

Appendix Table A: A listing of all 2023 Degrees

Terminal Special (e.g. JD or MD)	Number of Responses	Undergraduate (Associates or Bachelors)	Number of Responses	Terminal Academic (e.g. PhD or EdD)	Number of Responses	Graduate (Masters or Professional)	Number of Responses
Education	1	Area, Ethnic, Cultural, And Gender Studies	1	Agriculture, Agriculture Operations, And Related Sciences	1	Agriculture, Agriculture Operations, And Related Sciences	2
Health-Related Knowledge And Skills	1	Business, Management, Marketing, And Related Support Services	11	Area, Ethnic, Cultural, And Gender Studies	1	Business, Management, Marketing, And Related Support Services	22
Legal Professions And Studies	10	Communication, Journalism, And Related Programs	5	Business, Management, Marketing, And Related Support Services	2	Communication, Journalism, And Related Programs	4
		Computer And Information Sciences And Support Services	2	Communication, Journalism, And Related Programs	2	Computer And Information Sciences And Support Services	4
		Education	5	Education	50	Education	49
		English Language And Literature/Letters	5	Engineering	1	Engineering	1
		General Studies And Humanities	1	English Language And Literature/Letters	4	English Language And Literature/Letters	2
		History	1	Foreign Languages, Literatures, And Linguistics	1	Foreign Languages, Literatures, And Linguistics	1
		Legal Professions And Studies	1	General Studies And Humanities	1	General Studies And Humanities	1
		Liberal Arts And Sciences	1	Health Professions And Related Clinical Sciences	4	Health Professions And Related Clinical Sciences	4
		Liberal Arts And Sciences, General Studies And Humanities	4	History	1	Health-Related Knowledge And Skills	2
		Mathematics And Statistics	3	Liberal Arts And Sciences	1	History	1
Other/ Not applicable	2	Liberal Arts And Sciences, General Studies And Humanities	1	Legal Professions And Studies	3		

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		Physical Sciences	1	Library Science	1	Leisure And Recreational Activities	1
		Psychology	1	Mathematics And Statistics	1	Liberal Arts And Sciences	1
		Public Administration And Social Service Professions	1	Multi/ Interdisciplinary Studies	2	Library Science	8
		Social Sciences	3	Other	7	Mathematics And Statistics	4
		Visual And Performing Arts	1	Philosophy And Religious Studies	8	Other	3
				Physical Sciences	2	Parks, Recreation, Leisure, And Fitness Studies	1
				Psychology	3	Philosophy And Religious Studies	4
				Public Administration And Social Service Professions	2	Psychology	5
				Social Sciences	5	Public Administration And Social Service Professions	11
				Visual And Performing Arts	3	Social Sciences	5
						Visual And Performing Arts	1

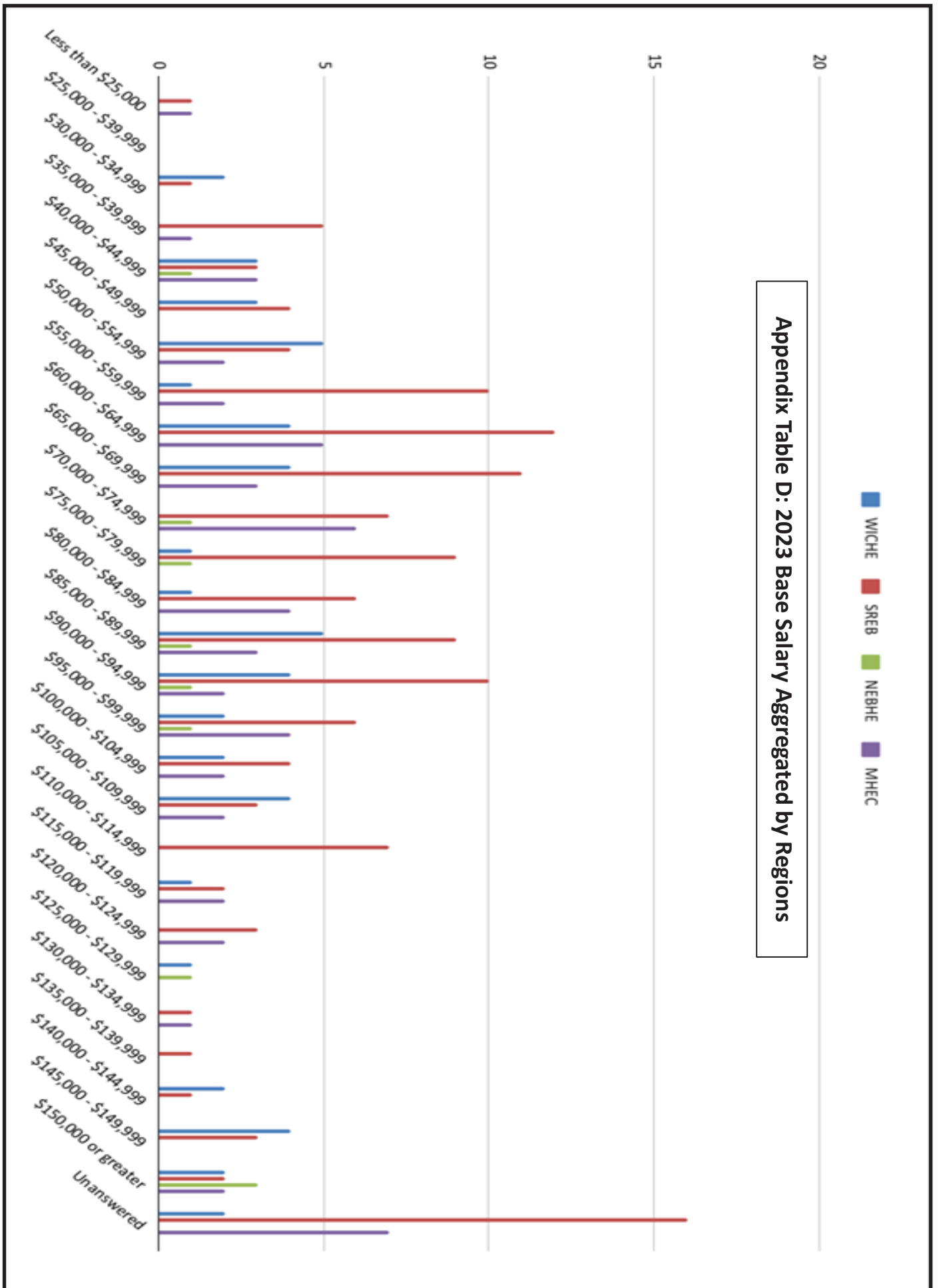
Appendix Table B: A Comparison of 2017 & 2023 Job Titles		
List of Job Titles (2023)	2017	2023
Director	32%	29%
Other	12%	17%
Coordinator	19%	11%
Assistant/Associate VP	5%	10%
Dean/Department Head	3%	8%
Asst/Assoc/Deputy Director	7%	6%
Manager	7%	6%
Provost	2%	5%
Executive Director	3%	4%
Asst/Assoc Dean	2%	2%
Learning Development/ Instructional Design	4%	1%
CEO/COO	1%	1%
Faculty/Teaching Positions/ Research	2%	1%
Admissions Counselor	0%	0%
General Counsel/ Deputy Counsel	1%	0%
Technician	0%	0%

Note: 2017 title selections were modified to reflect the 2023 title options.

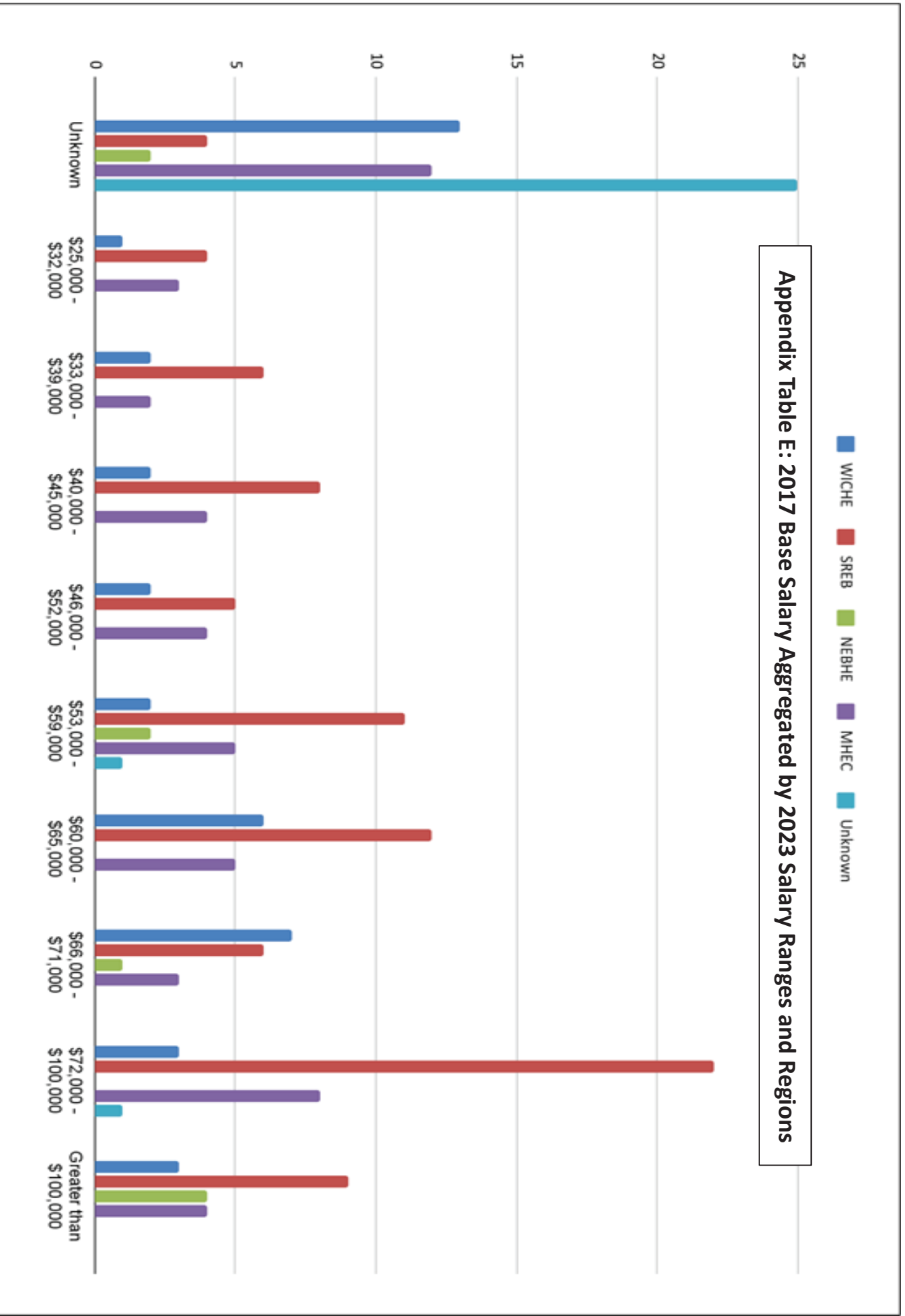
Appendix Table C: A Comparison of 2017 & 2023 Departments where positions are housed		
2023 Departments	2017	2023
Academic Affairs	17%	29%
Distance Ed/E-Learning/ Online Ed	22%	21%
Accreditation/Institutional Research/ Institutional Effectiveness/	8%	17%
Provost	10%	7%
Compliance	1%	4%
Other	0%	4%
Academics/Teaching/Learning/Academic Resources	12%	4%
Registrar	1%	3%
College/Department/ Academic Division	6%	2%
Information Technology	4%	2%
Legal	4%	2%
President's Office	1%	2%
Continuing Ed	3%	1%
Faculty Support/ Instructional Support	4%	1%
Operations	1%	1%
Outreach	3%	1%
Library	1%	0%
Military Programs	1%	0%
Disability Services	1%	0%
Not Reported	1%	0%

Note: 2017 Department selections were modified to reflect the 2023 options.

Appendix Table D: 2023 Base Salary Aggregated by Regions

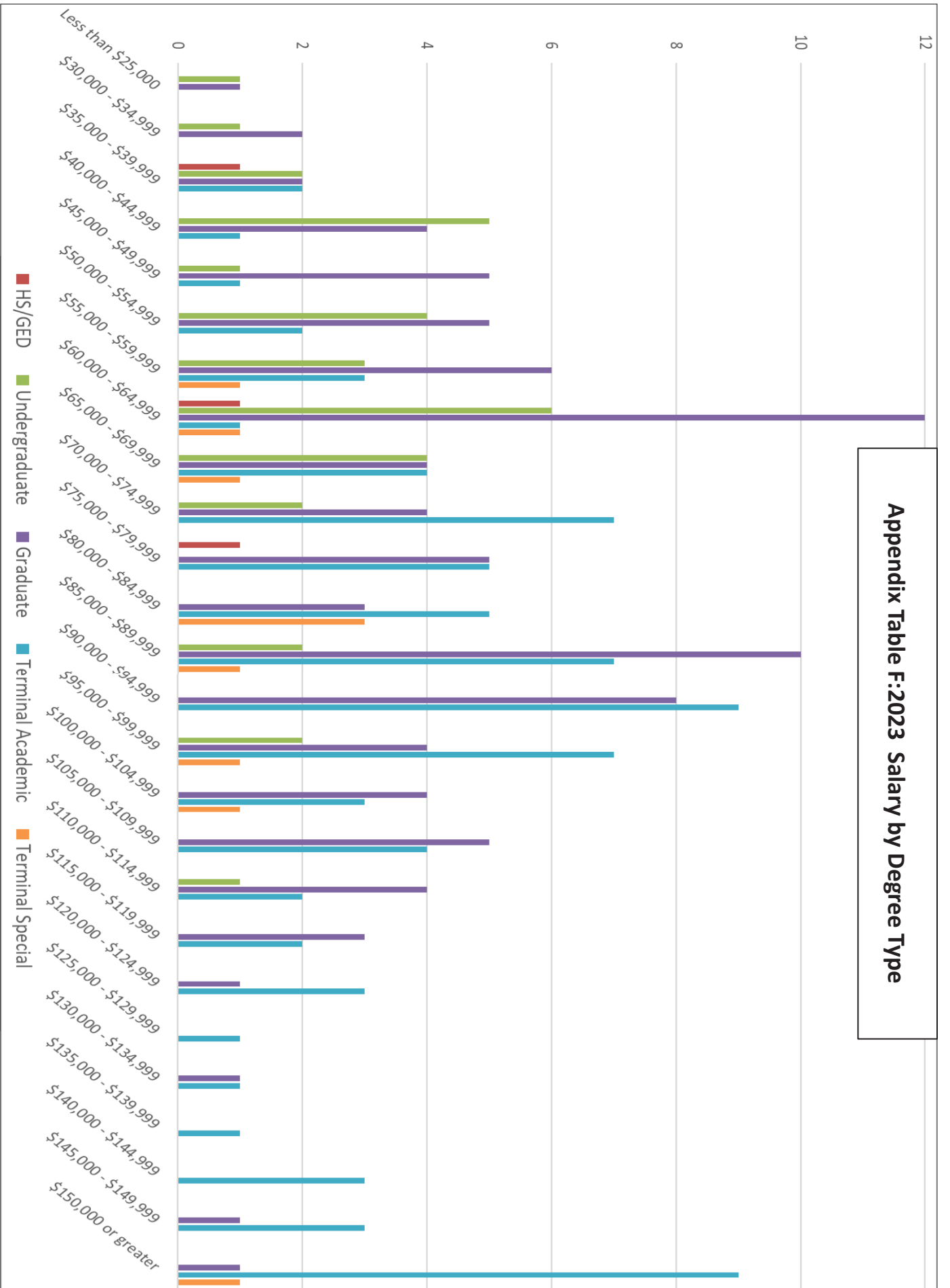


**Appendix Table E: 2017 Base Salary Aggregated by 2023 Salary Ranges and Regions**



For comparison purposes, the chart above contains the same data from the 2017 survey. However, note the salary ranges for the 2017 data are aggregated into different numerical distributions as in the 2023 data.

**Appendix Table F:2023 Salary by Degree Type**



Note: One category was removed from Appendix Table F. No one selected the range "\$25,000-\$39,999".

## Appendix Table G: Percentage of Time Spent on the following aspects of State Authorization

Number of responses for each selection is 241.

### State Authorization/ Compliance

Answer Choices	Responses	
	Percentage	Number
0%	1.66%	4
1% - 9%	30.71%	74
10% - 19%	25.73%	62
20% - 29%	9.54%	23
30% - 39%	7.88%	19
40% - 49%	4.98%	12
50% - 59%	7.88%	19
60% - 69%	2.90%	7
70% - 79%	0.41%	1
80% - 89%	1.66%	4
90% - 99%	2.49%	6
100%	4.15%	10

### Compliance Data Reports

Answer Choices	Responses	
	Percentage	Number
0%	6.64%	16
1% - 9%	44.81%	108
10% - 19%	26.14%	63
20% - 29%	7.88%	19
30% - 39%	5.81%	14
40% - 49%	0.83%	2
50% - 59%	2.49%	6
60% - 69%	0.41%	1
70% - 79%	0.41%	1
80% - 89%	0.83%	2
90% - 99%	1.24%	3
100%	2.49%	6

### International Authorization/ Compliance

Answer Choices	Responses	
	Percentage	Number
0%	45.64%	110
1% - 9%	41.08%	99
10% - 19%	6.64%	16
20% - 29%	2.90%	7
30% - 39%	0.41%	1
40% - 49%	0.83%	2
50% - 59%	0.83%	2
60% - 69%	0.00%	0
70% - 79%	0.00%	0
80% - 89%	0.00%	0
90% - 99%	0.83%	2
100%	0.83%	2

### Professional Licensure or Certification

Answer Choices	Responses	
	Percentage	Number
0%	13.69%	33
1% - 9%	34.85%	84
10% - 19%	15.35%	37
20% - 29%	12.03%	29
30% - 39%	7.05%	17
40% - 49%	2.49%	6
50% - 59%	4.98%	12
60% - 69%	2.49%	6
70% - 79%	1.24%	3
80% - 89%	1.66%	4
90% - 99%	1.66%	4
100%	2.49%	6

## Appendix Table H : Additional professional licensure compliance not listed in 2023 survey

Aeronautics	Institutional accreditor
American Sign Language Interpreting	Interior Design
Architect	Juvenile justice
Architecture	Laboratory Management
Athletic Training	Landscape Architecture
Auto Dealer License Renewal	Law Enforcement Academy (POST)
Aviation	Legal
Aviation Science	Librarian
Basic Law Enforcement Training	Marriage and Family Therapy Counseling
CDL	Mechatronics Technology
Clinical Mental Health Counseling	Medical Administrative Assistant
Community College technical and service certifications. (ex. Basic Law Enforcement Training, etc.)	Medical Billing & Coding
Community Paramedic	Mental health counselors (Licensed)
Construction management	NC DMV
Continuing education programs that lead to licensure or certification	NCCER Core: Electrical, Level 1-4
Cosmetology	NCCER Core: HVAC, Level 1-4
Culinary Arts	NCCER Core: Plumbing, Level 1-4
Dental	Nursing
Detention Officer Certification	Nutrition, Dietetics
Education certification programs	Occupational Health
Electric Lineman	Police officer training
Electrician	Psychologists
Emergency Services Administration	Psychotherapists
Esthetics	Real Estate
Family Financial Planning	Speech Language Paraprofessional
Fire Safety	State employment agency
Fire Science programs	State licensure bodies
Forestry	Therapeutic Massage
Healthcare Management Technology	Trades
Human Lactation	Vehicle Safety Inspection
Information systems	Veterinary Technician
Information Technology	Workforce certificates



## Appendix Table I: Additional responsibilities outside of State Authorization or general compliance.

1) Teach a course 2) Part of Associate Provost team overseeing university-level support (policies, structures) for online and hybrid teaching and learning 3) SACSCOC Reaccreditation team
1. Collect current physical location information from students every fall and spring 2. General research and data support 3. Provide guidance and support on: copyright, intellectual property, regular and substantive interactions, and proctoring 4. Maintain database of all online program 5. Support accreditation efforts 6. Manage agreements with other university units
Academic Advising, reporting, data management
Academic Affairs projects Program and Department Reviews HLC compliance
Academic Affairs Special Projects, University Curriculum Committee, other committees as needed
Academic compliance. I currently am not able to carry out my distance learning compliance responsibilities since senior institutional leadership is not aware of the work requirements for compliance due to my supervisor not providing transparency to this area of compliance.
Academic Depts., ALO; Title IX; Program/Dept. Chair
Academic planning - new programs, program changes, curriculum Accreditation Tenure and promotion, sabbatical, emeritus
Accreditation
Accreditation activities, policies&procedures, disabilities services
Accreditation compliance, various other responsibilities
Accreditation Liaison Officer Institutional Research Strategic Planning
Accreditation Liaison Officer and Dean of Libraries, Tutoring, and College Success Division
Accreditation Liaison Officer, Director of Online Education, in charge of new program development, manage curriculum approvals and updates.
Accreditation support and other administrative duties assigned
accreditation support, academic administration support, institutional catalog, commencement support
Accreditation work with SACS, substantive Change policy consultant
Accreditation, Assessment, and other compliance matters
Accreditation, assessment, faculty credentialing, state reports
accreditation, contracting, policy, USDoE compliance
Accreditation, HR--initiate and track payment of concurrent instructors (those who work for our campus and another system campus), Title IX, misc. projects.
Accreditation, institutional effectiveness, institutional research
Accreditation, program approval, online education committees, common curriculum, assessment
Accreditation, Title IV, Policies, Training, other regulatory matters, etc.
additional duties include data & reporting, project management, policy development, and general unit leadership.
Additional responsibilities include conducting research for the institution in a variety of areas like education, military, veteran affairs, and other regional research somewhat related to compliance.
Administrative support for Vice Provost and Dean of Online, Business Office Manager for department of 150 staff; Human Resources for department
adminster our virtual campus and I oversee the institution's instructional technology.
Adminster the Center for Teaching and Learning, instructional design services, the LMS administrator, and distance learning programs and courses.
All admissions and testing workflow processes for undergraduate curriculum enrollment.
All college functions, strategic planning, and accreditation/licensure/certifications fall under me at some level or another.
All data reports for the Institution - internally & externally All faculty credentials SACS-COC Leadership Team member

## Appendix Table I: Additional responsibilities outside of State Authorization or general compliance.

All duties/responsibilities associated with Institutional Research for our College.
All eLearning and Instructional Design
All eLearning, LMS admin, LMS support, instructional designer
All federal/state institutional reporting Regional Accreditation Compliance Institutional Assessment Academic Program Assessment Non-Academic Program Assessment Institutional Research Data Analytics Internal reporting
All institutional compliance and federal disclosures. Management of internal policies and procedures for website shared governance and compliance. Institutional Integrity and management of all student complaints. Management of institutional accreditation and VA program approvals.
all internal and external reporting.
All of my responsibilities within the field of institutional research
All of Operations and Planning, strategic planning, accreditation liaison officer
all registration functions from course creation to transcripts.
All things related to academics.
ALO, Project Planning, Strategic Planning
As a paralegal, I assist the General Counsel with legal research, drafting and maintaining institutional policies and procedures, reviewing contracts, and numerous other legal issues.
Assessment (program and institutional levels)
Assessment/testing/program review, etc.; general administrative support
Assignments around programming, off-site instructional locations, space management and other strategic academic initiatives.
assist with institutional data in regards to job markets and I assist with analyzing data from end of term surveys.
BTAA CourseShare; in-state tuition applications and review.
Business Filings Charitable Solicitation Filings Biennial State by state compliance regulations review for all licensure programs Ad-hoc research on compliance requirements for any potential programs
Business School, Legal, Social Services; Accreditation including (ALO), Compliance, Curriculum, Assessment, Articulation and Grant Management.
Collecting and analyzing data; making recommendations based upon data analysis. Ensuring timely completion of reports required by accrediting agencies, Department of Education, State Board of Community Colleges, State Community College System, and other external reporting agencies. Establishing and maintaining report quality control measures and metrics supporting internal and external reporting needs for college leaders. Providing timely data reports and related support to the President, Executive Council, Associate Vice Presidents, Dean, Directors, and other college supervisors. Coordinating and managing document control activities including documents required to demonstrate accreditation requirements.
College Library, Distance Education, and Audio-Visual departments.
Communication and Training related to compliance activities
Communications and marketing
Compliance, policy, accreditation, and planning
Continuing Education End of Course Evaluations Manage student requests in the registrars office (member of reg team)
Coordinating a major organization/data transition project for the university, the impetus was academic affairs.
Coordinating information for the online programs.
Curricular review and approval processing, academic program review, various policy/process related projects/initiatives as needed.
Department projects Requests from the Provost Office Other duties as assigned
Direct institutional effectiveness Serve as institutional accreditation liaison to national and specialized accrediting bodies Oversee reaffirmations of accreditation Oversee policy development

## Appendix Table I: Additional responsibilities outside of State Authorization or general compliance.

direct the online learning office (develop online courses, administer the LMS and related technology tools, provide faculty development and support related to technology and online teaching, etc)
Distance education accreditation: developing accreditation narratives and maintaining a comprehensive understanding of distance education accreditation standards, practices, and procedures
Distance Education Research, & other duties as assigned
Distance Education, Blackboard, and learning technology application oversight.
Distance Learning and Media Manager
DL overall, committee work, reviews, other duties as assigned.
DoD Compliance and MOU
Drafting and review contracts, agreements, etc. Monitor HEA and related federal regulations. Review university policies to align with online education compliance efforts. Communicate, provide faculty resources, presentations, etc.
Educational Affiliation Agreements, Textbook Compliance, Gainful Employment, supervisor of the Office of Accessibility Resources
experiential learning tracking platform
Faculty Affairs and Academic Budget
Faculty development, instructional design, project management
Faculty HR, assessment, accreditation, general faculty assistance
full-time faculty and coordinating Online Learning.
General accreditation support, research for continuing education opportunities.
General college policies and procedures documentation. General support for accreditation team.
General education curriculum development and assessment, miscellaneous academic affairs projects
In my 2 positions, I oversee the recruiting, admissions, and student services of the college and I provide legal services to the college.
Information Management System security re: Third-party, Emergency Planning and Preparedness, Accreditation
Institution Research, Institutional Effectiveness
Institutional Accreditation - SACSCOC; Institutional Research; Institutional Effectiveness
Institutional accreditation, specialized accreditation, various operational functions (such as internal processes for new program proposals)
institutional accreditation, strategic plan implementation, student learning assessment
Institutional assessment Institutional accreditation Programmatic accreditation
Institutional assessment & accreditation projects
Institutional Assessment (co-chair of University Assessment Committee, technical expert & manager for assessment software, manages progress on University Strategic Plan). -Labor Market (technical expert on LMI software, assists faculty with new program development and program review).
Institutional data management, transformation, and reporting; university assessment; Title IX; accreditation support; academic administration support
Institutional Effectiveness and SACSCOC Accreditation Liaison
Institutional Effectiveness/Research
Institutional program registration with state department of education. Information on state regulations for the institution. other academic affairs issues related to regulations
Institutional Research
Institutional research and reporting
Institutional Research, Accreditation, Academic Assessment, and Strategic Planning and Assessment
Institutional Research, Assessment
Institutional Research, Registration, Records

## Appendix Table I: Additional responsibilities outside of State Authorization or general compliance.

institutional surveys, course eval
Instructional design, market data, faculty development on pedagogy for retention, Rank & Tenure, our LMS, Kaltura for streaming media, classroom tech, outcomes assessment.
Instructional Design, Project Management, Faculty Development, LMS Management
Instructional Excellence Dept. - where we offer instructional + technical support and training for all our faculty no matter of teaching modality.
Instructional support and distance learning -- LMS administration + faculty training + student and faculty technical support
Internal policies and procedures
Investigations - Title IX, legal research, compliance committees (IRB, IACUC, IBC)
IPEDS Federal reporting, student outcomes data, student satisfaction and engagement reporting.
IRB Compliance Officer, Assist SACSCOC Liaison, Academic Affairs (curriculum, faculty development, evaluations)
lead Instructional Design team and manage Online Instruction responsibilities at the institution.
Learning & Teaching Center
Learning management systems, digital resources, integrated library system, OER platform, etc.
LMS (Canvas Administrator) Support of all Faculty, Students, Staff using Canvas Faculty Training - OL101 How to Teach Online Maintain all College courses in database Coordinate website changes for Programs/Courses offered Concourse Syllabus Administrator Coordinator Quality Matters Internal and External Reviews Coordinator Periodic Reviews of Online Courses Supervise staff of four SAN Coordinator for state Committee work
LMS admin, educational technology admin (Zoom, Teams, etc.), troubleshooting and remediating issues, improving remote learning experiences, creating and maintaining course templates, creating and maintaining our distance education website, faculty and student trainings/professional development, general committee work, maintain and update integrations, etc.
LMS training; LMS assistance; Institutional Effectiveness Reporting;
Maintenance of standing with specialized accreditor(s); support of assessment activities; maintenance of university policies
manage all financial responsibilities for the Center as well as manage our non-credit course offerings.
Manage Assessment for the institution and oversee al outcomes assessment processes across both academic and non-academic areas. Additionally, I'm the institution's accreditation liaison and make sure that the institution is meeting all standards and requirements outlined by our accrediting body.
Manage distance learning coordinator, the ADA compliance coordinator, accreditation compliance for technology and federal requirements, Moodle LMS administrator, emerging technologies coordinator, and new employee onboarding for faculty.
Manage e-Learning, Testing Center, and Accessibility Services in addition to my State Authorization duties.
Manage Online and Continuing Education. State Authorization is a very small part of what I oversee. Thankfully we have an AMAZING person that handles it. We are working on getting more support for the role as it is huge and she can't get to everything she would like to do.
manage our adjunct faculty.
manage our distance learning programs and provide tech support and training to all faculty staff and students on online instruction. I am the admin for all educational technologies and also manage and run out campus library.
manage Student Support Services division of around 25 full time employees. Services include Library, Learning Center, Educational Tech, Academic Advising, Dual Studies, and Perkins Grant.
manage the college's library, distance education offerings, LMS, and all audio-visual classroom equipment.
Manage the support team that provides technical support for the LMS and for support quality initiatives for online courses.
managing the policy database, work in accreditation and assessment
Market Research for new programs or program modifications

## Appendix Table I: Additional responsibilities outside of State Authorization or general compliance.

Most of my time is spend on IR work and guiding/coordinating SLO assessment, IE assessment, and strategic planning, and assisting with institutional accreditation.
manage our academic support programs, transfer student success and transfer partnerships, University-level student success initiatives, and management of grant funded activities.
My main responsibility is to direct the activities of online learning and library services for our institution including managing staffing, budget, strategic planning, and communication.
NCAA Compliance
NC-SARA/SAN administrative duties, process purchase orders and insertion orders, plan internal events
Onboarding some partner contractors, website, media production, various other
Online course and program development and assessment, marketing, policy creating and implementation, student enrollment and services, website development and management, and other duties as assigned.
Online Course Management, Scheduling, Liasion with faculty & Instructional design team, Reporting, CRM Management
Online course quality
Online Course/Program development, schedule management, online student services coordination, and Continuing Education administration.
online learning
Online learning, professional development for faculty, etc.
Operational leadership at the system level; coordination of collaborative initiatives across all campuses.
Operational, market research, data analysis/management
Other compliance areas and support
Other responsibilities account for 80% of overall duties.
Our office is responsible for institutional accreditation.
Oversee Academic program and administrative assessment reporting, including program review
oversee curriculum, all faculty, accreditation, library,
Oversee the DE office and LMS platform. Provide technical training and support to faculty and students. Work with partnering institutions to offer online classes as a collaborative agreement.
oversee the institution's online and distance education programming, from research and development to scheduling and implementation. I also oversee all areas related to the research, purchasing, implementation, administration, maintenance and support (both faculty and students) of instructional technologies. I am also in the process of coordinating the development of the institution's Center for Teaching Innovation and Excellence for professional development resources for faculty.
oversee the operation of all of the graduate and professional programs.
Oversight of all aspects of our online programs, both credit-bearing and continuing education (non-credit) programs.
Oversight of all online and distance education programs.
Oversight of dual credit program and student affairs office. My state authorization duties have just been moved over to an academic officer.
Oversight of online learning
Oversight of online programs, instructional design, online support and retention of online/graduate students.
Oversight of program and curriculum development, governance, policy; Manage faculty tenure and sabbatical programs, distinguished professor program, academic staff indefinite status program; Provost Office communication; assist with accreditation activities; assist with special initiatives.
Oversight of the development and delivery of online programs and development and delivery of continuing education courses. General teaching center director responsibilities. Instructional Designer/Technologist management.

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Oversight, leadership, services, and support for the academic unit including faculty governance, curriculum, assessments, etc.
Primary responsibility is to maintain institutional accreditation
Prior Learning Assessment Oversight and Day-To-Day operations, Online Learning Oversight, Early College Programming Oversight
Professional development coordination and offerings, college DEI efforts, distance learning support, various other efforts
Program Coordinator for Learn and Work in state program. Technology upskilling program for adults.
Program design, certificate endorsements at ceremonies, Risk assessment, system reports, Learner outcomes, student support-career services, accessibility, and orientations, Faculty contracts, mentoring and development, Technology infrastructure and procurement, Enrollment marketing- credit and non-credit; education fairs, Global outreach, service and community engagement, Institutional effectiveness and accreditation compliance, MoUs, articulations agreements, partnerships, Administration and budgeting, Policy development and operations, Recruiting and performance appraisals, Tuition revenue share models for summer and continuing education with colleges
Program Development & research
Program review, program accreditation, university accreditation, academic website management, and certification coordination
Program support and student services
providing training, developing resources, member outreach and engagement
quality assurance new program development
Regional accreditation, oversight of registrar's office
Registrar
Regulatory compliance, accreditation, SIS system admin
Resource development and compliance consulting relating to (i) course-level compliance for online courses/programs (e.g., copyright, digital accessibility, accreditor expectations, title IV distance education--e.g. RSI/academic engagement); (ii) learning tool development and licensing; (iii) external advocacy (comment submissions, representation on policy committees, etc.); (iv) unit policy development and oversight (e.g., internal controls for finance, HR, etc.); (v) open/noncredit learning; (vi) extended reality (AR/VR) learning experiences; and (vii) data privacy and security.
Responsibilities include providing visionary and collaborative leadership to the Office of Registration and Records to ensure the maintenance, preservation, security and transmission of student academic records and transcript services. Other duties include directing registration, scheduling of courses and assignment of classrooms, monitoring the implementation of academic policies and preparation of related reports, implementation of academic and student data privacy policies including FERPA, supervision of unit staff and budget management, serving on University and professional committees, overseeing activities related to commencement ceremonies, and, implementing necessary technology to achieve department goals.
responsible for all accreditation, assessment, federal, state, and other entity compliance. I also manage the Strategic Plan and all internal reporting. I am the point person for many conversations/discussions on campus, and am currently overseeing micro-credentials.
responsible for all of our online programs
responsible for institutional accreditation.
Responsible for management of obtaining/maintaining programmatic accreditations, HLC criteria compliance, obtaining/maintaining VA SAA approvals, and assisting with program and location expansion.
responsible for Quality Matters and Quality Assurance of online programming.
responsible for State Authorization- many task completed by IR staff. Main responsibilities are Academic Affairs.
responsible for Title IX, career services, and transfer credits.

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SACSCOC Coordinator and University Counsel on policy creation.
SACSCOC Inst. Accreditation Liaison State (CPE) Liaison Online Undergraduate Director
SACSCOC Institutional Accreditation Liaison, Institutional Effectiveness and Compliance
Serve as institution's Chief Academic Technology Officer.
Serve as the primary coordinator of academic policy review and implementation and facilitate stakeholder involvement in academic projects. Assist the Registrar by managing policies and procedures, overseeing dual credit policies and partnerships, draft legal documents and grant funding requests.
Serve on President's Cabinet Serve in absence of President Curriculum Review and Assessment Faculty Review and Assessment Recruiting and Hiring Faculty Onboarding of Faculty Policy review, development, and implementation Institutional Effectiveness Other Compliance needs Strategic Planning Budget Review, Allocation, and Control for Academics Commencement
Strategic planning
Student affairs, curriculum and curriculum review, accreditation with accreditation board, budgeting, policy development, consultant with denominational, scholarly (guild) or other bodies, continuing education efforts, and teaching.
Student Authentication, Student Training Modules, CBE/PLA Compliance
Support of faculty and students with teaching, learning, and technology.
Support of online faculty in technology (Canvas), instructional design, online teaching. Canvas Administrator Website updates of program offerings etc, etc. etc. (too much to name)
Supv. BI Analysts (reporting) Supv. Online Advising-GenEd International Scholars House (Researching/Teaching Faculty)
teach business law.
The majority of my time is divided between providing institutional data to external agencies (government, recruitment, publications), analyzing data for internal decision-makers, and conducting internal research to collect necessary data for bench-marking and decision-making.
The use of the term "State" encompasses all state filings - literally. I handle Vocational Rehabilitation, WIOA, TAA, Certificates of Exemption from sales tax - in any state which needs an application.
University accreditation and programmatic accreditation, Institutional Review Board (IRB), and claim validation (internal audit)
University accreditation, University assessment, Outcomes Assessment, Strategic Planning, Academic Planning, Curriculum Review
Veterans Administration Reporting, International Students PDSO, Class Schedules, Grading, Graduation, .....
Work with Faculty, Course development, administrative duties

## Appendix Table J: 2023 Survey of the State Authorization Professional

### Survey of the State Authorization Professional

**Thank you in advance for agreeing to take part in this important survey measuring the annual compensation professionals working within the field of state authorization receive. This survey was originally developed by Western Governors University and the State Authorization Network (a division of WCET). This updated survey is being conducted by the State Authorization Network (SAN).**

**Completion of the survey should take between 10 to 15 minutes. In providing your responses to the survey, please know that there is no expectation that information be validated or confirmed. No identifiable information will be recorded and all responses will be kept in the strictest confidentiality. You do not have to take part in this study and you may stop participation at any time. The survey is more qualitative in nature and your response should be based on your experience as a state authorization compliance professional.**

**Results of this survey will be made available to the network (SAN) at a future event or blog post.**

**Please share this link with other colleagues who either complete authorization of professional licensure applications at your institution or who are not members of WCET or SAN.**

**This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or [irb@olemiss.edu](mailto:irb@olemiss.edu).**

**I have read and understand the above information. By completing the survey/interview I consent to participate in the study, and I verify that I am at least 18 years old or older.**

**In this survey, the term "state" means a particular jurisdiction within the United States. It can mean District (DC), Commonwealth (KY), Territory (PR), or State (UT).**

**In this survey, State Authorization is defined as the legal and regulatory term for a college's compliance with individual statutes, regulations, and rules in each state in which it operates, has a physical presence, or engages in educational services, programs, or activities.**

**Have you already completed the survey? If you are interested in sharing your job description OR would like to receive a copy the survey results via email, you may do so by submitting this additional survey [here](#).**



## Appendix Table J: 2023 Survey of the State Authorization Professional

### Survey of the State Authorization Professional

#### Institutional Information

\* 1. Institutional Structure:

- Public
- Private/For-Profit
- Private/Non-Profit
- Tribal
- Other

\* 2. Levels attending your institution:

- High School (Separately accredited from HE institution)
- Early College concurrent (Minor student receiving credit at HE institution)
- Dual-Enrollment programs (Minor student receiving High School and College credit)
- Associate Degrees
- Undergraduate Degrees
- Graduate (Academic Masters Programs)
- Post-Graduate (Academic PhDs, Research, Post-Doc. positions)
- Professional Graduate (lead to careers in specific fields, ex: Medicine, Law, Social Work, Library & Business)
- Trade
- Vocational
- Other

\* 3. Current number of full-time institutional employees (faculty and staff combined):

- Less than 100
- 100 - 500
- 500 - 1,500
- 1,500 - 3,000
- 3,000 - 5,000
- 5,000 - 7,500
- 7,500 - 10,000
- Greater than 10,000

## Appendix Table J: 2023 Survey of the State Authorization Professional

\* 4. Current enrollment of institution (IPEDS FTE):

- Less than 1,500
- 1,500 - 5,000
- 5,000 - 10,000
- 10,000 - 15,000
- 15,000 - 25,000
- 25,000 - 35,000
- 35,000 - 50,000
- Greater than 50,000

### Survey of the State Authorization Professional

#### Personal Qualifications

\* 5. Your highest degree obtained:

- High School or GED
- Undergraduate (Associates or Bachelors)
- Graduate (Masters or Professional)
- Terminal Academic (e.g. PhD or EdD)
- Terminal Special (e.g. JD or MD)
- Other

\* 6. Your highest degree - concentration area

- Agriculture, Agriculture Operations, And Related Sciences
- Architecture And Related Services
- Area, Ethnic, Cultural, And Gender Studies
- Biological And Biomedical Sciences
- Business, Management, Marketing, And Related Support Services
- Communication, Journalism, And Related Programs
- Computer And Information Sciences And Support Services
- Education
- Engineering
- English Language And Literature/Letters
- Family And Consumer Sciences/Human Sciences
- Foreign Languages, Literatures, And Linguistics
- Health Professions And Related Clinical Sciences
- Health-Related Knowledge And Skills
- History
- Legal Professions And Studies
- Leisure And Recreational Activities
- Liberal Arts And Sciences, General Studies And Humanities
- Library Science

## Appendix Table J: 2023 Survey of the State Authorization Professional

- Mathematics And Statistics
- Multi/Interdisciplinary Studies
- Natural Resources And Conservation
- Parks, Recreation, Leisure, And Fitness Studies
- Philosophy And Religious Studies
- Physical Sciences
- Psychology
- Public Administration And Social Service Professions
- Social Sciences
- Visual And Performing Arts
- Other
- Not applicable

7. Do you have certifications/licenses that are applicable to your State Authorization work?

- Law
- Project Management (ex.: PMI)
- Education certification
- Accounting certification (ex.: CPA)
- Other
- None or Not Applicable

### Survey of the State Authorization Professional

#### Position Information

\* 8. Job Title:

- Admissions Counselor
- Assistant/Associate/Deputy Director
- Assistant/Associate Dean
- Assistant/Associate VP
- CEO/COO
- Coordinator
- Dean/Department Head
- Director
- Executive Director
- Faculty/Teaching Positions/Research
- General Counsel/Deputy Counsel
- Learning Development/Instructional Design
- Manager
- Provost
- Technician
- Other

## Appendix Table J: 2023 Survey of the State Authorization Professional

\* 9. Are you a full-time employee:

- Yes
- No

\* 10. In what department does your position reside?

- Accreditation/Institutional Research/Institutional Effectiveness/
- Academic Affairs
- Academics/Teaching/Learning/Academic Resources
- Assessment Services
- College/Department/Academic Division
- Continuing Ed
- Compliance
- Disability Services
- Distance Ed/E-Learning/Online Ed
- Distributed Learning
- Faculty Support/Instructional Support
- Financial Aid
- Information Technology
- Legal
- Library
- Military Programs
- Operations
- Outreach
- President's Office
- Provost
- Registrar
- Other

## Appendix Table J: 2023 Survey of the State Authorization Professional

\* 11. What is your direct manager's title?

- Admissions Counselor
- Assistant/Associate/Deputy Director
- Assistant/Associate Dean
- Assistant/Associate VP
- CEO/COO
- Coordinator
- Dean/Department Head
- Director
- Executive Director
- Faculty/Teaching Positions/Research
- General Counsel/Deputy Counsel
- Learning Development/Instructional Design
- Manager
- Provost
- Technician
- Other

\* 12. Total years working in higher education in any institution and/or organization:

- Less than 6 months
- 6 months up to 2 years
- 2 up to 5 years
- 5 up to 10 years
- 10 up to 15 years
- 15 up to 20 years
- 20 up to 30 years
- 30 or more years

\* 13. Total years of employment with your current institution and/or organization:

- Less than 6 months
- 6 months up to 2 years
- 2 up to 5 years
- 5 up to 10 years
- 10 up to 15 years
- 15 up to 20 years
- 20 up to 30 years
- 30 or more years

## Appendix Table J: 2023 Survey of the State Authorization Professional

\* 14. Time in Higher Ed working in a position relative to State Authorization at any institution and/or organization:

- Less than 6 months
- 6 months up to 2 years
- 2 up to 5 years
- 5 up to 10 years
- 10 up to 15 years
- 15 up to 20 years
- 20 or more years

\* 15. Where is your institution headquartered? (state/territory/district/other)

- |   |   |
|---|---|
| <input type="radio"/> Alabama (AL)              | <input type="radio"/> Nebraska (NE)                 |
| <input type="radio"/> Alaska (AK)               | <input type="radio"/> Nevada (NV)                   |
| <input type="radio"/> American Samoa (AS)       | <input type="radio"/> New Hampshire (NH)            |
| <input type="radio"/> Arizona (AZ)              | <input type="radio"/> New Jersey (NJ)               |
| <input type="radio"/> Arkansas (AR)             | <input type="radio"/> New Mexico (NM)               |
| <input type="radio"/> California (CA)           | <input type="radio"/> New York (NY)                 |
| <input type="radio"/> Colorado (CO)             | <input type="radio"/> North Carolina (NC)           |
| <input type="radio"/> Connecticut (CT)          | <input type="radio"/> North Dakota (ND)             |
| <input type="radio"/> Delaware (DE)             | <input type="radio"/> Northern Mariana Islands (MP) |
| <input type="radio"/> District of Columbia (DC) | <input type="radio"/> Ohio (OH)                     |
| <input type="radio"/> Florida (FL)              | <input type="radio"/> Oklahoma (OK)                 |
| <input type="radio"/> Georgia (GA)              | <input type="radio"/> Oregon (OR)                   |
| <input type="radio"/> Guam (GU)                 | <input type="radio"/> Pennsylvania (PA)             |
| <input type="radio"/> Hawaii (HI)               | <input type="radio"/> Puerto Rico (PR)              |
| <input type="radio"/> Idaho (ID)                | <input type="radio"/> Rhode Island (RI)             |
| <input type="radio"/> Illinois (IL)             | <input type="radio"/> South Carolina (SC)           |
| <input type="radio"/> Indiana (IN)              | <input type="radio"/> South Dakota (SD)             |
| <input type="radio"/> Iowa (IA)                 | <input type="radio"/> Tennessee (TN)                |
| <input type="radio"/> Kansas (KS)               | <input type="radio"/> Texas (TX)                    |
| <input type="radio"/> Kentucky (KY)             | <input type="radio"/> Utah (UT)                     |
| <input type="radio"/> Louisiana (LA)            | <input type="radio"/> Vermont (VT)                  |
| <input type="radio"/> Maine (ME)                | <input type="radio"/> Virgin Islands (VI)           |
| <input type="radio"/> Maryland (MD)             | <input type="radio"/> Virginia (VA)                 |
| <input type="radio"/> Massachusetts (MA)        | <input type="radio"/> Washington (WA)               |
| <input type="radio"/> Michigan (MI)             | <input type="radio"/> West Virginia (WV)            |
| <input type="radio"/> Minnesota (MN)            | <input type="radio"/> Wisconsin (WI)                |
| <input type="radio"/> Mississippi (MS)          | <input type="radio"/> Wyoming (WY)                  |
| <input type="radio"/> Missouri (MO)             | <input type="radio"/> Other                         |
| <input type="radio"/> Montana (MT)              |   |

## Appendix Table J: 2023 Survey of the State Authorization Professional

\* 16. Do you work at that headquarters' location?

- Yes
- No

\* 17. Is your institutional work remote or virtual?

- Yes, it is remote or virtual (i.e. your personal office/workspace not headquartered at the institution)
- No, I am working at a brick & mortar office operated by my institution
- Hybrid or some other configuration

### Survey of the State Authorization Professional

#### Location

\* 18. In what location do you conduct at least 50% of your institutional work?

- |   |   |
|---|---|
| <input type="radio"/> Alabama (AL)              | <input type="radio"/> Nebraska (NE)                 |
| <input type="radio"/> Alaska (AK)               | <input type="radio"/> Nevada (NV)                   |
| <input type="radio"/> American Samoa (AS)       | <input type="radio"/> New Hampshire (NH)            |
| <input type="radio"/> Arizona (AZ)              | <input type="radio"/> New Mexico (NM)               |
| <input type="radio"/> Arkansas (AR)             | <input type="radio"/> New York (NY)                 |
| <input type="radio"/> California (CA)           | <input type="radio"/> North Carolina (NC)           |
| <input type="radio"/> Colorado (CO)             | <input type="radio"/> North Dakota (ND)             |
| <input type="radio"/> Connecticut (CT)          | <input type="radio"/> Northern Mariana Islands (MP) |
| <input type="radio"/> Delaware (DE)             | <input type="radio"/> Ohio (OH)                     |
| <input type="radio"/> District of Columbia (DC) | <input type="radio"/> Oklahoma (OK)                 |
| <input type="radio"/> Florida (FL)              | <input type="radio"/> Oregon (OR)                   |
| <input type="radio"/> Georgia (GA)              | <input type="radio"/> Pennsylvania (PA)             |
| <input type="radio"/> Guam (GU)                 | <input type="radio"/> Puerto Rico (PR)              |
| <input type="radio"/> Hawaii (HI)               | <input type="radio"/> Rhode Island (RI)             |
| <input type="radio"/> Idaho (ID)                | <input type="radio"/> South Carolina (SC)           |
| <input type="radio"/> Illinois (IL)             | <input type="radio"/> South Dakota (SD)             |
| <input type="radio"/> Indiana (IN)              | <input type="radio"/> Tennessee (TN)                |
| <input type="radio"/> Iowa (IA)                 | <input type="radio"/> Texas (TX)                    |
| <input type="radio"/> Kansas (KS)               | <input type="radio"/> Utah (UT)                     |
| <input type="radio"/> Kentucky (KY)             | <input type="radio"/> Vermont (VT)                  |
| <input type="radio"/> Louisiana (LA)            | <input type="radio"/> Virgin Islands (VI)           |
| <input type="radio"/> Maine (ME)                | <input type="radio"/> Virginia (VA)                 |
| <input type="radio"/> Maryland (MD)             | <input type="radio"/> Washington (WA)               |
| <input type="radio"/> Massachusetts (MA)        | <input type="radio"/> West Virginia (WV)            |
| <input type="radio"/> Michigan (MI)             | <input type="radio"/> Wisconsin (WI)                |
| <input type="radio"/> Minnesota (MN)            | <input type="radio"/> Wyoming (WY)                  |
| <input type="radio"/> Mississippi (MS)          | <input type="radio"/> Other                         |
| <input type="radio"/> Missouri (MO)             |   |
| <input type="radio"/> Montana (MT)              |   |

## Appendix Table J: 2023 Survey of the State Authorization Professional

### Survey of the State Authorization Professional

#### Job Responsibilities

**For the following questions, please estimate to the best of your ability, what percentage of your time is spent on the following aspects of State Authorization?**

**\* 19. State Authorization/Compliance**

By State Authorization/Compliance, the surveyors mean:

The institutional/organizational oversight required to ensure the institution/organization has authority to issue degrees and operate within a state or jurisdiction as a postsecondary education institution/organization by holding a current valid institutional/organizational charter, license, approval, or other written document issued by a state, the federal government or a recognized Indian tribe, granting the named entity.

- |                                 |                                 |
|---------------------------------|---------------------------------|
| <input type="radio"/> 0%        | <input type="radio"/> 50% - 59% |
| <input type="radio"/> 1% - 9%   | <input type="radio"/> 60% - 69% |
| <input type="radio"/> 10% - 19% | <input type="radio"/> 70% - 79% |
| <input type="radio"/> 20% - 29% | <input type="radio"/> 80% - 89% |
| <input type="radio"/> 30% - 39% | <input type="radio"/> 90% - 99% |
| <input type="radio"/> 40% - 49% | <input type="radio"/> 100%      |

**\* 20. Compliance Data Reports**

By Compliance Data Reports, the surveyors mean:

The creation of institutional/organizational reports that support the annual reporting requirements for SARA-participating institutions/organizations during the annual reporting window as stated by NC-SARA. There are two categories of compliance data required to be aggregated and reported:

1. The number of students enrolled exclusively in distance education courses at the institution. The data is disaggregated by state, territory or district in which the students are located, including the home state as well as degree and non-degree for-credit courses.
2. The number of students engaged in certain experiential learning placements, disaggregated by state and Classification of Instructional Programs (CIP) code as assigned by the U.S. Department of Education (DOE)

- |                                 |                                 |
|---------------------------------|---------------------------------|
| <input type="radio"/> 0%        | <input type="radio"/> 50% - 59% |
| <input type="radio"/> 1% - 9%   | <input type="radio"/> 60% - 69% |
| <input type="radio"/> 10% - 19% | <input type="radio"/> 70% - 79% |
| <input type="radio"/> 20% - 29% | <input type="radio"/> 80% - 89% |
| <input type="radio"/> 30% - 39% | <input type="radio"/> 90% - 99% |
| <input type="radio"/> 40% - 49% | <input type="radio"/> 100%      |



## Appendix Table J: 2023 Survey of the State Authorization Professional

### \* 21. International Authorization/Compliance

By International Authorization/Compliance, the surveyors mean:

Compliance professionals' responsibility in institutions/organizations that offer courses and activities outside of the United States to determine if the activity is regulated in the country where the activity occurs since distance education may be regulated in some countries. The compliance professional may liaise with institutional/organizational leaders in order to understand the many nuances of tax laws and institutional/organizational oversight when the institution/organization wishes to provide online courses to students located outside of the United States.

\* Compliance professionals who are SAN members, by membership login, may wish to review the contact list of the SA

worldwide.

- 0%
- 1% - 9%
- 10% - 19%
- 20% - 29%
- 30% - 39%
- 40% - 49%

- 50% - 59%
- 60% - 69%
- 70% - 79%
- 80% - 89%
- 90% - 99%
- 100%

of Education for countries

### \* 22. Professional Licensure or Certification

By Professional Licensure or Certification, the surveyors mean:

Responsibility of institution/organization to identify educational programs offered at an institution for which enrolled students who complete the program may expect a formal recognition based on standards set forth by a state or other governing entity that gives legal permission to an individual to practice a profession. Professional licensure laws and regulations vary by state.

- 0%
- 1% - 9%
- 10% - 19%
- 20% - 29%
- 30% - 39%
- 40% - 49%
- 50% - 59%
- 60% - 69%
- 70% - 79%
- 80% - 89%
- 90% - 99%
- 100%

## Appendix Table J: 2023 Survey of the State Authorization Professional

23. What type of professional licensure compliance are you responsible for (select all that apply):

- Teacher Education
- Health Profession (e.g. Nursing, Informatics, Physical Therapist Assistant, Occupational Therapy Assistant, etc.)
- Business (e.g. Accounting)
- Legal
- Social Behavior (e.g. Social Work, Counseling)
- Hard Science (e.g. Geology)
- Science and Technology (e.g. Engineering)

\* 24. Are you responsible for any additional professional licensure compliance that is not listed in the previous question?

- Yes
- No

### Survey of the State Authorization Professional

#### Other Licensure Compliance Responsibilities

25. Please list any additional professional licensure compliance are you responsible for.

### Survey of the State Authorization Professional

#### Other Job Responsibilities

\* 26. Do you have any additional responsibilities outside of State Authorization or general compliance?

- Yes
- No

### Survey of the State Authorization Professional

#### Description of Other Job Responsibilities

27. Describe your additional responsibilities outside of State Authorization or general compliance.

## Appendix Table J: 2023 Survey of the State Authorization Professional

### Survey of the State Authorization Professional

#### Compensation and Benefits

\* 28. What was your base annual salary (\$US), as of July 1, 2022, from your primary source of employment? Do not include overtime, bonuses, or commission.

- |   |   |
|---|---|
| <input type="radio"/> Less than \$25,000  | <input type="radio"/> \$90,000 - \$94,999   |
| <input type="radio"/> \$25,000 - \$29,999 | <input type="radio"/> \$95,000 - \$99,999   |
| <input type="radio"/> \$30,000 - \$34,999 | <input type="radio"/> \$100,000 - \$104,999 |
| <input type="radio"/> \$35,000 - \$39,999 | <input type="radio"/> \$105,000 - \$109,999 |
| <input type="radio"/> \$40,000 - \$44,999 | <input type="radio"/> \$110,000 - \$114,999 |
| <input type="radio"/> \$45,000 - \$49,999 | <input type="radio"/> \$115,000 - \$119,999 |
| <input type="radio"/> \$50,000 - \$54,999 | <input type="radio"/> \$120,000 - \$124,999 |
| <input type="radio"/> \$55,000 - \$59,999 | <input type="radio"/> \$125,000 - \$129,999 |
| <input type="radio"/> \$60,000 - \$64,999 | <input type="radio"/> \$130,000 - \$134,999 |
| <input type="radio"/> \$65,000 - \$69,999 | <input type="radio"/> \$135,000 - \$139,999 |
| <input type="radio"/> \$70,000 - \$74,999 | <input type="radio"/> \$140,000 - \$144,999 |
| <input type="radio"/> \$75,000 - \$79,999 | <input type="radio"/> \$145,000 - \$149,999 |
| <input type="radio"/> \$80,000 - \$84,999 | <input type="radio"/> \$150,000 or greater  |
| <input type="radio"/> \$85,000 - \$89,999 |   |

\* 29. How much additional cash compensation (\$US) for State Authorization work did you receive in the last year from your primary source of employment? Include bonuses and commissions, but do not include overtime, instructional pay that is not part of your job duties, etc.:

- |   |  |
|---|--|
| <input type="radio"/> None              | <input type="radio"/> \$1,500 - \$2,999    |
| <input type="radio"/> Less than \$499   | <input type="radio"/> \$3,000 - \$4,999    |
| <input type="radio"/> \$500 - \$1,499   | <input type="radio"/> Greater than \$5,000 |
| <input type="radio"/> \$1,500 - \$2,999 | <input type="radio"/> Decline to Answer    |

30. Are you eligible for paid overtime?

- Yes  
 No

\* 31. What is the average number of hours you work weekly?

- |                          |                                  |
|--------------------------|----------------------------------|
| <input type="radio"/> 10 | <input type="radio"/> 45         |
| <input type="radio"/> 15 | <input type="radio"/> 50         |
| <input type="radio"/> 20 | <input type="radio"/> 55         |
| <input type="radio"/> 25 | <input type="radio"/> 60         |
| <input type="radio"/> 30 | <input type="radio"/> 65         |
| <input type="radio"/> 35 | <input type="radio"/> 70 or more |
| <input type="radio"/> 40 |                                  |

## Appendix Table J: 2023 Survey of the State Authorization Professional

32. Does your institution offer any form of tuition assistance/reimbursement:

- Yes
- No

### Survey of the State Authorization Professional

#### Tuition Assistance

33. How much tuition assistance/reimbursement is available to you within a year (this does not include fees or other costs):

- Under \$5,000
- 5,000 to 9,999
- 10,000 to 14,999
- 15,000 to 19,999
- 20,000 to 24,999
- 25,000 to 29,999
- 30,000 to 34,999
- 35,000 to 39,999
- 40,000 to 44,999
- 45,000 or more
- Decline to Answer

### Survey of the State Authorization Professional

#### Retirement

34. Does your employer contribute to your retirement:

- Yes
- No

### Survey of the State Authorization Professional

#### Retirement Contributions

35. How much do they automatically contribute (in percentage):

- 0 - 4.99
- 5.0 - 9.99
- 10.0 - 14.99
- 15.0 - 19.99
- 20.0 to 24.99
- 25 or greater

## Appendix Table J: 2023 Survey of the State Authorization Professional

### Survey of the State Authorization Professional

#### Paid Time Off (PTO)

36. What number of Paid Time Off "PTO" days you receive per year (PTO refers to sick and vacation for the purpose of this survey):

- 0 - 9.9
- 10 - 19.9
- 20 - 29.9
- 30 - 39.9
- 40 - 49.9
- 50 - 59.9
- 60 or greater

### Survey of the State Authorization Professional

#### Supplemental Information

37. The task I most enjoy about my job is:

38. I wish I did not have the responsibility for/oversight of:

39. Any additional comments:

Thank you for participating in the 2022 Survey of the State Authorization Professional.

Interested in sharing your job description OR want to receive a copy the survey results via email? Click [here](#) to be taken to a separate survey.