

MEMBERSHIP SURVEY PROMPT

FISCAL YEARS 2023 and 2024

This survey prompt is meant to assist in gathering the data on behalf of your agency. Please submit all data through the Membership Survey link sent from Robert Anderson on September 14, 2023.

Welcome to the fiscal years (FY) 2023 and 2024 SHEEO Membership Survey, the latest in a continuing series regarding SHEEO agency resources, staff, functions, and compensation of senior leadership. SHEEO agencies are responsible for the governance, coordination, and/or planning of higher education in their respective states or territories. 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.

The survey consists of four major sections:

AGENCY RESOURCES —Budgets and full-time equivalent (FTE) staff breakdowns.

THE SHEEO —Salary and benefits; sex, race, and Hispanic or Latino origin or descent; and prior employment and education information for SHEEOs.

SENIOR LEADERSHIP —Salary and benefits; sex, race, and Hispanic or Latino origin or descent.

AGENCY FUNCTIONS —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.

This iteration seeks to collect **two** fiscal years' worth of information in efforts to share the latest information with SHEEO membership. For each fiscal year, please report in alignment with (or as close to) the start of your agency's designated fiscal year. The survey seeks budget estimates, not the actual budgets. New this year, SHEEO is providing your agency's historical survey data since 2019 and will only populate this survey form with minimal data to assist in your survey-taking experience. You can find this data download link in the emailed survey invitation.

Please submit by COB Friday, October 20, 2023.

If you have any questions or immediate feedback, please contact Gloria Auer (303-541-1625) 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. Describe how many and what types of institutions your agency governs and/or coordinates.

e.g., "Oversees 15 public universities and 23 community colleges." SHEEO aims to explore additional analysis and groupings beyond governance type.

5. Please enter survey contact information.

Designated contacts will receive all communications regarding survey responses and downstream reporting.

	Respondent 1	Respondent 2
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 to institutions or other state agencies, 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.

	FY23 \$	FY24 \$
State funds		
Federal funds		
Private funds		
Other funds		
Uncategorizable funds		

Please describe what each source of each fund consists of.
Clarify by fiscal year as necessary.

State funds

Federal funds

Private funds

Other funds

Uncategorizable funds

Please describe why specified funds cannot be categorized.

7. **Describe any agency operating budget funds that were allocated during a special session.**
 Include any known deviations from FY22, FY23, or FY24 budget estimates and what the new funds go towards.

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.

FY23 \$	FY24 \$

9. **Additional funds only administered by the SHEEO agency.**

	FY23 \$	FY24 \$
Student financial aid grants		
Other grants		
Student loans disbursed		

10. **Staff FTE in the SHEEO agency.**
 Includes all staff positions that would be paid through the operating budget (all sources of funds), including professional and support staff, part-time, contract- or grant-funded, and student employees. Include vacant positions. College/university staff and unfunded positions should not be included.

FY23 FTE	FY24 FTE

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

Should sum to the total Staff FTE above.

	FY23 FTE	FY24 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		
Vacant		
Unknown or non-reporting		
Additional category -----		
Additional category -----		

12. Staff FTE by sex.

Should sum to the total Staff FTE above.

	FY23 FTE	FY24 FTE
Female		
Male		
Non-binary		
Vacant		
Unknown or non-reporting		
Additional category -----		
Additional category -----		

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 between years. Clarify by fiscal year as necessary.

THE SHEEO

The SHEEO is the executive officer within your organization who oversees higher education. Please answer the following questions accordingly with the start of your agency's fiscal year.

14. 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
- The SHEEO is not an appointed position
- Another position or body (please describe)

15. Was the SHEEO serving in an interim role in either FY23 or FY24?

FY23	Yes	or	No
FY24	Yes	or	No

16. Salary of the SHEEO.

FY23 \$	FY24 \$

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

- Yes
- No

18. Does the SHEEO have any of the following benefits?

Housing benefit	Yes	or	No
Automobile benefit	Yes	or	No

19. Describe other special benefits generally not provided to employees.

Includes bonuses and incentive pay or clarification of the above benefits. Clarify by fiscal year as necessary.

20. Was there a different individual serving as SHEEO at the beginning of FY23 than there was at the beginning of FY24?

Note that answering 'Yes' will ask for two sets of demographic, education, and prior employment information by fiscal year.

- Yes
- No

21. Sex of the SHEEO.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

22. Is the SHEEO of Hispanic or Latino origin or descent?

- Yes
- No
- Unknown or non-reporting

23. Race of the SHEEO.

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

24. Has the SHEEO worked full time in a postsecondary institution or system at least once in their career prior to becoming the SHEEO?

- Yes
- No

25. 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)
- K-12 education (school, district)
- Nonprofits, not education related
- Postsecondary education (higher education institutions and systems of higher education)
- Private industry
- Public policy/politics, not education related (other government-related jobs, elected official, public policy jobs not involving education)
- Other (please describe)

26. Most recent employer and position prior to becoming the SHEEO.

Employer	
Title	

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)

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)

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

30. This section is for any comments regarding your responses to THE SHEEO.

These could be any clarifications that add value or address a major change between years. Clarify by fiscal year as necessary.

SENIOR LEADERSHIP

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

Not necessarily the SHEEO.

FY23 \$	FY24 \$

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. Clarify by fiscal year as necessary.

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

Not necessarily the SHEEO.

FY23 \$	FY24 \$

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. Clarify by fiscal year as necessary.

The following set of questions asks 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 and data officer : Charged with leading and managing the agency’s research and/or data 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 technology work.

Development officer : Charged with leading the agency’s advancement and fundraising.

Note that when aligning with your agency's structure, these listed positions do not need to encompass a full FTE.

37. Please indicate whether your agency has the following senior leadership positions (filled, interim, vacant, or no position) as of the beginning of each fiscal year:

Note that these answers determine which questions the survey will display to you. Checking 'Yes' will only ask you for a senior leadership individual's information one time.

	FY23				FY24				Same individual for both years? Yes
	Filled	Interim	Vacant	No position	Filled	Interim	Vacant	No position	
Academic officer									
Finance officer									
.....									

38. Describe any scenario(s) 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 communications and government relations duties. In this case, please duplicate individual information in both positions.

39. Academic officer title and salary.

Charged with leading, developing, and managing academic policies within the agency.

	Job Title	Salary (\$)
FY23		
FY24		

40. Sex of the academic officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

42. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

43. Finance officer title and salary.

Charged with leading, developing, and managing finances and fiscal policy within the agency.

	Job Title	Salary (\$)
FY23		
FY24		

44. Sex of the finance officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

46. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

47. Government relations officer title and salary.

Charged with leading government relations for an agency.

	Job Title	Salary (\$)
FY23		
FY24		

48. Sex of the government relations officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

50. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

51. Communications officer title and salary.

Charged with leading and managing the agency's communications.

	Job Title	Salary (\$)
FY23		
FY24		

52. Sex of the communications officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

54. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

55. Research and data officer title and salary.

Charged with leading and managing the agency's research and/or data work.

	Job Title	Salary (\$)
FY23		
FY24		

56. Sex of the research and data officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

57. Is the research and data officer of Hispanic or Latino origin or descent?

- Yes
- No
- Unknown or non-reporting

58. Race of the research and data officer.

(Select all that apply)

- American Indian or Alaska Native
- Asian or Asian American
- Black or African American
- Hispanic or Latino
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

59. Equity and diversity officer title and salary.

Charged with leading and managing the agency's equity, diversity, and inclusion work.

	Job Title	Salary (\$)
FY23		
FY24		

60. Sex of the equity and diversity officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

62. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

63. General counsel title and salary.

Charged with leading the agency's legal work.

	Job Title	Salary (\$)
FY23		
FY24		

64. Sex of the general counsel.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

66. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

67. Information technology officer title and salary.

Charged with leading the agency's information technology work.

	Job Title	Salary (\$)
FY23		
FY24		

68. Sex of the information technology officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

70. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

71. Development officer title and salary.

Charged with leading the agency's advancement and fundraising.

	Job Title	Salary (\$)
FY23		
FY24		

72. Sex of the development officer.

- Female
- Male
- Non-binary
- Another sex
- _____
- Unknown or non-reporting

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

- Yes
- No
- Unknown or non-reporting

74. 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
- Native Hawaiian or other Pacific Islander
- White
- Another race
- _____
- Unknown or non-reporting

75. List any additional senior leadership positions (e.g., chief of staff, human resources officer).

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

76. This section is for any comments regarding your responses to SENIOR LEADERSHIP.

These could be any clarifications that add value or address a major change between years. Clarify by fiscal year as necessary.

AGENCY FUNCTIONS

Please answer for FY24 only. To help reduce burden, SHEEO will assume that all FY24 functions are also FY23 functions. If any function was newly performed or stopped being performed in FY23 or FY24, please elaborate at the end of this section.

77. 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

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 between years. Clarify by fiscal year as necessary.

FINAL FEEDBACK

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