members. Until 2020, the data were kept internal—for membership use only. In 2020, SHEEO began publicly publishing the non-salary components of the survey, now known as the *SHEEO Membership Report*, to help SHEEO better understand and support our members. The report allows SHEEO to better track emerging priorities for SHEEO members, design member services and programs, and provide better comparisons and new policy ideas for our members.

The FY22 SHEEO Membership Report uses data collected in the fall and winter of 2022.<sup>6</sup> Fifty-seven SHEEO agencies completed the survey—a response rate of 93%.<sup>7</sup> The survey queried members about their functions, operating budgets and staff, senior leadership, and SHEEO demographics.

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3. Tandberg, D., Fowles, J., & McLendon, M. (2017). The governor and the state higher education executive officer: How the relationship shapes state financial support for higher education. *The Journal for Higher Education*, 88, 110-134.
  4. The state higher education executive officer, known as the SHEEO, is the senior-most person for public higher education in a state. States can have one SHEEO or multiple SHEEOs. The SHEEO can be appointed by the governor, a coordinating board, governing board, or a combination of entities.
  5. Lingenfelter, P., Novak, R., Legon, R. (2008). Excellence at scale – What is required of public leadership and governance in higher education? [www.paulelingenfelter.com/\\_files/ugd/f9b80b\\_b94b2c1def154529b4e1ba9abaa0b9c1.pdf](http://www.paulelingenfelter.com/_files/ugd/f9b80b_b94b2c1def154529b4e1ba9abaa0b9c1.pdf)
  6. Any data changes made after this report's publication are not reflected in the narrative but will be reflected in the Agency Profiles ([sheeo.org/interactive-agency-profiles](http://sheeo.org/interactive-agency-profiles)) and data downloads.
  7. SHEEO was not able to collect data for the University of Vermont, District of Columbia Office of the State Superintendent, Puerto Rico Council on Higher Education, and the Michigan Association of State Universities.

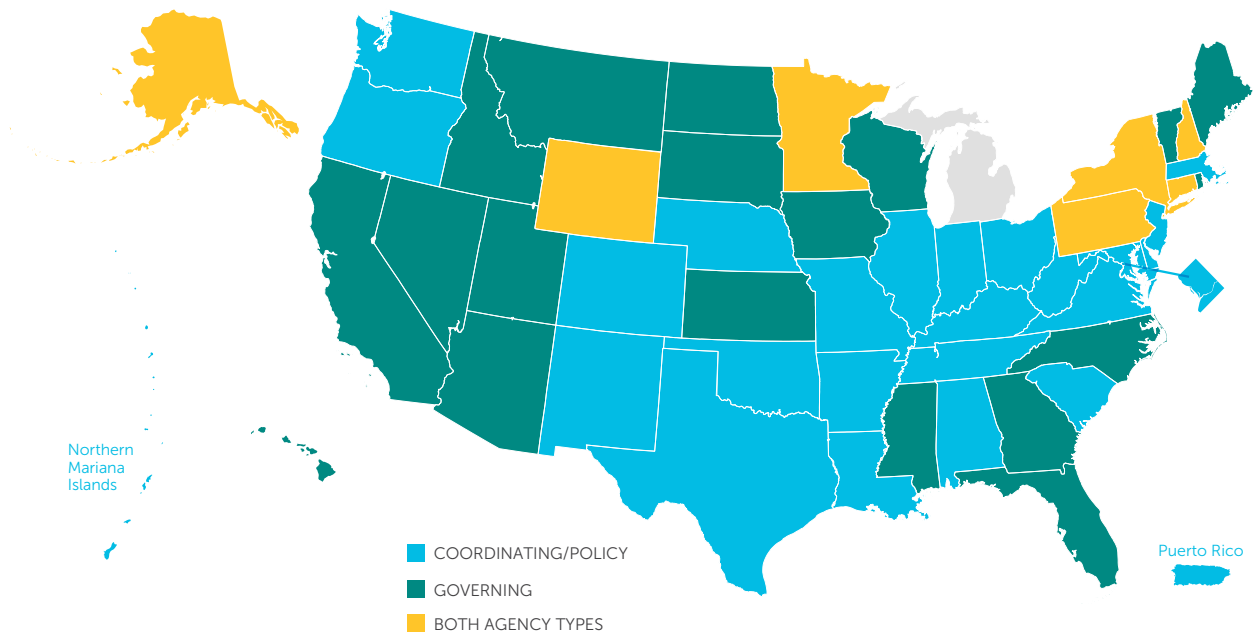


This report conveys the survey findings across two levels, agency governance and functions and agency resources. The agency governance and functions section summarizes data on SHEEO member governing types and the functions they perform. The agency resources section summarizes the operating budgets, full-time equivalent (FTE) staff, average agency staff per FTE, SHEEO agency staff demographics (including non-senior leadership, senior leadership, and the SHEEOs themselves), and SHEEO senior leadership roles. The report concludes with a discussion of the overall data submitted, the implications of the findings, and how these data can be used to improve SHEEO agencies. The appendix provides data on the pathways to becoming a SHEEO (e.g., appointment, postsecondary educational work experience, prior job experience, degree attainment, and degree discipline).

## AGENCY GOVERNANCE AND FUNCTIONS

SHEEO’s membership comprises 61 agencies, representing all 50 U.S. states, Washington, D.C., Puerto Rico, and the Northern Mariana Islands.<sup>8</sup> SHEEO is made up of 33 coordinating/policy boards, 27 governing boards, and a public university membership association in Michigan (Figure 1). The SHEEO membership represents a variety of sectors, including public four-year and two-year institutions, and other categorizations, such as independent/nonprofit, proprietary, online, or specialty institutions.

**FIGURE 1**  
**SHEEO MEMBER GOVERNING AND COORDINATING/POLICY BOARDS, FY 2022**



**NOTE:**

1. The Michigan Association of State Universities is a member of SHEEO but is neither a state governing or coordinating/policy board and does not have a defined SHEEO.

**SOURCE:** State Higher Education Executive Officers Association

8. Eight states have two SHEEO agency members: Alaska, Connecticut, Minnesota, New Hampshire, New York, Pennsylvania, Vermont, and Wyoming.

## AGENCY FUNCTIONS

SHEEO agencies perform a wide range of functions to oversee higher education in their respective states and were surveyed on 50 performance functions relating to academic affairs; communications, coordination, and planning; institutional oversight and reporting; staffing and personnel; and state budgetary and fiscal policy. Coordinating/policy boards are often responsible for planning, budgeting, authorizing, and/or reviewing new programs. They also are more likely to grant authority for awarding degrees or operating authority to private institutions and administering state student loan and grant programs. Comparatively, governing boards are more likely to conduct presidential searches and evaluations, approve presidential compensation, oversee contracts, tenure decisions, and personnel policies for institutions, and provide legal services for institutions. Some of the most common functions across all agencies include maintaining, collecting, coordinating, and reporting data on higher education, and academic program planning, review, and approval.

### ACADEMIC AFFAIRS

SHEEO agencies are oftentimes involved in academic policy, program, and degrees matters. The majority of SHEEO agencies perform academic planning, program approval, and program review functions (*Table 1.1*). When examining the data by agency type, governing boards are substantially more likely to manage and operate academic policies and programs and approve and award degree credentials, compared to 53% of coordinating boards.

TABLE 1.1

**ACADEMIC AFFAIRS FUNCTIONS OF SHEEO AGENCIES, FY 2022**

	C/P	GOV	ALL
ACADEMIC PROGRAM REVIEW	83%	88%	86%
ACADEMIC PROGRAM APPROVAL	93%	96%	95%
ACADEMIC PLANNING	93%	96%	95%
DEGREE AND CREDENTIAL APPROVAL/AWARD	53%	81%	66%
MANAGE AND OPERATE ACADEMIC POLICIES AND PROGRAMS	53%	81%	66%

**SOURCE:** State Higher Education Executive Officers Association

## COMMUNICATIONS, COORDINATION, AND PLANNING

As public-serving entities, SHEEO agencies often have commitments to provide accessible, strategic, and comprehensive information to their stakeholders. Nearly all agencies, regardless of governance, are expected to provide communications and government relations for higher education (*Table 1.2*). In FY22, there were only five coordinating/policy boards performing the following functions more often than governing boards: coordination with departments of labor, workforce, and/or economic development; coordination with state K-12 activities; federal program administration; management/approval of interstate compacts and reciprocity agreements; and state-level planning (*Table 1.2*). However, three of the five functions tend to focus on policy areas beyond state higher education, suggesting that this type of interagency coordination falls more to coordinating boards.

There are only two communications, coordinating, and planning functions that fewer than half of coordinating/policy boards performed (i.e., legal services for institutions and manage/operate programs for equity and diversity) compared to four last year. Major events like the COVID-19 pandemic and a nationwide focus on racial justice in recent years could cause more SHEEO agencies to adopt functions like the coordination of distance learning activities and managing equity and diversity programs. For FY22, operation/coordination of distance learning increased to over half, now at 53% for coordinating boards while previously being 39%. However, the data show that managing equity and diversity programs remains well below half, with just 43% for coordinating boards.

TABLE 1.2

### COMMUNICATIONS, COORDINATION, AND PLANNING FUNCTIONS OF SHEEO AGENCIES, FY 2022

	C/P	GOV	ALL
COMMUNICATIONS AND GOVERNMENT RELATIONS FOR HIGHER EDUCATION	90%	100%	95%
COORDINATION WITH DEPARTMENTS OF LABOR, WORKFORCE, AND/OR ECONOMIC DEVELOPMENT	93%	77%	86%
COORDINATION WITH STATE K-12 ACTIVITIES	90%	69%	80%
FEDERAL PROGRAM ADMINISTRATION	73%	69%	71%
INFORMATION TECHNOLOGY COORDINATION	37%	85%	59%
LEGAL SERVICES FOR INSTITUTIONS	17%	77%	45%
MANAGE/APPROVE INTERSTATE COMPACTS AND RECIPROCITY AGREEMENTS	73%	58%	66%
MANAGE/OPERATE PROGRAMS FOR COLLEGE ACCESS AND SUCCESS	73%	77%	75%
MANAGE/OPERATE PROGRAMS FOR EQUITY AND DIVERSITY	43%	62%	52%
MASS COMMUNICATIONS WITH THE PUBLIC REGARDING STATE HIGHER EDUCATION AGENDA	77%	88%	82%
OPERATION/COORDINATION OF DISTANCE LEARNING ACTIVITIES	53%	58%	55%
STATE-LEVEL COORDINATION	87%	92%	89%
STATE-LEVEL PLANNING	83%	73%	79%
SERVE AS AN ADVISOR FOR HIGHER EDUCATION INSTITUTION LEADERS	70%	85%	77%
SERVE AS AN ADVISOR TO AND RESPOND TO REQUESTS FROM STATE POLICY LEADERS	83%	92%	88%

SOURCE: State Higher Education Executive Officers Association

## INSTITUTIONAL OVERSIGHT AND REPORTING

One of the main responsibilities charged to SHEEO agencies is to provide oversight of the institutions they coordinate and/or govern. One way that 88% of agencies do this is by managing, collecting, coordinating, and reporting key data. *Table 1.3* shows that governing boards often perform more oversight and reporting functions than coordinating/policy boards. In addition, nearly all member governing boards generate accountability metrics on a variety of factors and hold institutions accountable to the standards set by the state, while 47% of coordinating/policy boards perform institutional mission approval and 53% have the authority to hold institutions accountable.

**TABLE 1.3**  
**INSTITUTIONAL OVERSIGHT AND REPORTING FUNCTIONS OF SHEEO AGENCIES, FY 2022**

	C/P	GOV	ALL
ADOPT RULES TO REGULATE INSTITUTIONS OF HIGHER EDUCATION	73%	81%	77%
APPROVAL OF NEW PUBLIC CAMPUSES	60%	65%	63%
GRANTING AUTHORITY FOR AWARDING DEGREES OR OPERATING AUTHORITY TO PRIVATE INSTITUTIONS	67%	27%	48%
INSTITUTIONAL ACCOUNTABILITY	53%	100%	75%
INSTITUTIONAL MISSION APPROVAL	47%	81%	63%
MAINTAINING, COLLECTING, COORDINATING, AND REPORTING DATA ON HIGHER EDUCATION	87%	88%	88%
MANAGE AND REPORT ON ACCOUNTABILITY OR PERFORMANCE MEASURES	73%	96%	84%
MERGERS, CONSOLIDATIONS, AND/OR CLOSURES	60%	69%	64%
OVERSEE NON-RESIDENT ENROLLMENT CAPS	17%	35%	25%

**SOURCE:** State Higher Education Executive Officers Association

## STAFFING AND PERSONNEL

In addition to supporting and managing their own staff, SHEEO agencies can be charged with personnel matters of institutions. More than any other function category, governing boards overwhelmingly perform more staffing and personnel functions than coordinating/policy boards, as seen in *Table 1.4*. Governing boards are more likely than coordinating/policy boards to perform oversight of presidents, including evaluations, searches, and compensation approval. All SHEEO governing board members reported that they perform at least two of the three president-related functions.

TABLE 1.4

### STAFFING AND PERSONNEL FUNCTIONS OF SHEEO AGENCIES, FY 2022

	C/P	GOV	ALL
COLLECTIVE BARGAINING	7%	58%	30%
CONTRACTS, TENURE DECISIONS, PERSONNEL POLICIES FOR INSTITUTIONS	3%	65%	32%
HUMAN RESOURCES ADMINISTRATION FOR INSTITUTIONS	0%	23%	11%
PRESIDENTIAL COMPENSATION APPROVAL	7%	96%	48%
PRESIDENTIAL EVALUATIONS	7%	96%	48%
PRESIDENT SEARCHES	7%	100%	50%
PROFESSIONAL DEVELOPMENT PROGRAMS FOR BOARD MEMBERS	50%	77%	63%

SOURCE: State Higher Education Executive Officers Association

## STATE BUDGETARY AND FISCAL POLICY

SHEEO agencies are expected to help manage and invest state resources in higher education in support of their missions. Data in *Table 1.5* show budgeting and fiscal policy analysis for higher education is the highest function performed by all agencies. Roughly two-thirds of SHEEO agencies are involved in the capital project approval process, 55% with the capital funding approval process, 59% with capital planning, and 45% with capital project implementation. While governing boards are more often engaged in capital budgetary and fiscal work, coordinating/policy boards are more likely to administer student grant and loan programs.

TABLE 1.5

### STATE BUDGETARY AND FISCAL POLICY FUNCTIONS OF SHEEO AGENCIES, FY 2022

	C/P	GOV	ALL
ADMINISTRATION OF STUDENT GRANT PROGRAMS	90%	58%	75%
ADMINISTRATION OF STUDENT LOAN PROGRAMS	47%	27%	38%
ALLOCATION OF STATE HIGHER EDUCATION APPROPRIATIONS TO INSTITUTIONS	50%	81%	64%
APPROVE OR ADMINISTER INSTITUTIONAL BONDS	20%	77%	46%
AUDITING INSTITUTIONAL EXPENDITURES AND COMPLIANCE WITH STATE LAW	37%	85%	59%
BUDGETING AND FISCAL POLICY ANALYSIS FOR HIGHER EDUCATION	73%	100%	86%
CAPITAL PROJECT APPROVAL	47%	85%	64%
CAPITAL PROJECT FUNDING APPROVAL	33%	81%	55%
CAPITAL PROJECT IMPLEMENTATION	17%	77%	45%
CAPITAL PROJECT PLANNING	37%	85%	59%
GRANT PROGRAM ADMINISTRATION	73%	65%	70%
OVERSEE RESIDENCY REQUIREMENTS FOR TUITION PURPOSES	17%	65%	39%
SUBMISSION OF CONSOLIDATED HIGHER EDUCATION BUDGET RECOMMENDATIONS TO THE GOVERNOR AND/OR LEGISLATURE	77%	85%	80%
TUITION-SETTING AUTHORITY	23%	88%	54%

SOURCE: State Higher Education Executive Officers Association

## AGENCY RESOURCES

### OPERATING BUDGET AND FULL-TIME EQUIVALENT (FTE) STAFF

All SHEEO agencies are tasked with overseeing higher education; however, agency size and resources vary widely (see *Table 2*). Agency operating budgets ranged from approximately \$700,000 at the New Hampshire Higher Education Commission to nearly \$300 million at the University System of Georgia. Coordinating/policy boards saw an inflation-adjusted \$3,035,517 increase in their median operating budgets in the last year and currently have a median \$15.1 million operating budget.<sup>9</sup> Governing boards saw an inflation-adjusted \$4,108,069 increase in median operating budgets, resulting in a median \$14.2 million operating budget. Roughly half of the agencies that make up SHEEO's membership have budgets under \$15 million, while there are nine agencies that reported budgets of at least \$50 million. These agencies with larger budgets tend to be university systems (e.g., California State University, the University System of Georgia, the University of Wisconsin System) or single statewide coordinating boards (e.g., Illinois Board of Education, Kentucky Council on Postsecondary Education, Texas Higher Education Commission). Meanwhile, the five smallest operating budgets were all coordinating/policy boards located in the Northeast or Midwest.

Agency FTE staff sizes ranged from 2.3 at the New Hampshire Higher Education Commission to 841 at the University of Wisconsin System. Both coordinating/policy boards and governing boards had a median of 58 FTE staff, a decrease of 2 FTE since 2021. Since 2019, governing boards have experienced a 10% decline, from 64.5 FTE in 2019 to 58.0 FTE in 2022, whereas coordinating/policy boards have maintained from 57.6 FTE in 2019 to 58.0 in 2022.

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9. Budget figures are adjusted for inflation using the Consumer Price Index (CPI) and are reported in constant fiscal year (July-June) 2022 dollars.



**TABLE 2**  
**AGENCY OPERATING BUDGET AND STAFF (FTE) MEAN, MEDIAN, AND PERCENTILES, FY 2022**

OPERATING BUDGET				STAFF (FTE)		
	COORDINATING/ POLICY	GOVERNING	ALL AGENCIES	COORDINATING/ POLICY	GOVERNING	ALL AGENCIES
1%	\$726,608	\$4,329,449	\$726,608	2.3	13.0	2.3
5%	\$1,500,645	\$4,404,604	\$1,781,200	9.0	18.0	12.0
10%	\$3,912,000	\$5,048,664	\$4,329,449	16.0	22.0	18.0
25%	\$7,316,291	\$7,445,996	\$7,381,144	31.0	33.6	32.3
<b>50%</b>	<b>\$15,092,624</b>	<b>\$14,188,511</b>	<b>\$14,778,927</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>
75%	\$23,906,000	\$47,044,600	\$34,514,502	105.0	232.0	120.2
90%	\$43,468,676	\$133,451,440	\$95,605,936	156.0	577.0	326.8
95%	\$54,382,144	\$164,671,008	\$133,451,440	238.5	690.0	577.0
99%	\$130,416,496	\$287,073,696	\$287,073,696	304.3	841.0	841.0
MEAN	\$21,285,893	\$46,027,067	\$32,331,060	75.6	191.0	127.1

**NOTES:**

1. Agency operating budgets include state, federal, private, and other funds, and exclude funding for institutional operations or financial aid awards to students or campuses.
2. Full-time equivalent (FTE) staff includes all staff paid out of the agency's operating budget.
3. One agency did not submit operating budget or agency staff (FTE) data and has been excluded from this table.

**SOURCE:** State Higher Education Executive Officers Association

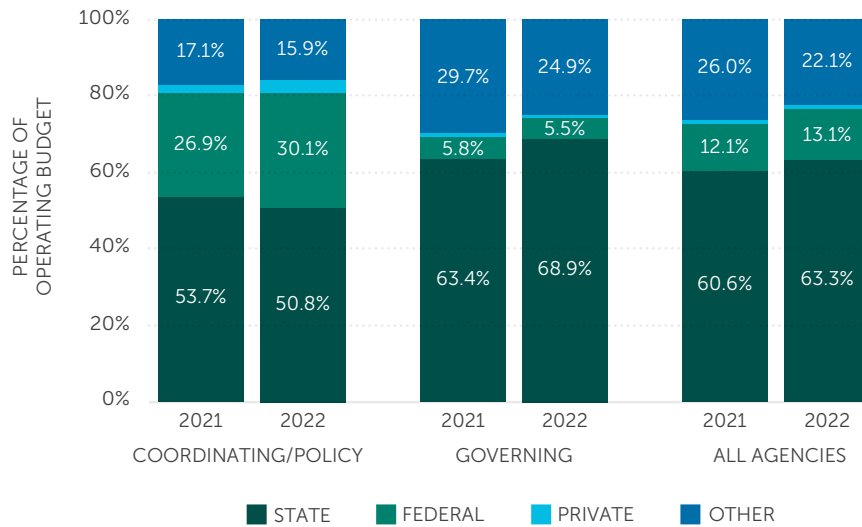
## AGENCY BUDGET BREAKDOWNS

SHEEO agencies are funded through a variety of sources, whether from public or private entities or short-term versus long-term funds. More than half of agencies' budgets came from their states' general and special funds<sup>10</sup> (Figure 2). However, there are variations in state funding among coordinating/policy boards and governing boards. Only half of coordinating board budgets came from state funding compared to nearly 70% for governing boards. From FY21 to FY22, state funds remained relatively consistent, with a slight decrease in state funding for coordinating boards and approximately a 6% increase for governing boards.

10. Special revenue funds are limited to being used for a particular purpose, particularly for student aid programs.

Coordinating/policy boards, on average, received 30.1% of their budget from federal stimulus and grants compared to governing boards, which received 5.5%. One major question for coordinating/policy boards is how their budgets will be affected when the one-time American Rescue Plan Act stimulus funds are depleted. Unlike governing boards, who often rely more on other sources of funding like licensing and administration fees, local funding, and shared/reimbursed activity directly from the institutions, coordinating/policy boards may need to advocate to their state legislature for an increased allocation or find another way to cover the gap. On average, a governing board received 24.9% of its budget from other funds (e.g., licensing/administration fees, local funding, and shared/reimbursed activity), compared to 15.9% at coordinating/policy boards.

**FIGURE 2**  
**FUNDING SOURCES OF AGENCY OPERATING BUDGETS, FY 2021-2022**



**NOTES:**

1. Other funding primarily consists of licensing/administration fees, local funding, and shared/reimbursed activity.
2. Breakdown only includes known funding sources. Some agencies submitted partial or all funds as uncategorizable and are excluded from this figure.
3. Totals may not equal 100% due to rounding.

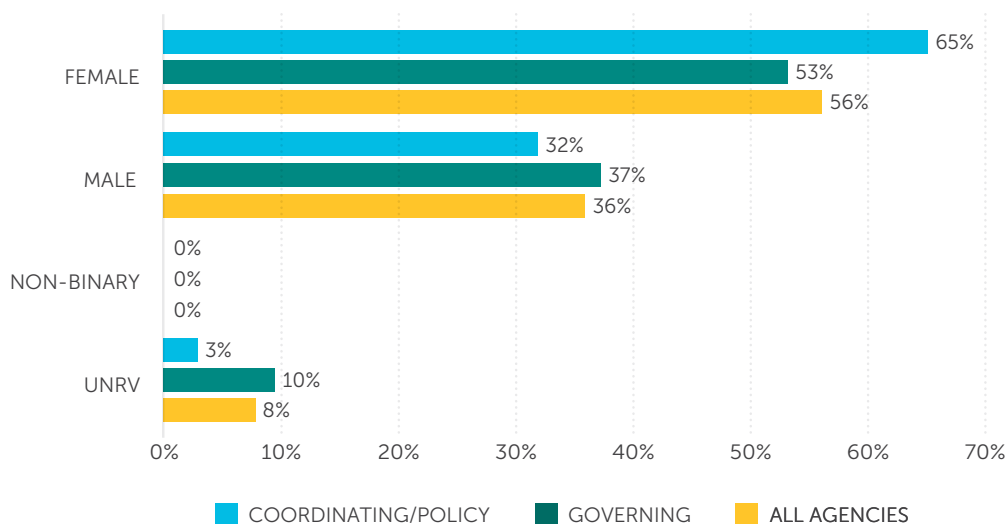
**SOURCE:** State Higher Education Executive Officers Association

## SHEEO AGENCY STAFF DEMOGRAPHICS

One goal of collecting the membership data is to understand the demographic composition of SHEEO agency staff and leadership by sex and race. These data may enable SHEEO members to critically reflect on the racial makeup in their offices and to begin thinking of solutions to further diversify their offices and create climates that support, affirm, and provide professional development for their staff members of color. Compared to FY 2021, coordinating/policy boards provided more demographic breakouts of their staff agencies than governing boards. It is imperative to have more SHEEO agencies report sex and race data because it allows SHEEO to provide a clearer picture of its members' demographic makeup.

SHEEO agencies reported that 56% of their staff identified as female, 36% male, 0% non-binary, and 8% unknown, non-reporting, or vacant (UNRV) (*Figure 3*). Governing boards had a higher percentage of the UNRV sex category (10%) compared to coordinating/policy boards (3%), indicating a potential difference in these agencies' ability to collect and/or share complete demographic data.<sup>11</sup>

**FIGURE 3**  
**SEX COMPOSITION OF AGENCY STAFF, FY 2022**



**NOTES:**

1. Six agencies did not submit agency staff (FTE) by sex and have been excluded from this figure.
2. UNRV means unknown, non-reporting, or vacant.

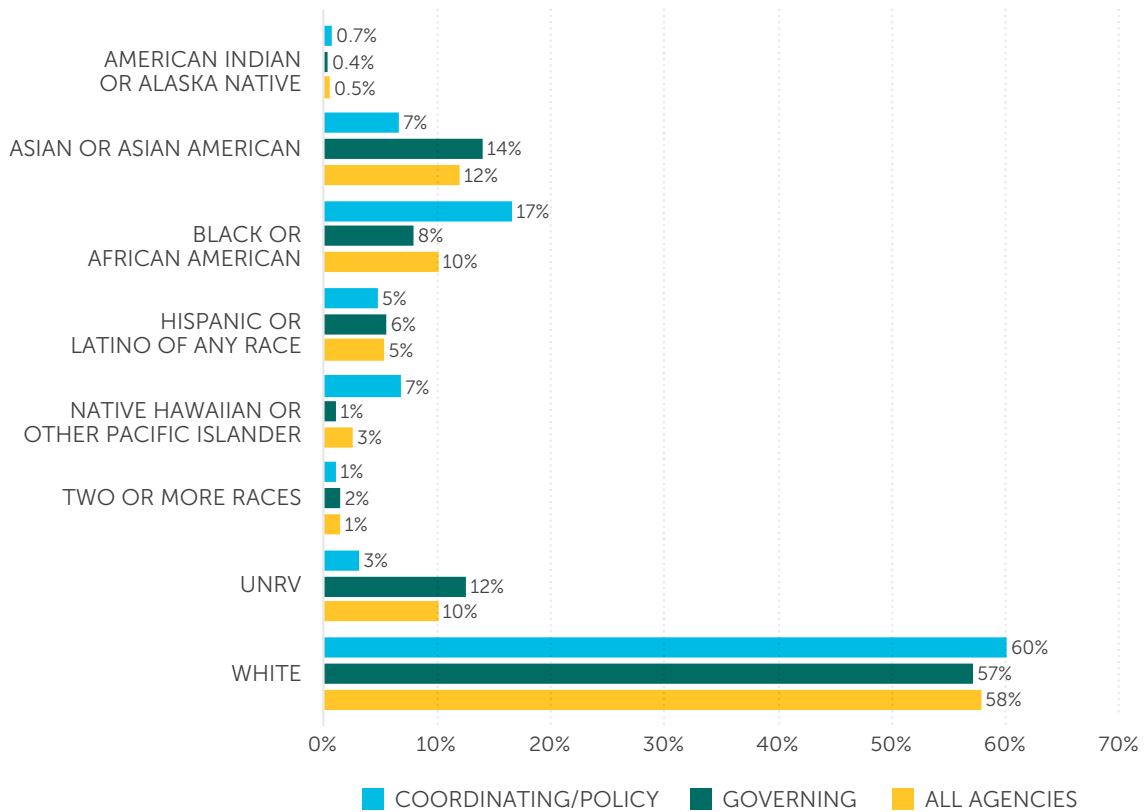
**SOURCE:** State Higher Education Executive Officers Association

SHEEO agencies reported the following for staff racial demographics: 0.5% American Indian or Alaska Native, 12% Asian or Asian American, 10% Black or African American, 5% Hispanic or Latino of any race, 3% Native Hawaiian or other Pacific Islander, 1% multiracial, 10% UNRV, and 58% White (*Figure 4*). The addition of Northern Marianas College resulted in a 2% increase in Native Hawaiian or other Pacific Islander reporting.

When separated by coordinating/policy boards and governing boards, there were slight differences in racial composition. Coordinating/policy boards have higher representation of American Indian or Alaska Native (+0.3%), Black or African American (+8.8%), Native Hawaiian or Other Pacific Islander (+5.7%), and White people (+3.0%) than governing boards. Governing boards saw more representation of Asian or Asian American (+7.2%), Hispanic or Latino of any race (+0.9%), and people who identified as two or more races (+0.4%). American Indian or Alaska Native, Asian or Asian American, Black or African American, Hispanic or Latino, people who identify as two or more races, and Native Hawaiian or other Pacific Islander people are severely underrepresented across board types. For UNRV-identifying staff, governing boards reported 12% while coordinating boards reported 3%.

11. Readers should use caution when interpreting the demographic differences for both the governing and coordinating/policy boards as there are percentages of missing or non-reported data.

**FIGURE 4**  
**RACE COMPOSITION OF AGENCY STAFF, FY 2022**



**NOTES:**

1. Six agencies did not submit agency staff (FTE) by race and have been excluded from this figure.
2. UNRV means unknown, non-reporting, or vacant.
3. Totals may not equal 100% due to rounding.

**SOURCE:** State Higher Education Executive Officers Association

## OVERVIEW OF THE SHEEO AND SENIOR LEADERSHIP POSITIONS

Survey respondents provided details for the SHEEO and the senior leadership roles across nine categories in their agencies. Logistically, the SHEEO oversees the agency senior leadership and carries out higher education plans for the governor of their state, or they can have more autonomy to implement their own policy agendas. This depends on how they are appointed.<sup>12</sup> However, SHEEO agency senior leadership staff are expected to wear many hats; often, one staff member is charged with the responsibilities of more than one position. This report opts to count individual staff multiple times (per role) and the accompanying data downloads available on our website ([sheeo.org/project/sheeo-membership-report](https://sheeo.org/project/sheeo-membership-report)) list repeating agency staff titles in these cases.

The most common senior leadership positions, shared by almost all SHEEO agencies, are financial officer (98%), academic officer (95%), and communications officer (87%). The least common positions across all agencies are equity and diversity officer (40%) and development officer (20%). There are noticeable differences across coordinating/policy boards and governing boards. Coordinating/policy boards are more likely to have an equity and diversity officer, research officer, and government relations officer, whereas governing boards are more likely to have a communications officer, general counsel, and development officer (*Table 3*).<sup>13</sup>

*TABLE 3*  
**SENIOR LEADERSHIP IN SHEEO AGENCIES, FY 2022**

SENIOR-LEVEL STAFF	COORDINATING/POLICY	GOVERNING	ALL AGENCIES
ACADEMIC OFFICER	93%	96%	95%
COMMUNICATIONS OFFICER	83%	92%	87%
DEVELOPMENT OFFICER	10%	31%	20%
EQUITY AND DIVERSITY OFFICER	48%	31%	40%
FINANCIAL OFFICER	97%	100%	98%
GENERAL COUNSEL	48%	88%	67%
GOVERNMENT RELATIONS OFFICER	72%	73%	73%
RESEARCH OFFICER	69%	54%	62%
TECHNOLOGY OFFICER	76%	73%	75%

**NOTE:**

1. Two agencies did not submit senior-level staff data and have been excluded from this table.

**SOURCE:** State Higher Education Executive Officers Association

12. See *Appendix A* regarding SHEEO appointing authority.

13. Readers should use caution when interpreting the demographic differences for both the governing and coordinating/policy boards as there are significant percentages of missing or non-reported data.

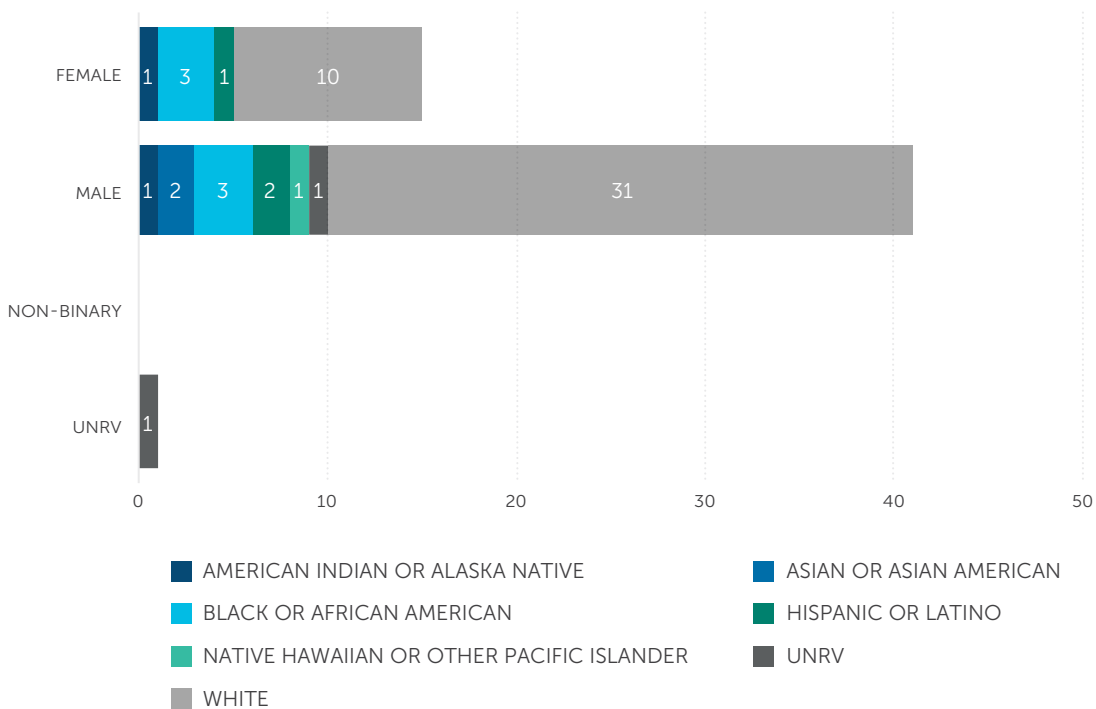
## SHEEO DEMOGRAPHICS

This section will discuss the SHEEO demographics followed by the SHEEO senior leadership by race and sex with descriptions of commonalities among the demographic data. From the data, White males remain the most represented race and sex group in the SHEEO position in FY22 (Figure 5), and of the 57 SHEEOs:

- 41 SHEEOs are White, and 31 of those are White males and 10 White females.
- Three SHEEOs are Black or African American females, and three are Black or African American males.
- Two SHEEOs are Hispanic or Latino males, and one is a Hispanic or Latina female.
- Two SHEEOs are American Indian or Alaska Native (one male and one female).
- Two SHEEOs are Asian or Asian American males.
- One SHEEO is Native Hawaiian or other Pacific Islander male.
- Two SHEEOs are UNRV (one male and one unknown sex).

White males saw the largest increase, from 29 to 31, in SHEEOs between FY21 to FY22. Black or African American females and Native Hawaiian or other Pacific Islander males grew by one. White and Hispanic females were the only race and sex groups to decline in the past year, by one. American Alaska Native males and females, Asian or Asian American males, Black or African American males, and Hispanic or Latino males remained the same from FY21 to FY22.

**FIGURE 5**  
**RACE AND SEX COMPOSITION OF SHEEO LEADERSHIP, FY 2022**



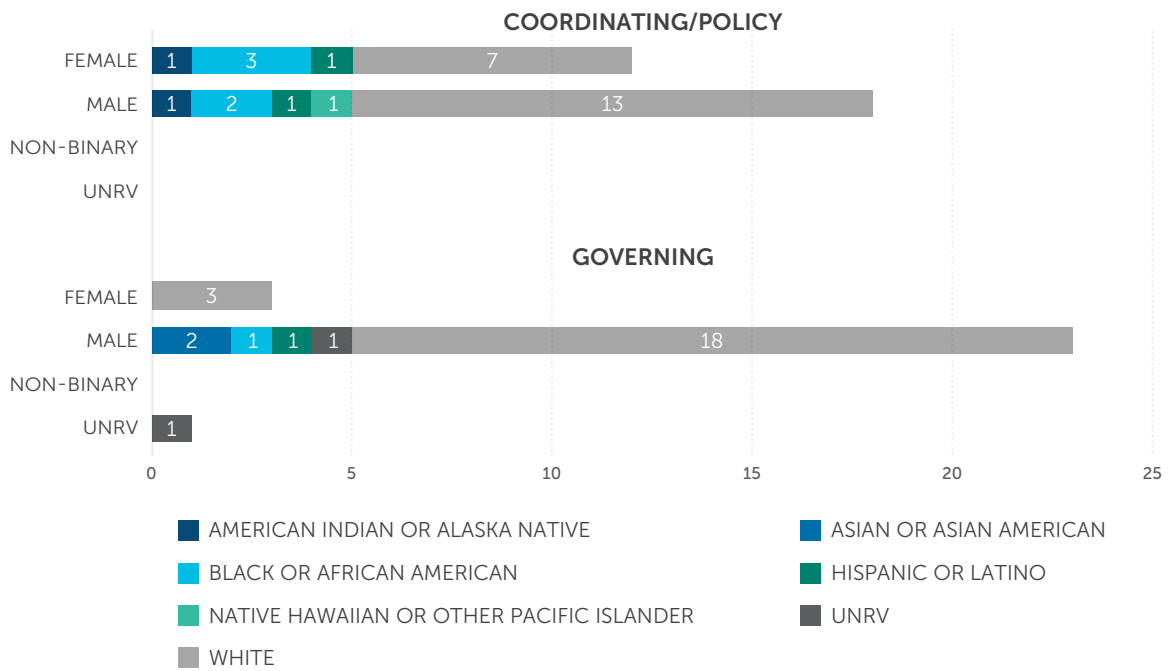
**NOTE:**

1. UNRV means unknown, non-reporting, or vacant.

**SOURCE:** State Higher Education Executive Officers Association

When disaggregated by board type, only two American Indian or Alaska Native SHEEOs, five out of six Black or African American SHEEOs, and two out of three Hispanic or Latino SHEEOs led a coordinating/policy board. The only two Asian SHEEOs both led governing boards (Figure 6). Seventy-eight percent of governing board SHEEOs were male compared to 72% of coordinating/policy board SHEEOs. Thirty-nine percent of coordinating board SHEEOs were female, and 11% of governing board SHEEOs were female. American Indian or Alaska Native, Black or African American, and Hispanic or Latina female SHEEOs all led coordinating boards, while the SHEEOs who identify as female who led governing boards were all White.

**FIGURE 6**  
**RACE AND SEX COMPOSITION OF SHEEO LEADERSHIP BY AGENCY TYPE, FY 2022**



**NOTE:**

1. UNRV means unknown, non-reporting, or vacant.

**SOURCE:** State Higher Education Executive Officers Association

## SENIOR LEADERSHIP DEMOGRAPHICS

Table 4 illustrates the racial and ethnic demographics for SHEEO agency senior leadership. Notably, both types of boards lacked representation of those who identify as American Indian or Alaska Native (0.3%), Asian or Asian American (2.3%), Black or African American (8.8%), Hispanic or Latino (4.8%), people who identified as two or more races (0.8%), and Native Hawaiian or other Pacific Islander people (1.1%). The position with the highest representation of people of color was the general counsel officer position (60%), while all other senior leadership positions had 31% or fewer people of color. White people made up the majority of all senior leadership positions, with a total of 72.2%, and were most represented in academic officer positions (82.7%).<sup>14</sup> There were no people who identified as two or more races in a senior leadership position in coordinating/policy boards, and there were no American Indian or Alaska Native people or people who identified as two or more races in senior leadership positions in governing boards.

TABLE 4  
RACE OF SENIOR LEADERSHIP, FY 2022

	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN OR ASIAN AMERICAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO OF ANY RACE	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	TWO OR MORE RACES	UNRV	WHITE	TOTAL
ACADEMIC OFFICER	0.0%	0.0%	5.8%	5.8%	1.9%	1.9%	1.9%	82.7%	100.0%
COMMUNICATIONS OFFICER	0.0%	1.9%	7.4%	3.7%	3.7%	0.0%	5.6%	77.8%	100.0%
DEVELOPMENT OFFICER	0.0%	0.0%	4.8%	2.4%	0.0%	2.4%	11.9%	78.6%	100.0%
EQUITY AND DIVERSITY OFFICER	0.0%	0.0%	0.0%	5.9%	0.0%	2.0%	11.8%	80.4%	100.0%
FINANCIAL OFFICER	0.0%	5.7%	5.7%	2.9%	0.0%	0.0%	8.6%	77.1%	100.0%
GENERAL COUNSEL	4.0%	0.0%	40.0%	16.0%	0.0%	0.0%	16.0%	24.0%	100.0%
GOVERNMENT RELATIONS OFFICER	0.0%	2.5%	5.0%	0.0%	0.0%	0.0%	12.5%	80.0%	100.0%
RESEARCH OFFICER	0.0%	9.5%	16.7%	4.8%	0.0%	0.0%	9.5%	59.5%	100.0%
TECHNOLOGY OFFICER	0.0%	0.0%	8.3%	8.3%	8.3%	0.0%	25.0%	50.0%	100.0%
<b>TOTAL</b>	<b>0.3%</b>	<b>2.3%</b>	<b>8.8%</b>	<b>4.8%</b>	<b>1.1%</b>	<b>0.8%</b>	<b>9.6%</b>	<b>72.2%</b>	<b>100.0%</b>

**NOTES:**

1. Two agencies did not submit senior-level staff data and have been excluded from this table.
2. UNRV means unknown, non-reporting, or vacant.
3. Totals may not equal 100% due to rounding.

**SOURCE:** State Higher Education Executive Officers Association

14. Readers should use caution when interpreting the demographic differences for both the governing and coordinating/policy boards as there are percentages of missing or non-reported data.



The number of senior leaders decreased slightly for Black or African American (-1.9%) and Hispanic or Latino (-0.4%) people. However, when looking at the percentage of senior leaders, the only race and ethnicity groups to experience a percentage increase between FY21 and FY22 were Asian or Asian American (+0.5%), Native Hawaiian or other Pacific Islander (+0.8%), and multiracial people (+0.2%). Asian or Asian American and Native Hawaiian or other Pacific Islander senior leadership has increased primarily due to the data reported by Northern Marianas College (NMC).

## AGENCY SPOTLIGHT: NORTHERN MARIANAS COLLEGE

*This year marks the first time that Northern Marianas College (NMC) has been included in the SHEEO Membership Report and can be involved in comparative SHEEO agency analysis. Additional information follows about the college and its transformative work under new key leadership.*

*A public land-grant and Asian American and Native American Pacific Islander-serving institution in the Commonwealth of the Northern Mariana Islands (CNMI), Northern Marianas College (NMC) is accredited by the Senior College and University Commission of the Western Association for Schools and Colleges and is home to more than 1,400 students enrolled in diverse academic and certificate programs leading to an associate or bachelor's degree, as well as continuing adult education courses. Since first opening its doors in 1981, NMC has striven to inspire the Western Pacific region by providing a quality education at an affordable price with programs that center on global engagement, while staying true to its Pacific Islander heritage.*

*Since becoming the SHEEO in July 2021, the president has introduced a new strategic master plan focusing NMC on implementing corrective measures to improve employee morale and retention, maintain accreditation standards, and create new academic programs. One priority during his second year has been to propose a new organizational chart to be approved by the Board of Regents that would include an equity and diversity officer and a development officer, whose fundraising role is currently part of the SHEEO's responsibilities, among other changes for efficiency and efficacy.*

In Table 5, 48% of senior leadership identified as male (down 3% from last year), compared to 46% female (down by 1%) and 6% UNRV (up by 3%). There were four senior leadership positions that had 50% or more females compared to five senior leadership positions in FY21. These positions were academic officer (56% female), communications officer (61%), research officer (57%), and equity and diversity officer (60%). By comparison, development officer (58% male), financial officer (70%), technology officer (64%), and general counsel (50%) were the positions with the most male representation. In FY21, the four highest senior leadership positions that females held were the same as the positions during FY22, with the exception of government relations officer (43%), whereas for the highest senior leadership positions for males remained the same as last year.

When looking at SHEEO agency FTE staff, 56% of SHEEO agency staff identified as female, while 36% identified as male. This means that, while the majority of SHEEO agency staff overall were female, the majority of SHEEO agency leadership were male.

**TABLE 5**  
**SEX OF SENIOR LEADERSHIP, FY 2022**

	FEMALE	MALE	NON-BINARY	UNRV	TOTAL
ACADEMIC OFFICER	55.8%	44.2%	0.0%	0.0%	100.0%
COMMUNICATIONS OFFICER	60.8%	31.4%	0.0%	7.8%	100.0%
DEVELOPMENT OFFICER	25.0%	58.3%	0.0%	16.7%	100.0%
EQUITY AND DIVERSITY OFFICER	60.0%	28.0%	0.0%	12.0%	100.0%
FINANCIAL OFFICER	27.8%	70.4%	0.0%	1.9%	100.0%
GENERAL COUNSEL	42.5%	50.0%	0.0%	7.5%	100.0%
GOVERNMENT RELATIONS OFFICER	42.9%	47.6%	0.0%	9.5%	100.0%
RESEARCH OFFICER	57.1%	37.1%	0.0%	5.7%	100.0%
TECHNOLOGY OFFICER	33.3%	64.3%	0.0%	2.4%	100.0%
<b>TOTAL</b>	<b>45.9%</b>	<b>48.4%</b>	<b>0.0%</b>	<b>5.7%</b>	<b>100.0%</b>

**NOTES:**

1. Two agencies did not submit senior-level staff data and have been excluded from this table.
2. UNRV means unknown, non-reporting, or vacant.
3. Totals may not equal 100% due to rounding.

**SOURCE:** State Higher Education Executive Officers Association

Table 6 shows the numeric count of senior leadership by race and sex. Senior leaders are predominantly White men (133) and women (121), who make up 72% of senior leadership positions, while other racial backgrounds, excluding UNRV, only make up 18% of the nine senior leadership positions. Across the full membership, every senior leadership position—whether filled or unfilled—increased in number except for the equity and diversity officer position. The inclusion of Northern Marianas College’s senior leadership team can partially account for several increases by one. Regardless, the research officer position increased by seven, the communications officer increased by five, and both the development and technology officer positions increased by four.

**TABLE 6**  
**RACE AND SEX OF SENIOR LEADERSHIP, FY 2022**

	AMERICAN INDIAN OR ALASKA NATIVE			ASIAN OR ASIAN AMERICAN			BLACK OR AFRICAN AMERICAN			HISPANIC OR LATINO OF ANY RACE			TWO OR MORE RACES			NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER			UNRV			WHITE			TOTAL
	F	M	U	F	M	U	F	M	U	F	M	U	F	M	U	F	M	U	F	M	U	F	M	U	
ACADEMIC OFFICER	0	0	0	0	0	0	1	2	0	2	1	0	0	1	0	0	1	0	0	1	0	26	17	0	52
COMMUNICATIONS OFFICER	0	0	0	0	0	0	0	0	0	1	2	0	0	1	0	0	0	0	2	0	4	28	13	0	51
DEVELOPMENT OFFICER	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	0	1	0	2	2	4	0	12
EQUITY AND DIVERSITY OFFICER	0	1	0	0	0	0	9	1	0	3	1	0	0	0	0	0	0	0	0	1	3	3	3	0	25
FINANCIAL OFFICER	0	0	0	0	1	0	3	1	0	0	2	0	0	0	0	0	2	0	0	2	1	12	30	0	54
GENERAL COUNSEL	0	0	0	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	1	1	3	13	19	0	40
GOVERNMENT RELATIONS OFFICER	0	0	0	0	0	0	1	1	0	0	1	0	0	1	0	0	0	0	2	0	3	15	17	1	42
RESEARCH OFFICER	0	0	0	2	0	0	1	1	0	0	1	0	0	0	0	0	0	0	1	0	2	16	11	0	35
TECHNOLOGY OFFICER	0	0	0	1	3	0	4	3	0	1	1	0	0	0	0	0	0	0	2	1	1	6	19	0	42
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>0</b>	<b>7</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>6</b>	<b>19</b>	<b>121</b>	<b>133</b>	<b>1</b>	<b>353</b>

**NOTES:**

- Two agencies did not submit senior-level staff data and have been excluded from this table.
- F = Female; M = Male; U = UNRV
- UNRV means unknown, non-reporting, or vacant.

**SOURCE:** State Higher Education Executive Officers Association

## CONCLUSION AND IMPLICATIONS

The FY22 SHEEO Membership Report shares detailed data on the functions, staffing, and budget of the SHEEO agency. The elements of the data included are increasingly important as states further pursue their higher education agendas and advocate for more support for their members. States can better evaluate themselves relative to peers while also tracking their agency's specific benchmarks. These data can also guide agencies when making changes to their missions, structures, or priorities. It is important for agencies to have this information to help evaluate how they can best serve their state populations, while also pursuing new programs and functions.

The agency functions data show the most common functions among all agency types, which include academic planning, program approval, and program review functions; communications and government relations for higher education; state-level coordination; institutional oversight; and budgeting and fiscal policy analysis for higher education. Regarding staffing, the data in this report can help create a path for SHEEO agencies to ensure their staffing is able to accommodate new changes with current responsibilities. SHEEO agencies are still performing many functions with limited staffing and budget support that may not match the breadth of their work. These data may help SHEEO agencies secure additional funding, which can go to further supporting higher education in their respective states.

Regarding agency budget data, a major portion of the operating budget comes from state funds. However, there has been an increase in federal funds due to federal stimulus funding allocated during the COVID-19 pandemic. In the coming years, the Membership Report will observe the impact of how federal funds will likely decrease, as stimulus funding depletes, and examine how this will impact state agency budgets. For future membership reports, we hope to provide SHEEO agencies with a longitudinal analysis to present changes and trends over time, not just for agency budgets but for staffing and functions as well.

The demographic data are important to show racial and ethnic diversity composition within SHEEO agencies. Senior leadership staff and SHEEOs are predominantly White males, which does not always reflect their FTE staff demographics, the increasingly diverse higher education student population, or the demographics of their citizenry. SHEEO agencies should utilize these data to implement ways to further diversify their leadership and the SHEEO agency as a whole. SHEEO, the association, plans to continue using these data to develop equity-based strategies to diversify SHEEO agencies, create a pipeline for more diverse SHEEOs, and support SHEEOs in becoming more equity-minded.

Ultimately, these data describe the complex and varied nature of SHEEO agencies and point to the need for further study of how SHEEO agencies participate in the policy process and how the data in this report impact their ability to perform their essential functions. We hope this report and these data inspire more research focused on SHEEOs and SHEEO agencies, which are not always well understood and are under-researched.

## APPENDIX A: APPOINTING AUTHORITY FOR SHEEOS

SHEEO agencies reported that 40 of 57 SHEEOs are solely appointed by the agency (either coordinating or governing board), six are appointed by their governor with approval of the senate or legislature, two are appointed by the state board of education or commissioner/secretary of education, and the remaining nine are appointed/require approval by a mix of organized bodies and public leaders (*Table A-1*).

*TABLE A-1*  
**SHEEO APPOINTING AUTHORITY, FY 2022**

APPOINTING AUTHORITY	STATE(S)
COORDINATING BOARD	AL, AK (C), IL, IN, KY, MO, NE, OK, SC, TN, TX, VA, WV, WY (C)
COORDINATING BOARD WITH APPROVAL OF GOVERNOR	AR, OR, PR
COORDINATING BOARD WITH APPROVAL OF SENATE OR LEGISLATURE	LA
GOVERNING BOARD	AK (G), AZ, CA, CT (G), FL, GA, HI, IA, ID, KS, ME, MN (G), MS, MT, NV, NH (G), NY (G), NC, ND, MP, PA (G), RI, SD, VT (G), WI, WY (G)
GOVERNING BOARD WITH APPROVAL FROM GOVERNOR	UT
GOVERNOR	NH (C), NJ, PA (C)
GOVERNOR WITH APPROVAL OF THE SENATE OR LEGISLATURE	CO, CT (C), MD, MN (C), NM, OH
GOVERNOR WITH APPROVAL OF THE SHEEO AGENCY	WA
NOT APPOINTED POSITION	DE
STATE BOARD OF EDUCATION, DEPARTMENT OF EDUCATION, OR COMMISSIONER/SECRETARY OF EDUCATION	DC, MA, NY (C)

**NOTE:**

1. C = Coordinating/policy board; G = Governing board

**SOURCE:** State Higher Education Executive Officers Association

## APPENDIX B: PATHWAY TO SHEEOSHIP

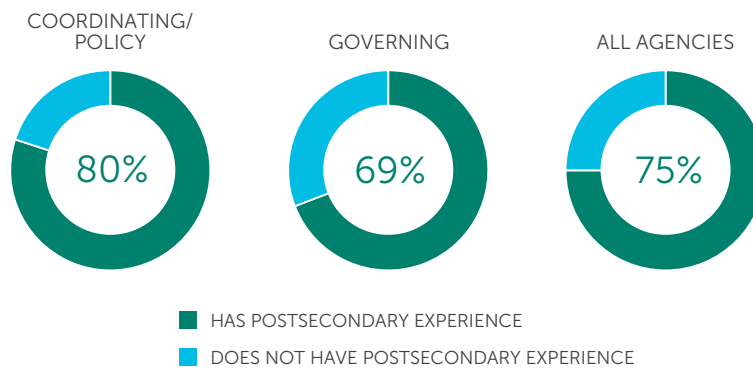
In efforts to better serve our current and future SHEEO leaders, the SHEEO Membership Survey collects information about the SHEEOs' postsecondary education career experience, prior job experience, and prior education experience. Publishing this information is important because it shows that the road to becoming a SHEEO is diverse and does not always come with extensive formal hiring requirements or minimum qualifications.<sup>15</sup>

### SHEEO POSTSECONDARY EDUCATION EXPERIENCE

Knowing the experiences of current SHEEOs allows the SHEEO association to better respond to the needs of our members. Postsecondary education experience is defined as working in a postsecondary institution or system at least once in their career as a full-time professional. As seen in *Figure B-1*, 75% of SHEEOs have postsecondary education experience. When disaggregated by board type, coordinating/policy boards have slightly more SHEEOs with postsecondary education experience (80%) compared to governing boards (69%). From last year, the percentages stayed relatively similar, except for governing boards, which saw a slight decline (4%) in having postsecondary education experience.

FIGURE B-1

#### SHEEO PREVIOUS POSTSECONDARY JOB EXPERIENCE, FY 2022



**NOTE:**

1. One agency did not submit SHEEO prior experience data and has been excluded from this figure.

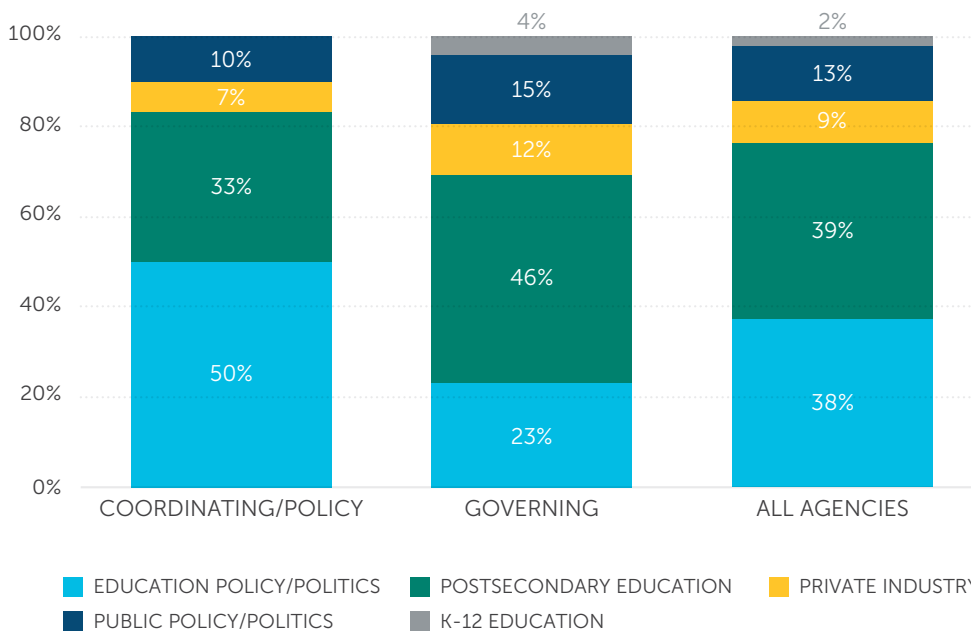
**SOURCE:** State Higher Education Executive Officers Association

15. Bishop, B. (2019, January). The road to the state higher education executive office: Prior job experiences, degree attainment, and minimum job qualifications of state higher education executive officers. State Higher Education Executive Officers Association. [sheeo.org/wp-content/uploads/2019/04/SHEEO\\_RoadPolicyBrief.pdf](https://sheeo.org/wp-content/uploads/2019/04/SHEEO_RoadPolicyBrief.pdf)

## SHEEO IMMEDIATE PRIOR JOB EXPERIENCE

Figure B-2 shows the immediate past job experience for SHEEOs in total and broken down by coordinating/policy and governing boards. Twenty-two (39%) SHEEOs came directly from postsecondary education institutions or systems, whereas 21 (38%) SHEEOs came directly from education policy/politics. Seven (13%) SHEEOs came from public policy/politics not education-related, five (9%) SHEEOs came from private industry, and 1 (1%) SHEEO came from K-12 education. SHEEOs at coordinating/policy boards were more likely to come from education policy/politics and less likely than those at governing boards to come directly from postsecondary education institutions and systems.

**FIGURE B-2**  
**SHEEO IMMEDIATE PRIOR JOB EXPERIENCE, FY 2022**



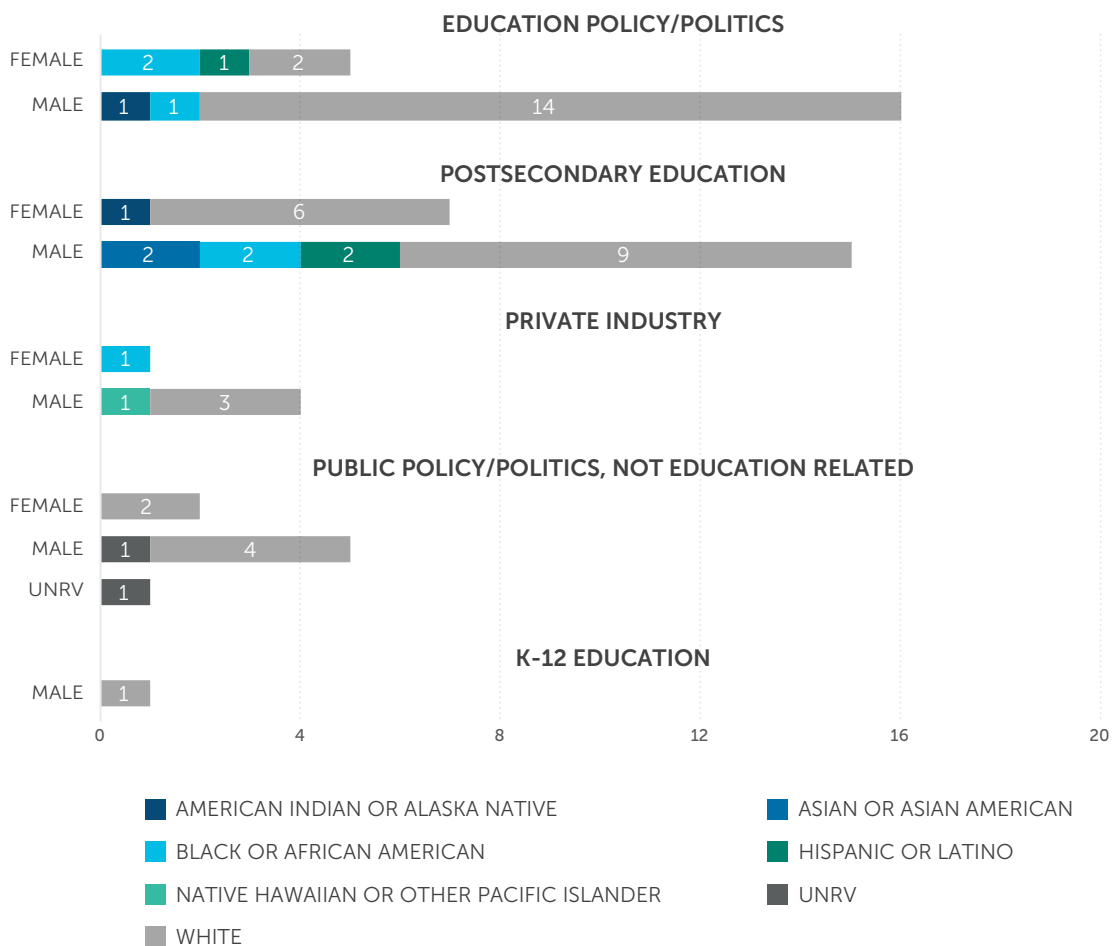
**NOTE:**

1. One agency did not submit SHEEO prior experience data and has been excluded from this figure.

**SOURCE:** State Higher Education Executive Officers Association

Figure B-3 shows that American Indian or Alaska Native, Asian or Asian American, Black or African American, and Hispanic or Latino SHEEOs all came immediately from education policy/politics or postsecondary education, with the exception of one Black or African American SHEEO who came from private industry. In contrast, Native Hawaiian or other Pacific Islander, White, and UNRV SHEEOs were the only race categories to come from public policy/politics and K-12 education. Nearly half of the female SHEEOs had immediate prior job experience in postsecondary education compared to only a third of male SHEEOs. Male SHEEOs have more representation than female SHEEOs in private industry, education policy/politics, and K-12 education.

**FIGURE B-3**  
**SHEEO IMMEDIATE PRIOR JOB EXPERIENCE BY RACE AND SEX, FY 2022**



**NOTES:**

1. One agency did not submit SHEEO prior experience data and has been excluded from this figure.
2. UNRV means unknown, non-reporting, or vacant.
3. Only non-zero cross tabulations are included in this figure.

**SOURCE:** State Higher Education Executive Officers Association

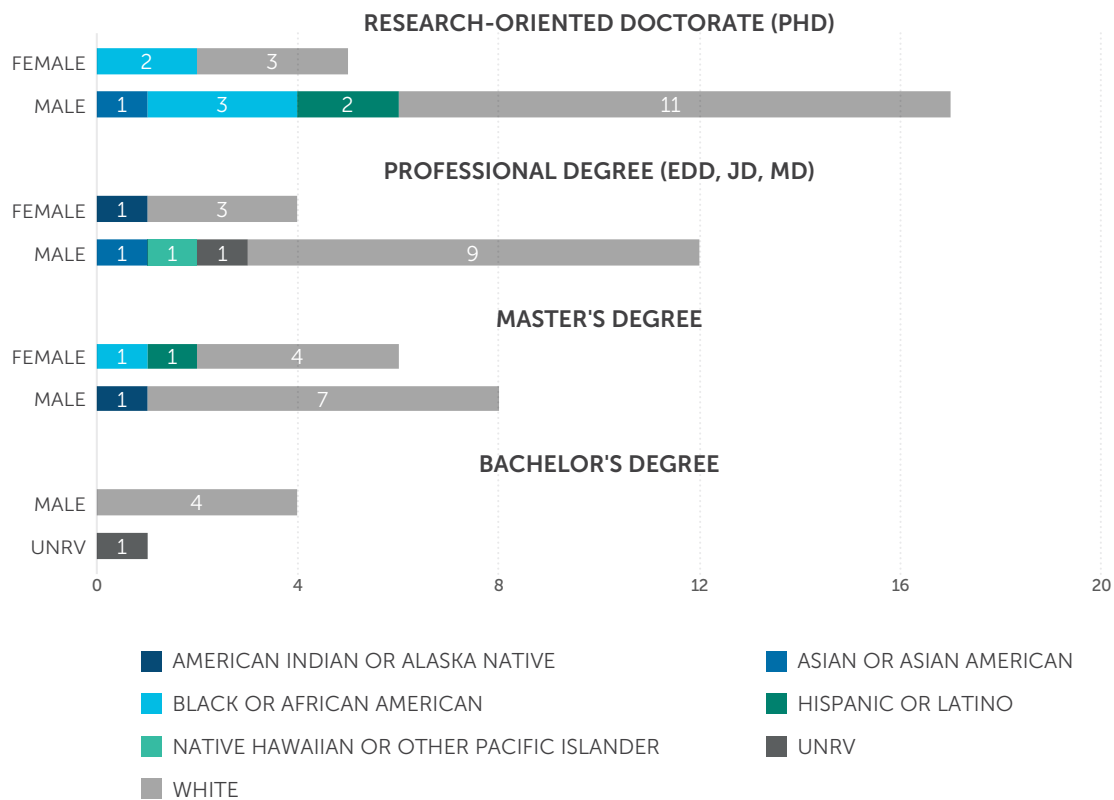


## SHEEO DEGREE ATTAINMENT AND DISCIPLINE

Figure B-4 shows that 22 SHEEOs had a research-oriented doctorate (Ph.D.) and 16 had a professional degree (Ed.D., J.D., and M.D.). Of the remaining 19 SHEEOs, 14 had a master's degree, four had a bachelor's degree, and one did not report their terminal degree information.

To better understand what experiences and knowledge SHEEOs bring, SHEEO disaggregated the highest level of education by race and sex. These data show that all American Indian or Alaska Native, Asian or Asian American, Black or African American, Hispanic or Latino, and Native Hawaiian or other Pacific Islander, and the majority of White SHEEOs, had at least a master's degree. When disaggregated by sex, all female SHEEOs had a graduate degree, while not all male SHEEOs did. Specifically, all four SHEEOs with bachelor's degrees and 11 of the 14 SHEEOs with master's degrees were White males.

**FIGURE B-4**  
**SHEEO HIGHEST LEVEL OF EDUCATION BY SEX AND RACE, FY 2022**



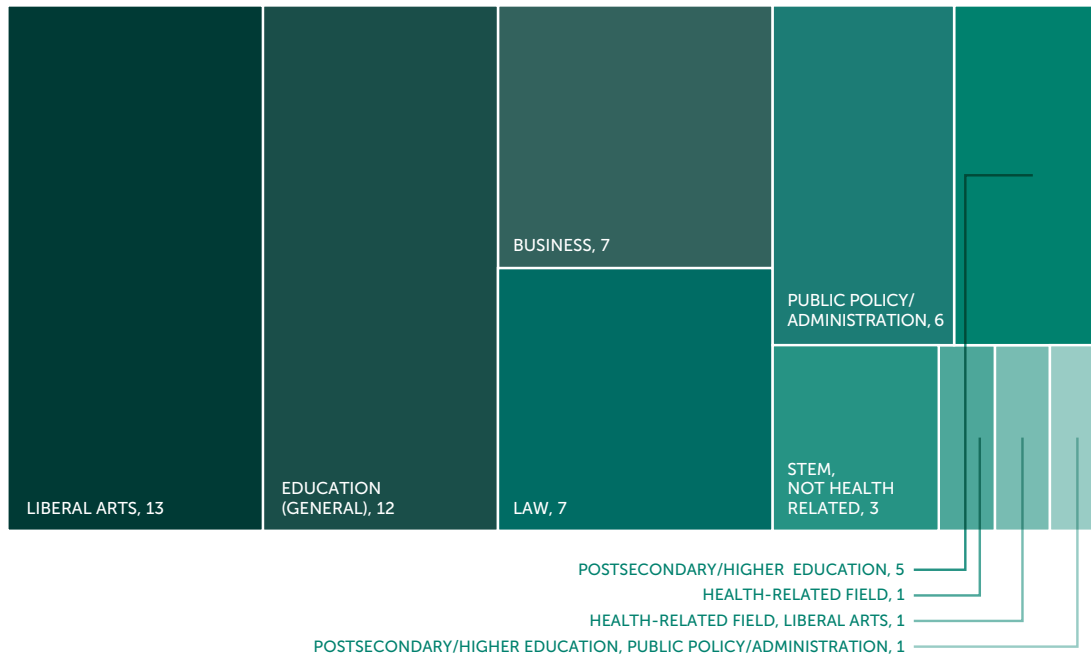
**NOTES:**

1. One agency did not submit SHEEO education data and has been excluded from this figure.
2. UNRV means unknown, non-reporting, or vacant.
3. Only non-zero cross tabulations are included in this figure.

**SOURCE:** State Higher Education Executive Officers Association

Figure B-5 shows the wide range of degree programs that SHEEOs studied. Surprisingly, fewer than half (24) of the SHEEOs earned their highest level of education in general education, postsecondary/higher education, and/or public policy/administration. In fact, the most common disciplines of SHEEOs' terminal degrees were liberal arts (13), education [general] (12), and business and law (both with seven).

**FIGURE B-5**  
**DISCIPLINE OF HIGHEST LEVEL OF EDUCATION, FY 2022**



**NOTE:**

1. One agency did not submit SHEEO education data and has been excluded from this figure.

**SOURCE:** State Higher Education Executive Officers Association

# STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

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