

TO: Karen Gipson, Chair, ECS/UAS
FROM: Robert Hollister, Chair, FSBC
SUBJECT: 2016-2017 Annual Salary Adjustment Request
DATE: September 30, 2016
CC: Lisa Surman Haight, Senate Assistant

FSBC believes faculty salaries at GVSU should be at or above the mean of Michigan Public Universities (**Figure 1**). GVSU is widely recognized as excellent relative to our peers; in fact the University is generally ranked in the top four among our peers in Michigan (see the GVSU Accountability Report at http://www.gvsu.edu/cms3/assets/B8910F19-F21C-4F0E-A914E28DFD89C2BA/accountability_report_2015-16.pdf). Much of this success can be attributed to the activities of faculty. Therefore, it is critical that faculty salaries be competitive in order to attract and retain excellent educators. FSBC is also aware of the unique fiscal constraints imposed upon GVSU due to limited State revenues per student. For this reason, FSBC has partnered with the administration to identify and adopt optimal strategies that contain costs while maintaining excellence. It could be argued that GVSU faculty work harder than our peers given the high achievement metrics of the University despite higher than average classroom size and student to faculty ratios.

Each year the FSBC is asked to recommend to ECS/UAS a salary adjustment increment for the coming budget year. FSBC has historically recommended CPI plus 1.5% as a minimum standard. The University has met this minimum on average over the past decade (**Table 1**); however, we have not yet met our decade-long objective to return faculty salaries to or above the mean of Michigan Public Universities. This year we strongly encourage the administration to do better than meet the minimum standard. To achieve the goal of returning faculty salaries to the mean of Michigan Public Universities, faculty need an increase of approximately \$3,200 or 2.5% in addition to the regular annual increment. FSBC monitors the fiscal health of the University. Given the recent strong enrollments, the University's history of prudent investments, and the outlook for consistent support from the State, we believe now is an opportune time to invest in faculty salaries with the goal of raising faculty salaries to or above the mean of Michigan Public Universities.

To make the faculty review process equitable, FSBC also recommends that the annual salary increment fund be as consistent as possible between years. This consistency assures that faculty ranked exemplary receive approximately the same fiscal reward in any given year.

Table 1. Average annual increases in faculty salaries at GVSU relative to the Nation.

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	5-year Average	10-year Average
Salary increment fund	3.0	3.0	4.0	4.0	2.8	-	1.9	2.9	2.0	2.9	2.9	2.43	2.67
GVSU faculty raises [^]	3.6	5.0	5.2	5.4	3.6	3.9 ¹	2.5	6.8 ²	3.0	5.4	3.7	4.29	4.37
Proposed minimum (CPI+1.5%)	4.7	4.2	5.2	1.2	4.5	6.3 ¹	4.3	5.8 ²	2.5	2.2	1.5	3.54	3.85
Midwest CPI (Dec to Dec) ⁺	3.2	2.7	3.7	(0.3)	3.0	1.8	2.8	1.8	1.0	0.7	0.0	1.35	1.85
National raises [#]	4.4	5.0	5.1	4.9	1.8	2.5	2.9	3.2	3.4	3.7	3.4	3.23	3.66
National CPI (Dec to Dec) [#]	3.4	2.5	4.1	0.1	2.7	1.5	3.0	1.7	1.5	0.8	0.7	1.50	2.00
GVSU vs Proposed minimum	(1.1)	0.8	0.0	4.2	(0.9)	(2.4)	(1.8)	1.0	0.5	3.2	2.2	0.75	0.52
GVSU vs National (unadjusted)	(0.8)	0.0	0.1	0.5	1.8	1.4	(0.4)	3.6	(0.4)	1.7	0.3	1.06	0.71
GVSU vs National (CPI adjusted)	(0.6)	(0.2)	0.5	0.9	1.5	1.1	(0.2)	3.5	0.1	1.8	1.0	1.21	0.86

() Indicate negative numbers

[^] Includes promotional increments, merit raises, compression, and all other special salary adjustments for all continuing tenure-track faculty (including library faculty)

⁺ Values from the Bureau of Labor Statistics

[#] Values from the AAUP (American Association of University Professors) Annual Report on the Economic Status of the Profession

¹ 3% to offset a reduction in health benefits (this adjustment was made mid-year and shows up in 2012 on the figure below); ² 2.5% to offset a cut in summer salary

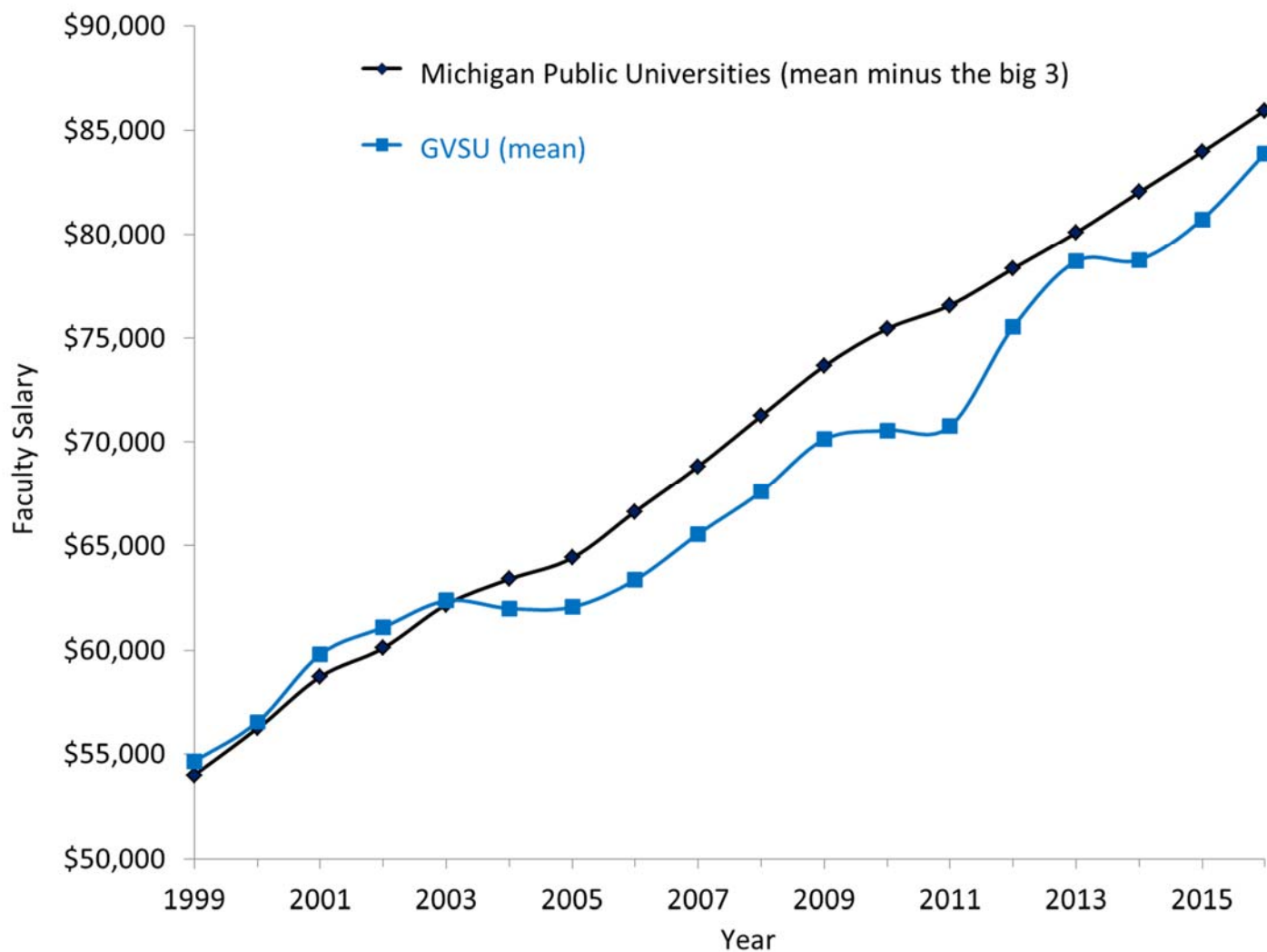


Figure 1. Mean faculty salary at Michigan Public Universities & GVSU over the past 17 years.

The mean salary was calculated as the average of the three salaries posted by rank (Full, Associate, and Assistant) by AAUP (the big 3 include University of Michigan –Ann Arbor, Wayne State University, and Michigan State University). The graph is intended to show the trend and is not actually the salary of the average faculty member.



Grand Valley State University

Accountability Report 2015-2016

Principles of Accountability

Executive Summary:

Grand Valley State University serves the taxpayers of Michigan and the students who enroll. An educated workforce and community contribute to economic vitality, community engagement and solid societal structures. The bottom line is that Grand Valley's success pays back large dividends.

This Accountability Report offers proof each year that Grand Valley is indeed producing results. Testimony comes in raw numbers, external awards and positive tweets from students.

State lawmakers adopted a higher education funding plan that ties a small portion of state support to performance. In each year the metrics have been used, Grand Valley has been noted to perform at the top of the list in key areas, including retention, graduation rates and providing access to students who otherwise could not afford a college education.

The organization of this report reflects the strategic plan in effect during the 2014-2015 academic year. The university is moving forward in 2016 with a strategic plan that builds on seven core values:

Excellence Integrity Inquiry Inclusiveness
Community Sustainability Innovation

All seven lead to achieving the ultimate goal – student success.



For more information on Grand Valley's performance visit:

www.gvsu.edu/accountability

www.gvsu.edu/strategicplanning

www.blmperformancetracker.com/gvsu/



Grand Valley Ranks Best in Class

Best in Class Performance from Business Leaders for Michigan

High Retention Rates

High Graduation Rates

Degrees Awarded in Critical Skills

Low Administrative Costs

High Economic Impact

Best in Class Performance from State of Michigan

High Retention Rates

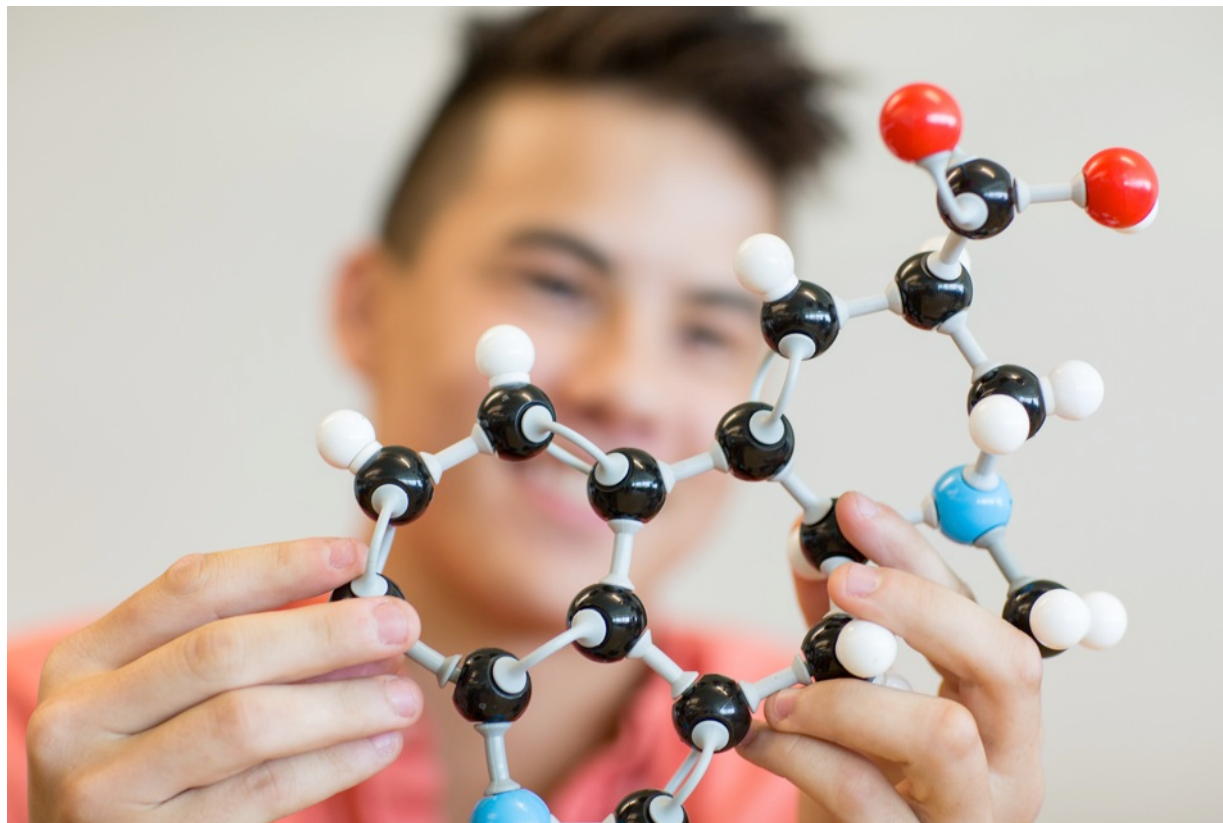
High Graduation Rates

Degrees Awarded in Critical Skills

Increase in Pell-eligible Students

Accessibility by Qualified Students

Measures of Student Success



Comparative Academic Statistics for New Students Entering Michigan Public Universities

Fall 2014 Term		
Median Composite ACT Score		
U of M-Ann Arbor	30	
Michigan Tech	27	
Michigan State	26	
Grand Valley	24	
U of M-Dearborn	24	+
Central	23	+
Wayne State	23	
Eastern	22	
Ferris	22	
Northern	22	
Oakland	22	
Saginaw Valley	22	
Western	22	
Lake Superior	21	
U of M-Flint	21	

Source: 2016 Barron's College Profiles

+ Midpoint of College Board Handbook 2016 Range

Fall 2014	
Mid-50% ACT Score	
U of M-Ann Arbor	29-33
Michigan Tech	25-30
Michigan State	23-28
U of M-Dearborn	22-27 ^x
Grand Valley	21-26
Oakland	20-26
Wayne State	20-26
Central	20-25
Eastern	20-25
Lake Superior	20-25 ^x
Northern	19-25 ^x
Saginaw Valley	19-25
Western	19-25
Ferris	19-24
U of M-Flint	18-24

Source: College Board Handbook 2016

^x College Board Handbook 2015 – Fall 2013

Fall 2014	
GPA 3.0 or Higher	
U of M-Ann Arbor	99%
Grand Valley	96%
Michigan State	95%
Michigan Tech	94%
U of M-Dearborn	91%
Central	79%
Oakland	78%
Eastern	73%
Western	73%
Saginaw Valley	72%
Wayne State	70%
U of M-Flint	67%
Ferris	66%
Lake Superior	56% [*]
Northern	53%

Source: College Board Handbook 2016

^{*} Most recently published data was Fall 2004 Term



Freshman to Sophomore Retention Rate



University of Michigan-Ann Arbor	97.2%
Michigan State University	91.6%
Michigan Technological University	85.1%
Grand Valley State University	83.2%
University of Michigan-Dearborn	80.1%
Oakland University	78.2%
Western Michigan University	77.5%
Central Michigan University	76.4%
Wayne State University	75.7%
Lake Superior State University	74.6%
Northern Michigan University	72.7%
Eastern Michigan University	72.5%
Ferris State University	71.9%
University of Michigan-Flint	71.7%
Saginaw Valley State University	70.7%

Source: IPEDS

Graduation Rates

University of Michigan-Ann Arbor	90.9%
Michigan State University	79.1%
Grand Valley State University	64.9%
Michigan Technological University	64.3%
Central Michigan University	55.5%
Western Michigan University	54.0%
University of Michigan-Dearborn	50.1%
Northern Michigan University	49.4%
Ferris State University	47.8%
Oakland University	45.6%
Lake Superior State University	42.9%
Saginaw Valley State University	40.2%
Eastern Michigan University	36.5%
Wayne State University	34.3%
University of Michigan-Flint	34.3%

BEST GRADUATION RATE

Among Michigan's regional public universities
Michigan Higher Education Institutional Data Inventory



Source: IPEDS

Pass Rates of Graduates on Licensure and Certification Exams

Program	Pass Rate	National Benchmark
Athletic Training	100%	80.7%
Engineering *	100%	85%
Nursing **	100%	
Occupational Therapy	100%	
Physician Assistant	100%	95%
Military Police Basic Training Program	100%	
Police Academy	100%	
Speech and Language Pathology	100%	
Physical Therapy	98%	91%
Nursing *	94%	82%
Medical Laboratory Science	90%	

Source: GVSU Institutional Analysis

* Undergraduate

** Doctoral- Child/Adolescent NP



National Rankings and Recognition



**BEST COLLEGE
BEST VALUE**
Money Magazine

BEST PUBLIC REGIONAL UNIVERSITY
U.S. News & World Report

BEST IN THE MIDWEST
Princeton Review

BEST VALUE
U.S. News & World Report

ONE OF “AMERICA’S 100 BEST COLLEGE BUYS”
For 20 consecutive years
Institutional Research & Evaluation

VETERAN-FRIENDLY SCHOOL
Gold Rank
Michigan Veterans Affairs Agency

BEST UNDERGRADUATE ENGINEERING PROGRAM
U.S. News & World Report

MILITARY FRIENDLY SCHOOL
Victory Media

FIRST IN THE NATION FOR COMMUNITY SERVICE
Washington Monthly

Charter Schools Accreditation

Grand Valley's Charter Schools Office is the first authorizer in the nation to receive accreditation from AdvanceED.

AdvanceED is the largest accrediting body in the world, and its team extensively reviewed documents and interviewed 120 stakeholders at Grand Valley and its authorized schools.

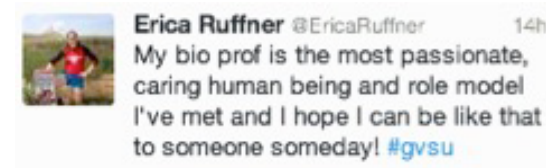
Grand Valley charters 71 schools and serves 34,000 students.



Student Satisfaction

“I would recommend this school.”
97% agree “moderately”
to “extremely”

Source: MAP-Works 2014



“Satisfied with academic life on campus.”
94% agree “moderately”
to “extremely”

Source: MAP-Works 2014



Employment and Placement After Graduation



Recent graduates employed or in graduate school

90.1%

Employed in Michigan

83.8%

Source: 2013-2014 GVSU Postgraduate Employment Report

Access and Affordability Measures



Enrollment Records

Grand Valley breaks total enrollment record and enrolls largest number of students of color, out-of-state and international students in its history.



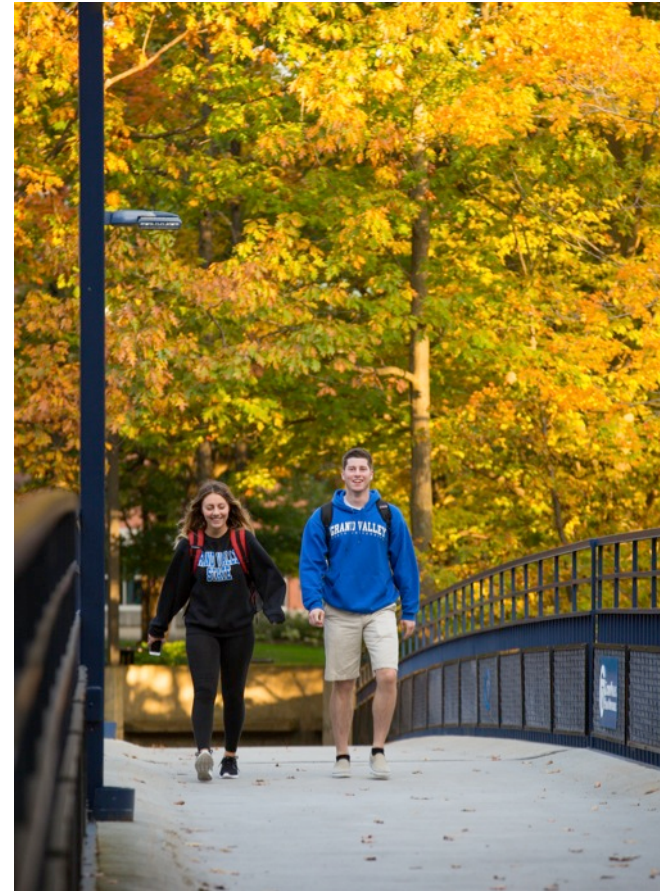
	2014	2015
Students of Color	3,914	4,136
Out-of-State Students	1,384	1,492
International Students	401	434

Source: GVSU Institutional Analysis

2015 Fall Headcount

Michigan State	49,517
U of M-Ann Arbor	43,455
Wayne State	27,222*
Grand Valley	25,325
Central	24,826
Western	23,392
Eastern	21,416
Oakland	20,711
Ferris	14,715
Saginaw Valley	9,766
U of M-Dearborn	9,308
U of M-Flint	8,470
Northern	8,187
Michigan Tech	7,233
Lake Superior	2,187

Source: HEIDI, WSU Website



Michigan Resident Undergraduate Headcount



Michigan State	30,542
Grand Valley	20,454
Central	19,703
Western	16,880
Eastern	16,859
Wayne State	16,758 *
Oakland	16,734
U of M-Ann Arbor	16,493
Ferris	12,332
Saginaw Valley	8,026
U of M-Dearborn	6,843
U of M-Flint	6,356
Northern	6,265
Michigan Tech	4,452
Lake Superior	2,038

Source: HEIDI, WSU Website

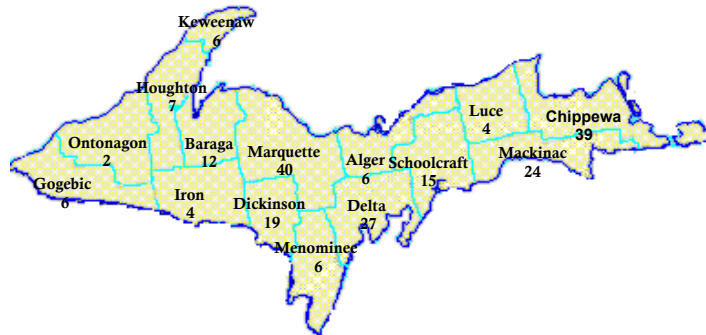
Changes in Enrollment

	15-year % Change
Grand Valley	55.0%
Oakland	53.3%
Ferris	42.3%
U of M-Flint	36.7%
Saginaw Valley	36.2%
U of M-Ann Arbor	18.0%
Michigan State	16.9%
U of M-Dearborn	16.7%
Central	9.5%
Northern	8.2%
Michigan Tech	6.4%
Wayne State	-3.1% *
Eastern	-5.6%
Western	-11.0%
Lake Superior	-23.8%



Source: HEIDI – FYES from 1999-00 to 2014-15
WSU calculation estimate

Geographic Origin

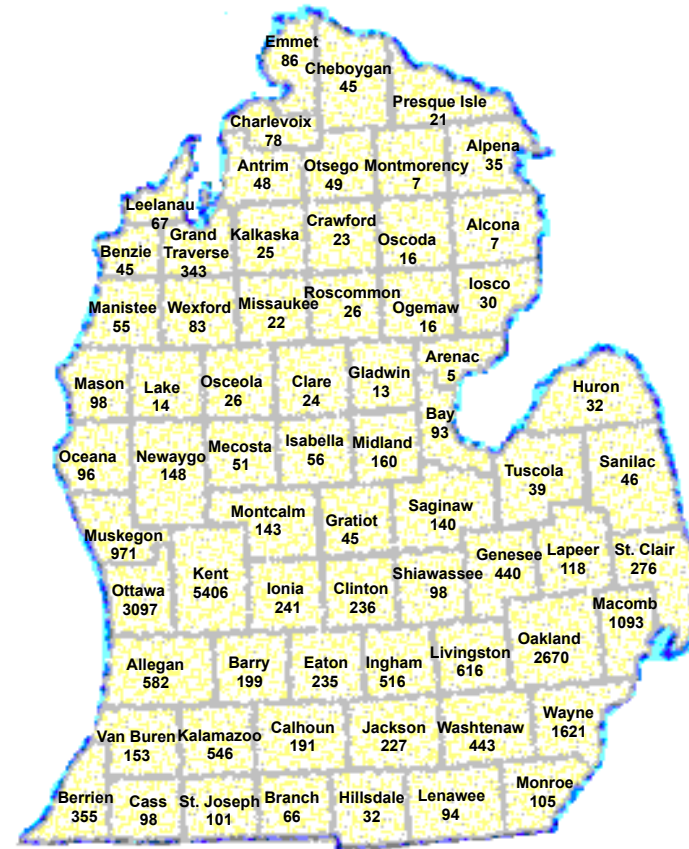


Geographic Origin Fall Semester 2015

Michigan Residents	23,399
Other States	1,492
Other Countries	434
Total	25,325

Top 6 Counties

Kent	Wayne
Ottawa	Macomb
Oakland	Muskegon



First-time Student Annual Tuition



Michigan Tech	\$14,286
U of M-Ann Arbor	\$13,726
Michigan State	\$13,606
Central	\$11,850
Wayne State	\$11,814
U of M-Dearborn	\$11,562
Oakland	\$11,513
Ferris	\$11,460
Western	\$11,329
Grand Valley	\$11,078
Eastern	\$10,767
Lake Superior	\$10,637
U of M-Flint	\$10,458
Northern	\$9,860
Saginaw Valley	\$8,969

Source: HEIDI



Financial Aid Available to GVSU Students

BEST BANG FOR THE BUCK BEST FINANCIAL AID SUPPORT

Washington Monthly



Institutional Financial Aid Commitment

	Amount	Increase
2011-12	\$31,139,318	19.32%
2012-13	\$33,688,333	8.18%
2013-14	\$35,134,477	4.29%
2014-15	\$38,121,517	8.50%
2015-16	\$40,429,303	6.05%

Source: GVSU Financial Aid Office

Types of Financial Aid Available 2014-2015

Need-Based Grants	\$47,874,941
Merit Scholarships	\$30,655,212
Loans	\$179,630,633
Work Study	\$1,381,052
TOTAL	\$259,541,838

Source: GVSU Financial Aid Office

Net Cost of Tuition for Typical GVSU Student



Tuition (2015-2016)	\$11,078
Average Gift Aid	\$4,095
Average Net Cost	\$6,983

Source: Financial Aid Office Estimate



The Grand Finish

**Grand Valley students are encouraged to graduate in four years.
Qualifying seniors receive a tuition discount.**



More than 2,300 students received the Grand Finish Grant in 2014. Students who are on track to finish their degree in four years receive up to \$1,000.

Of the 2015 graduates who earned a degree in four years or less, 31% had no debt.

Student Loan Default Rate

University of Michigan - Ann Arbor	1.6%
Michigan Technological University	3.8%
Grand Valley State University	3.9%
Michigan State University	4.0%
Oakland University	4.9%
Central Michigan University	5.5%
University of Michigan - Dearborn	5.7%
Western Michigan University	6.1%
Saginaw Valley State University	7.1%
Ferris State University	7.6%
University of Michigan - Flint	7.8%
Wayne State University	9.0%
Northern Michigan University	9.6%
Lake Superior State University	10.0%
Eastern Michigan University	10.2%



Source: Office of Federal Student Aid, U.S. Department of Education



Public Investment in Grand Valley



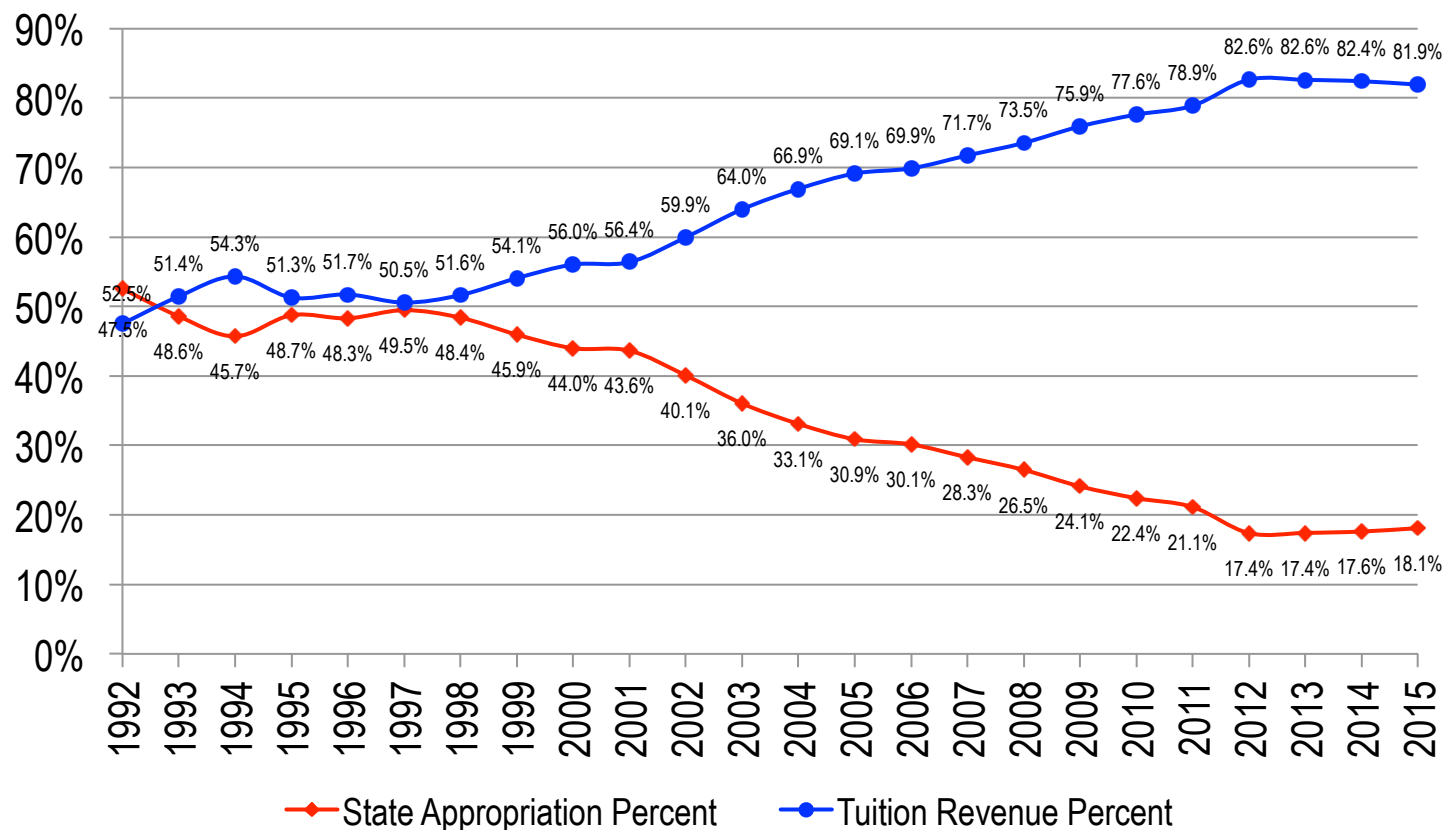
Appropriation per Student

	2011-12	2012-13	2013-14	2014-15	2015-16
Wayne State	7,225	7,396	7,682	8,176	8,450
Michigan Tech	6,125	6,468	6,816	7,485	7,208
U of M-Ann Arbor	6,399	6,492	6,506	6,745	6,831
Lake Superior	4,707	5,028	5,058	5,712	6,064
Michigan State	5,461	5,564	5,579	5,819	5,837
Northern	4,468	4,747	4,872	5,362	5,606
State Average	4,597	4,694	4,776	5,079	5,182
Western	4,269	4,342	4,503	4,898	5,058
Ferris	3,505	3,664	3,735	4,022	4,137
Eastern	3,521	3,551	3,650	3,909	4,011
Central	3,112	3,168	3,267	3,647	3,873
U of M-Dearborn	3,223	3,372	3,375	3,543	3,609
Saginaw Valley	2,665	2,841	2,828	3,059	3,186
U of M-Flint	2,788	2,917	2,962	3,157	3,156
Grand Valley	2,365	2,474	2,588	2,835	2,932
Oakland	2,719	2,773	2,797	2,896	2,903

Source: HEIDI



Ratio of State Aid vs. Tuition at Grand Valley



Source: HEIDI --1992-2014 Actual



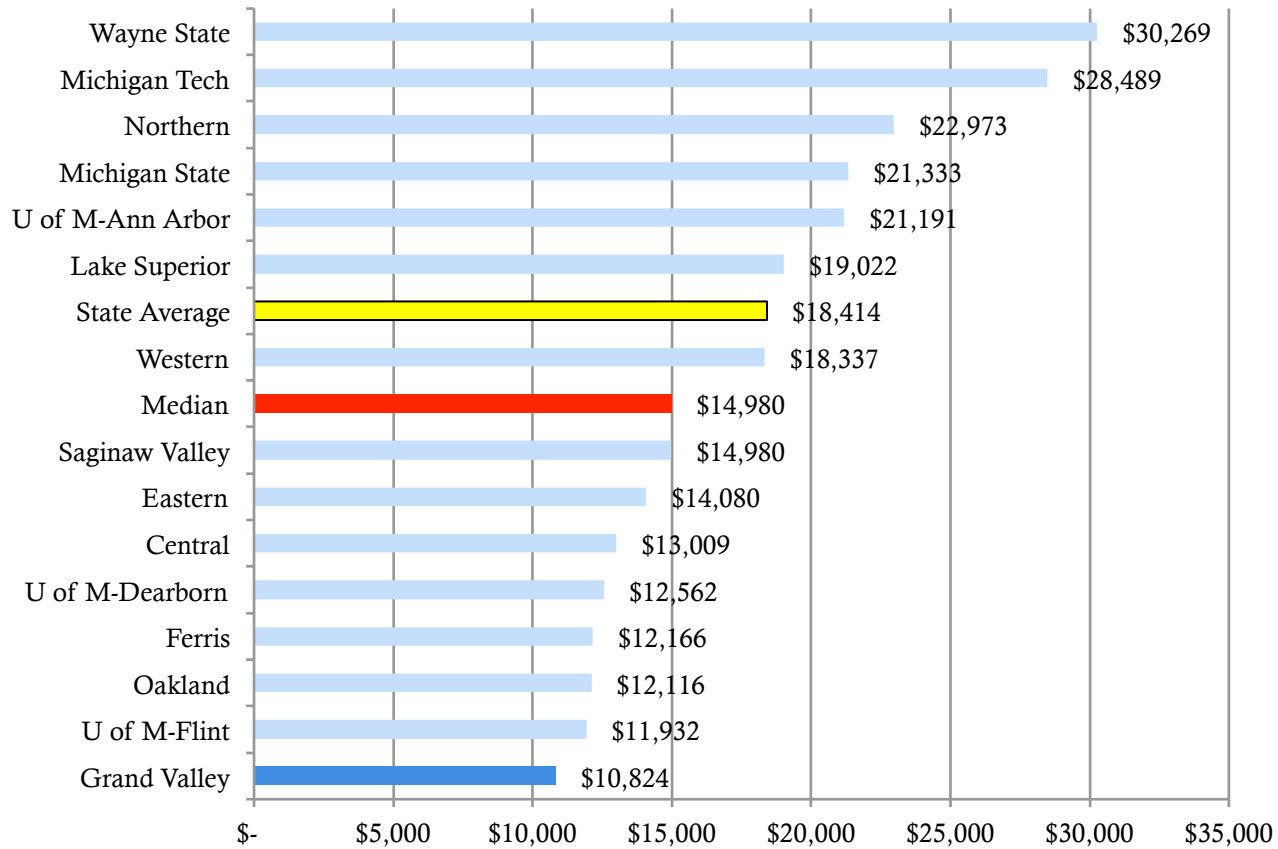
Change in Degrees Awarded in Last 10 Years

	Degrees Granted		10-year Change		Share of Statewide Change
	2003-04	2013-14	#	%	
University of Michigan-Ann Arbor	10,849	13,009	2,160	19.9%	28%
Grand Valley State University	3,858	5,271	1,413	36.6%	19%
Michigan State University	10,511	11,484	973	9.3%	13%
Ferris State University	2,563	3,461	898	35.0%	12%
Oakland University	2,918	3,684	766	26.3%	10%
University of Michigan-Flint	1,113	1,666	553	49.7%	7%
Wayne State University	5,322	5,854	532	10.0%	7%
Eastern Michigan University	4,070	4,558	488	12.0%	6%
Northern Michigan University	1,491	1,678	187	12.5%	2%
Michigan Technological University	1,305	1,434	129	9.9%	2%
Saginaw Valley State University	1,587	1,710	123	7.8%	2%
Lake Superior State University	573	623	50	8.7%	1%
University of Michigan-Dearborn	1,774	1,792	18	1.0%	0%
Central Michigan University	6,175	6,068	-107	-1.7%	-1%
Western Michigan University	5,810	5,262	-548	-9.4%	-7%
Total	59,919	67,554	7,635	12.7%	

Source: IPEDS



State Investment per Degree



Source: HEIDI - FY 2014 appropriations
IPEDS - FY 2014 degrees



Efficiency Measures



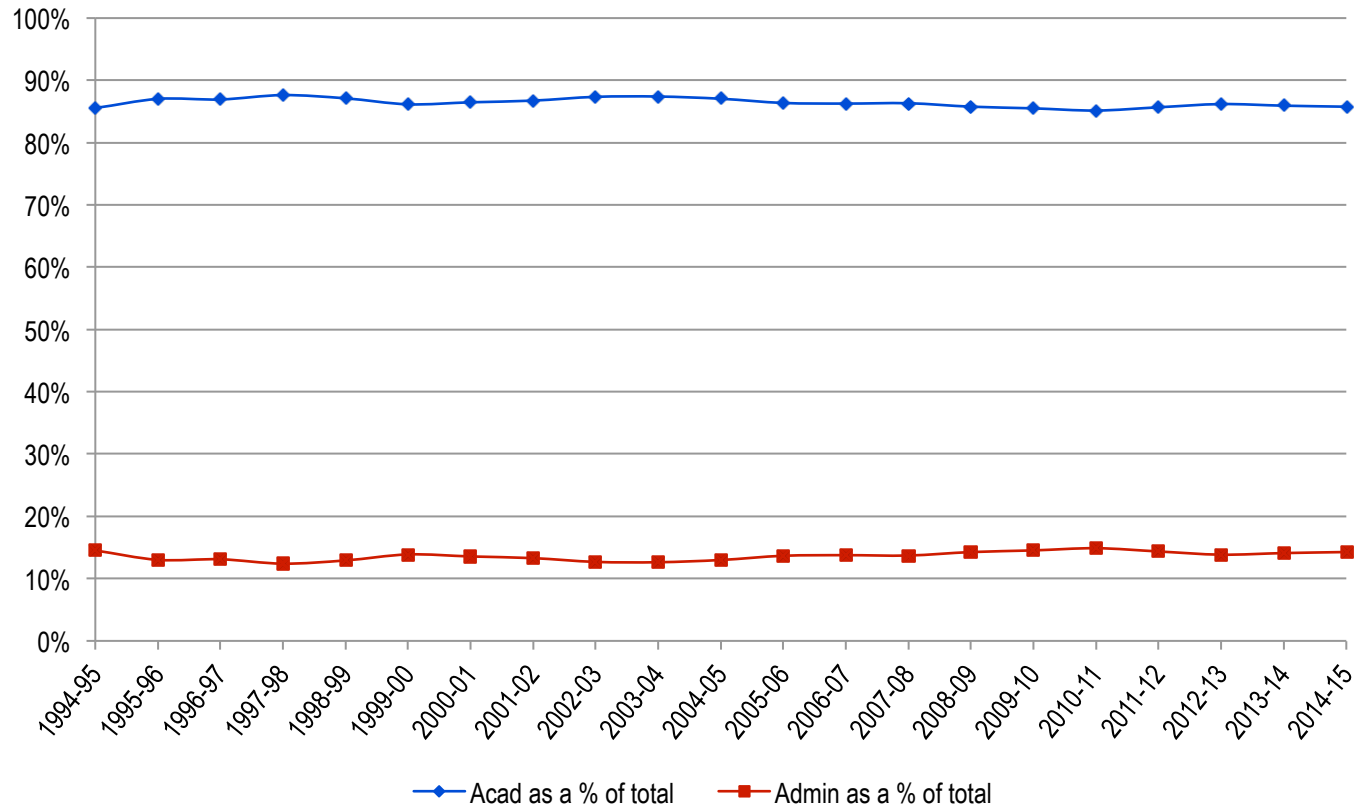
Average Number of Students per Faculty

U of M-Ann Arbor	11
Wayne State	12
Michigan Tech	12
Western	14
U of M-Dearborn	15
Central	15
Eastern	15
U of M-Flint	16
Ferris	16
Lake Superior	17
Michigan State	17
Grand Valley	18
Northern	19
Oakland	19
Saginaw Valley	20



Fall 2014
Source: HEIDI

Academic vs. Administrative Expenses



Source: 1994-2014 HEIDI



Environmental Sustainability

ONE OF AMERICA'S GREENEST COLLEGES

Association for the Advancement of Sustainability in Higher Education

ONE OF AMERICA'S ENVIRONMENTALLY RESPONSIBLE COLLEGES

Princeton Review



Four bicycle repair stations were installed on campus this year to encourage bike riding and serve riders.

Produce grown on campus is now being incorporated into meals served on campus. Herbs and vegetables grown at Grand Valley's Sustainable Agriculture Project are served in campus restaurants.

By the end of 2015, Grand Valley will avoid utility costs of at least \$2.2 million annually through the use of energy-efficient practices and procedures.

During the past 15 years, Grand Valley has decreased use of water on a square-foot basis by nearly 43%.

Bus Partnership



GVSU Investment with The Rapid: \$2,660,319

GVSU Community Saves: 2,681,780 Rides

18,477,503 Vehicle Miles Avoided

\$10,624,564 Vehicle Operating Costs Avoided

Note: Calculations based on average trip distance and 2015 IRS Standard Mileage Rates



Private-Public Partnership



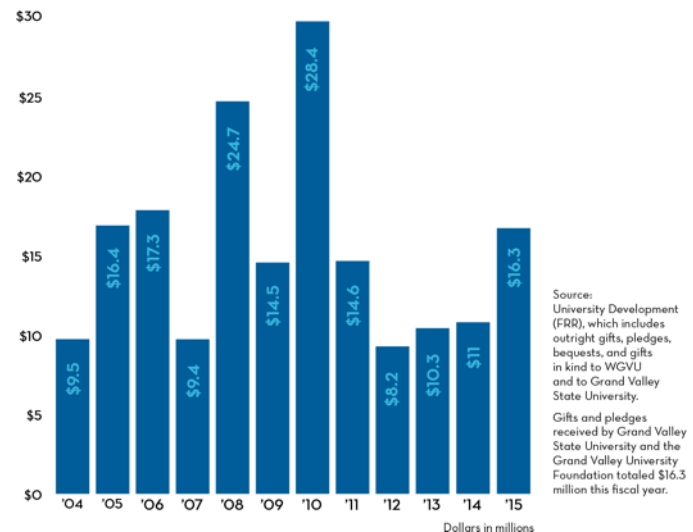
Private Giving to Grand Valley

More than 16,000 donors helped the Grand Valley University Foundation have the most successful year since 2010, raising more than \$16 million for scholarships, programs and specific projects. The university endowment continues to grow and has exceeded \$104 million.

Highlights

- Record amount of new gifts and pledges. Overall annual giving increased 27%. Alumni giving increased 16%.
- 43 new scholarships created, bringing the total number of private scholarships to 400, helping thousands of students each year.
- Gillett Society now includes 335 members who have made provisions in their estate plans to benefit the university.

OVERALL PRIVATE GIVING



For more information about giving at Grand Valley visit: www.gvsu.edu/giving/



Economic Development



Grand Valley Construction in 2015



2015 Projects

Kent County:	\$3,585,527
Muskegon County:	\$57,797
Ottawa County:	\$71,413,343
Total:	\$75,056,667

Total construction jobs created: 1,579

Source: GVSU Facilities Planning



Community Impact of Grand Valley Alumni

Lakers are Leaders

Grand Valley alumni leaders shape their professions and communities. While Lakers live throughout the world, their impact is greatest in Kent, Ottawa and Muskegon counties, where nearly half of all graduates live or work.



Source: GVSU Career Center

Top Employers of Grand Valley Alumni:

Amway
Auto-Owners Insurance
BDO USA, LLP
Farmers Insurance Group
Fiat Chrysler Automobiles
General Motors
Gentex Corporation
Gordon Food Service
Haworth, Inc.
Herman Miller, Inc.
Meijer, Inc.
Mercy Health
Spectrum Health System/Priority Health
State of Michigan
Steelcase, Inc.
Whirlpool Corporation

Economic Impact in Region



\$730 million

Economic impact of GVSU's 28,300 students, faculty, and staff in Kent, Ottawa, and Muskegon counties in fiscal year 2013-2014

Nearly 40,000

Alumni in Kent, Ottawa, and Muskegon counties

10,772

Total estimated regional employment attributed to GVSU

Source: GVSU- using model provided by
W.E. Upjohn Institute for Employment Research



Economic Development