

Methodology

SURVEY

The data collection period for CUPA-HR's *Administrators in Higher Education Survey* ran from November 2, 2020 to January 15, 2021. The survey was conducted through Surveys Online.²⁴

Administrator Positions

This year's survey includes data for 47,985 administrators. For each administrator reported, the following data were collected:

- Annualized base salary (effective date November 1, 2020)
- H-1B status
- Sex (optional)
- Race/ethnicity (optional)
- Year entered current position (optional)
- Birth year (optional)
- Whether the administrator has faculty status (for associate/assistant dean positions only)

Participants could either enter this data manually online for each administrator or upload a file containing this data.

Executive Pipeline and Benefits

The following data were collected for four positions: president/CEO of a system, president/CEO of a single institution, chief academic affairs officer/provost, and chief human resources officer.

- Place of employment prior to current appointment
- Position prior to current appointment

In addition, data on the following benefits/perquisites was collected for seven positions: president/CEO of a system, president/CEO of a single institution, executive vice president/vice chancellor, chief academic affairs officer/provost, chief business officer, chief athletic administrator, and chief development/advancement officer.

- Institution-provided housing (full, partial, or no subsidy)
- Institution-provided vehicle or vehicle allowance (full, partial, or no subsidy)
- Institution-provided club membership (full, partial, or no subsidy)
- Institution-provided deferred compensation program (yes or no)
- Performance-based incentive pay opportunity (yes or no)

Pipeline and benefits data were collected online, and all questions were optional.

²⁴ Surveys Online is a product of Peerfocus.

Institutional Characteristics

In addition, data on institutional characteristics were collected from all participants:²⁵

- Total expenses reported to IPEDS in 2019-20
- Student enrollment (effective date approximately October 15, 2020)
- Faculty size (effective date November 1, 2020) and number of separations in the past year
- Staff size (effective date November 1, 2020) and number of separations in the past year
- Human resources staff size and number of separations in the past year
- CHRO reporting relationship
- Whether collective bargaining exists for the following groups:
 - Full-time faculty
 - Part-time or adjunct faculty
 - Full-time staff
 - Graduate students

Basic information on total expenses as well as student, faculty, and staff size were required questions. All other questions were optional.

RESPONDENTS

Respondents were largely human resources professionals from higher education institutions in the U.S.²⁶ There were 1,053 institutions that completed the survey (Table 1). All participating institutions are listed in Appendix B.

Table 1. Number of Responding Institutions by Classification and Affiliation

Classification	Affiliation			Total
	Private Independent	Private Religious	Public	
Doctoral	67	52	180	299
Master's	79	103	137	319
Baccalaureate	76	71	34	181
Associate's	0	0	147	147
Special Focus/Other	74	9	24	107
Total Participants	296	235	522	1,053

²⁵ See the *Administrators Survey Participation and Information Template (SPIT)* for more specific information about the data collected on this year's survey, as well as the instructions provided to participants.

²⁶ Special focus/other institutions include medical/law institutions, tribal colleges, research foundations, international institutions, for-profit institutions, higher ed affiliates, and unclassified institutions that typically have much different salary structures than traditional institutions and differ greatly from each other, so reporting them as a single category is not appropriate, and they do not appear in this report. However, their data are available for benchmarking in DataOnDemand, and their names appear in the participant list in Appendix B.