

## MEMBERSHIP SURVEY FISCAL YEAR 2022 PROMPT

*This survey prompt is meant to assist in gathering the data on behalf of your agency. Please submit all data to the Membership Survey link sent from Robert Anderson on September 20, 2022.*

Welcome to the fiscal year (FY) 2022 SHEEO Membership Survey. This is the latest in a long series of annual surveys regarding the compensation provided by boards and states/territories to the SHEEOs and senior staff of the agencies who govern, coordinate, and/or plan for higher education in their respective states and the functions and resources of the organizations they lead. This survey is the primary source for the Salary Survey, which provides decision-makers with comparative information regarding compensation for SHEEOs 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 their leadership teams as they consider the resources and functions of their organizations. Additionally, 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** and Membership Report data download.

Note for timing of responses for this year's survey: Please complete this survey on behalf of the fiscal year that began in 2021 and ends in 2022. Align your responses with the beginning of the fiscal year. In the future, SHEEO seeks to annually administer this survey in February and March of the same fiscal year to avoid confusion.

The survey consists of four major sections:

**AGENCY RESOURCES** — FY22 budgets and full-time equivalent (FTE) staff breakdowns.

**AGENCY LEADERSHIP** — FY22 salary and benefits; sex, race, and Hispanic or Latino origin or descent; and prior employment and education information for SHEEOs.

**KEY AGENCY STAFF** — FY22 salary and benefits; sex, race, and Hispanic or Latino origin or descent.

**AGENCY FUNCTIONS** — FY22 functions performed.

As with years past, SHEEO will share mutual member data with the National Association of System Heads as requested. Neither association will publicize the salary information beyond their individual membership communities. SHEEO will further discourage salary information use for inappropriate comparative analysis.

**Please submit by COB Friday, November 4, 2022.**

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 or territory of agency.**

\_\_\_\_\_

3. **Agency governance type.**

(Select all that apply)

- Coordinating/policy board  
 Governing board  
 Other (please describe)

\_\_\_\_\_

4. **Primary respondent contact information.**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Email address \_\_\_\_\_  
Phone number \_\_\_\_\_

5. **Additional respondent contact information.**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Email address \_\_\_\_\_  
Phone number \_\_\_\_\_

## AGENCY RESOURCES

**6. Operating budget for the SHEEO agency.**

This includes all sources of funds, not just from the general fund, but from any program operation costs managed by the agency/system office. This excludes pass-through funds, funding for institutional operations or services, and/or financial aid awards to students or campuses. If unable to parse out all funding sources, enter remaining budget into uncategorizable funds.

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

**7. Describe what federal, private, and other funds consist of and/or why funds are unable to be categorized, if applicable.**

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**8. Operating budget for institutions.**

State funding only. Includes 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 your agency/office operating budget and any tuition and fees, financial aid, and other revenue monies associated with students.

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**9. Additional funds only administered by this agency.**

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

**10. Staff FTE in the SHEEO agency.**

Includes all staff that are paid through the operating budget (all sources of funds), including professional and support staff, part-time, contract- or grant-funded, and student employees. College/university staff and unbudgeted positions should not be included in this figure.

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**11. Staff FTE by race or Hispanic or Latino origin or descent.**

Should sum to the total Staff FTE above.

|   | FTE |
|---|-----|
| 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                         |     |
| White                                     |     |
| Unknown, non-reporting, or vacant         |     |

**12. Staff FTE by sex.**

Should sum to the total Staff FTE above.

|                                   | FTE |
|-----------------------------------|-----|
| Female                            |     |
| Male                              |     |
| Non-binary                        |     |
| Unknown, non-reporting, or 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.

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## AGENCY LEADERSHIP

The SHEEO is the executive officer within your organization who oversees higher education.

**14. Is the SHEEO serving In an Interim role?**

- Yes
- No

**15. Salary of the SHEEO.**

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**16. Is the SHEEO's salary set by statute (law)?**

- Yes
- No

**17. Does the SHEEO have any of the following benefits?**

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

**18. Describe other special benefits generally not provided to employees.**

Includes bonuses and incentive pay; or clarification of the above benefits.

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**19. Who is charged with appointing authority for the SHEEO?**

- Coordinating board
- Coordinating board with approval of the governor
- Coordinating board with approval of the senate or legislature
- Governing board
- Governing board with approval of the governor
- Governing board with approval of the senate or legislature
- Governor
- Governor with approval of the SHEEO agency
- Governor with approval of the senate or legislature
- State board of education, Department of Education, or commissioner/secretary of education
- Other (please describe)

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**20. Sex of the SHEEO.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

**21. Is the SHEEO of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

**22. Race of the SHEEO.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

**23. Has the SHEEO worked full-time in a postsecondary institution or system at least once in their career?**

- Yes
- No

**24. Prior to becoming a SHEEO, what career field did the SHEEO 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
- Non-profits not education-related
- Other (please describe)

\_\_\_\_\_

**25. Most recent employer prior to becoming a SHEEO.**

\_\_\_\_\_

**26. Most recent job title prior to becoming a SHEEO.**

\_\_\_\_\_

**27. What is the highest level of education completed by the SHEEO?**

- Bachelor's degree
- Master's degree
- Professional degree (e.g., EdD, JD, MD)
- Research-oriented, academic doctorate (e.g., PhD)
- Other (please describe)

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**28. In what program category did the SHEEO earn their highest level of education?**

(Select all that apply)

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

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**29. List the program name in which the SHEEO obtained their highest level of education.**

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**30. 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.

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## KEY AGENCY STAFF

31. **Salary of highest-paid public institution president or executive officer.**

Not necessarily the SHEEO.

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32. **Does the highest-paid public institution president or executive officer have any of the following benefits?**

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

33. **Describe other special benefits generally not provided to employees.**

Includes bonuses and incentive pay; or clarification of the above benefits.

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34. **Salary of lowest-paid public institution president or executive officer.**

Not necessarily the SHEEO.

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35. **Does the lowest-paid public institution president or executive officer have any of the following benefits?**

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

36. **Describe other special benefits generally not provided to employees.**

Includes bonuses and incentive pay; or clarification of the above benefits.

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**The following questions ask for details about the senior leadership positions within your agency.**

To better facilitate comparisons with other agencies, please align your unique positions with the following:

**Academic officer:** Charged with leading, developing, and managing academic policies within the agency.

**Finance 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 data and research work.

**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.

Please note that any blank senior leadership positions are assumed to not exist at your agency. If position was vacant or funded yet not filled, please list "Vacant" in the position's job title and "-99" in the salary field as applicable.

**37. Describe any scenarios where one staff member is assigned to multiple senior leadership positions from the list above, if applicable.**

For example, an agency may only have one individual charged with the communications and government relations officer duties. In this case, please copy information in each position.

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**38. Academic officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

**39. Sex of the academic officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

40. **Is the academic officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

41. **Race of the academic officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

42. **Finance officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

43. **Sex of the finance officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

44. **Is the finance officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

45. **Race of the finance officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

46. **Government relations officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

47. **Sex of the government relations officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

48. **Is the government relations officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

49. **Race of the government relations officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

50. **Communications officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

51. **Sex of the communications officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

52. **Is the communications officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

**53. Race of the communications officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

**54. Research officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

**55. Sex of the research officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

**56. Is the research officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

**57. Race of the research officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

**58. Equity and diversity officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

59. **Sex of the equity and diversity officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

60. **Is the equity and diversity officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

61. **Race of the equity and diversity officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

62. **General counsel.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

63. **Sex of the general counsel.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

64. **Is the general counsel of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

**65. Race of the general counsel.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

**66. Information technology officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

**67. Sex of the information technology officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

**68. Is the information technology officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

**69. Race of the information technology officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

**70. Development officer.**

Job Title \_\_\_\_\_  
Salary \_\_\_\_\_

71. **Sex of the development officer.**

- Female
- Male
- Non-binary
- Unknown, non-reporting, or vacant

72. **Is the development officer of Hispanic or Latino origin or descent?**

- Yes
- No
- Unknown, non-reporting, or vacant

73. **Race of the development officer.**

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino only
- Native Hawaiian or other Pacific Islander
- White
- Unknown, non-reporting, or vacant

74. **List any additional senior leadership positions (e.g., chief of staff, human resources officer, student affairs officer).**

Include job title, salary, sex, race, and Hispanic or Latino origin or descent.

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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.

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## AGENCY FUNCTIONS

76. Indicate which of the following functions are performed by the agency and, if applicable, the agency's board. Please review carefully and 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, including any functions that remain as a response to the COVID-19 pandemic.**

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**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.

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## FINAL FEEDBACK

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

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