

GRAND VALLEY STATE UNIVERSITY

FACULTY GOVERNANCE

FACULTY SALARY AND BUDGET COMMITTEE

The Faculty Salary and Budget Committee has developed this e-report on faculty salaries. Although GVSU salary data is presented, comparisons with other universities are based on information from the last academic year (2005-2006), because the comparison information for the current year will not become available until April, 2007.

The information in this letter was selected to address concerns raised by many faculty members without compromising anonymity. More detailed information is a matter of public record, and is available in the library.

This year in an effort to provide context for each of the salary or benefit values in most cases data from at least three prior years is provided. All six prior Annual Reports on Faculty Salaries are [available here](#).

As you look at the figures, remember that differences between units are driven in large part by market factors. The universities selected for comparison may or may not be comparable on a department by department basis. For example, some may have a School of Business, others may not. This report is not intended to explore all possible sources of variation between and within units, but rather to serve as a “snapshot” of salaries at GVSU. For those who wish it, information on individual salaries is available in the library, as is the complete April, 2006, issue of *Academe*.

Our thanks are extended to Gayle Davis, Joe Godwin, Jim Bachmeier, Phillip Batty, Linda Yuhas, and Lisa Haight for their assistance in assembling this newsletter.

This is the seventh annual salary newsletter from the Faculty Salary and Budget Committee. Feel free to send comments/questions to burnsl@gvsu.edu. Current committee members are: Larry Burns (Chair), Douglas Busman, Rebecca Davis, Marinus DeBruine, Gregg Dimkoff, Milt Ford, Joe Godwin (*ex officio*), Joe Helgert, Robert Hollister, Zachary Kurmas, Kim Ranger, Donijo Robbins, Alfred Ssheffield, Paul Stephenson, Joel Stillerman, and Patrick Thorpe.

Table 1 2000-2007 *Faculty Salary Increases*

This table compares different ways of defining various groupings of faculty on campus (general, continuing, by AAUP criteria). The table shows differences in salary increases associated with these different groups.

[VIEW TABLE 1](#)

Table 2 2005-2007 *Faculty Benefit Increases*

As this table illustrates, in addition to salary, benefits represent well over 36% of faculty compensation in dollar amounts this year.

[VIEW TABLE 2](#)

Table 3 2005-2007 *Annual Salary Adjustment--National and Regional Context*

This table attempts to illustrate the affects of regional inflation on our annual salary adjustments (ASAs) over an extended time period.

Nationally

Analysis at the national level through 2005-06 indicates that university salaries, or real ASAs, have increased an average of 1.4% over CPI across all ranks based on more than 30 years of data.

Midwest Region

The Annual Average Consumer Price Index for the Midwest increased **2.7%** in 2006.

GVSU 2006-2007 Salary Adjustment

ECS/UAS on November 18, 2006 voted unanimously for the third year in a row to recommend the use of the annual CPI-Midwest value plus 1.5% as a minimum value for the Salary Increment Funds pool. [$CPI_M + 1.5\%$]

[VIEW TABLE 3](#)

Table 4 *CUPA Midwest Salary Survey Data FY03-04 to FY05-06*

(Including GVSU median increases in GVSU Salaries by Unit/Department)

This table provides comparative salary information between and within unit/departments and a comparison of Midwest regional salaries to GVSU specific salaries.

These values were obtained from the College and University Personnel Association (CUPA) Faculty Salary Study.

[VIEW TABLE 4](#)

Table 5 *FY99-00 to FY05-06 Compensation comparisons with other Michigan Universities*

[VIEW TABLE 5](#)

Table 1. Annual Average Percentage Increases in GVSU Salaries

From	To	Salary Increment Funds	N	AAUP Definition	N	Regular Continuing Faculty	N
1998-99	1999-00	3.7%	486	5.2%	475		
1999-00	2000-01	5.0%	539	5.7%	522		
2000-01	2001-02	3.8%	574	4.5%	555		
2001-02	2002-03	2.9%	599	3.5%	574		
2002-03	2003-04	2.3%	653	2.8%	822	2.5%	565
2003-04	2004-05	1.8%	693	2.1%	862	2.4%	621
2004-05	2005-06	3.0%	692	3.5%	885	3.6%	653
2005-06	2006-07	3%	732	4.7%	919	5.0%	643

Notes:

"Regular Faculty" includes all tenured/tenure track faculty, including library faculty present Sept. 30th to Sept. 30th of successive years.

AAUP **excludes** library faculty from its calculations. Beginning with the 2002-03 to 2003-04 report, full-time non-tenure-track faculty (Affiliate and Visiting faculty) are included.

Table 2

	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Salary Increment Funds		5.0%	3.8%	2.9%	2.3%	1.8%	3.0%	3.0%
Regular Continuing Faculty					2.5%	2.4%	3.6%	4.7%
AAUP Definition		5.7%	4.5%	3.5%	2.8%	2.1%	3.6%	5.0%
Dollar Values for each of the following								
Retirement	6,125	6,527	6,768	6,854	6,764	6,658	6,679	6,963
Medical Insurance	4,798	5,167	5,358	5,860	6,516	7,302	7,909	7,700
Disability	138	158	164	154	152	150	139	154
Tuition			423	503	496	577	623	729
Dental Insurance	516	495	564	600	671	688	746	697
Social Security	3,905	4,161	4,315	4,369	4,312	4,244	4,258	4,439
Unemployment	51	54	56	57	56	55	111	89
Group Life	102	109	113	91	90	100	89	84
Worker's Compensation	66	71	73	74	73	72	100	103
Post Retirement Health				137	192	239	278	333
Parking	41	44	45	46	45	44	45	46
Accrued Payroll Accrual								102
Total:	30.8%	30.9%	31.7%	32.8%	34.4%	36.3%	37.7%	36.9%
Avg Faculty Salary \$	51,041	54,388	56,400	57,117	56,370	55,483	55,656	58,029
Avg Benefits Package \$	15,741	16,784	17,879	18,746	19,369	20,129	20,977	21,438
% Change in average benefits package			6.5%	4.8%	3.3%	3.9%	4.2%	2.2%
Check	15,741	16,784	17,879	18,746	19,369	20,129	20,977	21,438
Retirement	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Medical	9.40%	9.50%	9.50%	10.26%	11.56%	13.16%	14.21%	13.27%
Disability	0.27%	0.29%	0.29%	0.27%	0.27%	0.27%	0.25%	0.27%
Tuition	0.00%	0.00%	0.75%	0.88%	0.88%	1.04%	1.12%	1.26%
Dental	1.01%	0.91%	1.00%	1.05%	1.19%	1.24%	1.34%	1.20%
Social Security	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%
Unemployment	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.20%	0.15%
Group Life	0.20%	0.20%	0.20%	0.16%	0.16%	0.18%	0.16%	0.14%
Workers Comp	0.13%	0.13%	0.13%	0.13%	0.13%	0.13%	0.18%	0.18%
Post Retirement Health	NA	NA	NA	0.24%	0.34%	0.43%	0.50%	0.57%
Parking	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%
Accrued Payroll Accrual								0.18%
	30.84%	30.86%	31.70%	32.82%	34.36%	36.28%	37.69%	36.94%

Table 3. Annual Salary Adjustment (ASA) 03-04 to 06-07
Regular *Continuing* Faculty

	03-04	04-05	05-06	06-07	Avg Real ASA	Cumulative
N	565	621	653	643		
ASA	2.5	2.4	3.6	4.3		
CPI Midwest	1.9	2.4	3.2	2.7		
<i>GVSU</i> Nominal ASA	<i>0.6</i>	<i>0.0%</i>	<i>0.4</i>	<i>1.6</i>	<i>0.65</i>	<i>2.6</i>
AAUP National Nominal ASA§	<i>1.2</i>	<i>1.2</i>	<i>1.0</i>	<i>2.5</i>	<i>1.48</i>	<i>5.9</i>

* http://data.bls.gov/PDQ/servlet/SurveyOutputServlet?data_tool=latest_numbers&series_id=CUUR0200SA0&output_view=pct_12mths

‡ <http://www.aaup.org/NR/rdonlyres/B25BFE69-BCE7-4AC9-A644-7E84FF14B883/0/zreport.pdf>

Notes: ASA= Annual Salary Adjustment; CPI= Consumer Price Index, Midwest Region; Nominal ASA= Salary Increase minus inflation;

AAUP National ASAs = national comparison of salaries for continuing faculty--annual data.

Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

Code/Title	A. Focus Salary		B. Comparison Group Statistics (Based on Reported Average Salaries*)						A's Avg. as % of B's	
	NP	Average	Average	Median	Minimum	Maximum	NP	NI	Average	Median
[09.] COMMUNICATION, JOURNALISM AND RELATED PROGRAMS										
09.01 Communication & Media Studies										
Professor	6	76,539	67,966	66,988	59,141	79,754	26	8	112.6	114.3
Associate Professor	10	56,145	55,624	55,116	48,610	60,413	38	11	100.9	101.9
Assistant Professor	8	47,622	45,330	46,167	40,800	50,393	43	14	105.1	103.2
New Assistant Professor	1	48,000	44,544	45,443	41,160	47,500	10	7	107.8	105.6
Instructor			37,986	38,084	35,481	40,697	11	4		
[11.] COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES										
11.01 General										
Professor	3	87,987	85,026	81,170	70,749	99,337	23	7	103.5	108.4
Associate Professor	11	77,681	76,874	76,915	60,717	88,516	23	6	101	101
Assistant Professor	6	67,273	74,839	77,037	45,730	92,000	22	7	89.9	87.3
New Assistant Professor							3			
Instructor	4	45,798	43,273	39,182	39,182	70,938	12	4	105.8	116.9
[13.] EDUCATION										
13.01 General										
Professor	8	83,276	68,956	68,560	67,422	78,803	14	4	120.8	121.5
Associate Professor	23	60,599	52,547	52,681	51,886	54,292	14	4	115.3	115
Assistant Professor	14	50,215					17			
New Assistant Professor	2	49,000								
Instructor							6			
[14.] ENGINEERING										
14.01 General										
Professor	6	82,675					3			
Associate Professor	5	71,988					3			
Assistant Professor	10	64,958					9			
New Assistant Professor	1	60,500					1			
Instructor							2			
[16.] FOREIGN LANGUAGES, LITERATURES, AND LINGUISTICS										
16.01 Linguistic, Comp & Rel Studies & Svcs										
Professor	2	72,778	66,671	67,214	56,899	79,553	16	8	109.2	108.3
Associate Professor	7	55,140	54,986	57,012	46,227	60,200	37	11	100.3	96.7
Assistant Professor	11	46,345	46,569	46,361	40,800	54,087	18	10	99.5	100
New Assistant Professor							1			
Instructor			31,387	29,093	29,093	43,860	24	5		
16.12 Classics & Classical										
Professor	1	64,079					1			
Associate Professor	3	52,654								
Assistant Professor	2	46,021								
New Assistant Professor										
Instructor										
[23.] ENGLISH LANGUAGE AND LITERATURE/LETTERS										

Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

23.01 General										
Professor	10	67,080	69,242	69,381	59,815	78,793	124	15	96.9	96.7
Associate Professor	17	56,088	53,883	52,351	47,903	60,387	91	16	104.1	107.1
Assistant Professor	10	47,267	45,395	45,034	42,154	54,556	105	15	104.1	105
New Assistant Professor			46,624	45,316	41,000	60,500	14	8		
Instructor	2	45,136	34,965	34,880	28,215	46,500	78	9	129.1	129.4
23.05 Creative Writing										
Professor	1	70,416					1			
Associate Professor	6	65,917								
Assistant Professor	4	47,879					5			
New Assistant Professor							1			
Instructor							1			
[26.] BIOLOGICAL AND BIOMEDICAL SCIENCES										
26.01 General										
Professor	6	73,434	71,287	72,711	57,317	97,504	48	13	103	101
Associate Professor	12	55,792	56,539	57,683	49,004	60,506	75	15	98.7	96.7
Assistant Professor	13	45,884	48,098	47,633	44,236	56,139	68	15	95.4	96.3
New Assistant Professor			48,748	47,550	42,000	58,334	12	7		
Instructor			33,989	36,160	29,919	37,841	21	6		
[27.] MATHEMATICS AND STATISTICS										
27.01 Mathematics										
Professor	9	78,777	72,435	74,048	57,000	80,200	102	15	108.8	106.4
Associate Professor	11	56,425	57,029	55,734	50,277	64,028	78	16	98.9	101.2
Assistant Professor	13	49,248	48,433	48,621	43,693	54,668	78	16	101.7	101.3
New Assistant Professor			44,666	46,454	34,221	53,000	11	7		
Instructor	3	46,606	35,253	34,944	32,175	42,206	68	7	132.2	133.4
27.05 Statistics										
Professor	2	67,638					1			
Associate Professor	6	61,393					1			
Assistant Professor	4	50,608								
New Assistant Professor	1	48,000								
Instructor										
[31.] PARKS, RECREATION, LEISURE AND FITNESS STUDIES										
31.05 Health & Physical Education/Fitness										
Professor	1	61,182	67,853	69,025	56,932	82,618	16	7	90.2	88.6
Associate Professor	5	59,607	54,283	52,334	51,110	60,575	23	8	109.8	113.9
Assistant Professor	4	46,952	47,558	45,840	42,241	56,127	30	8	98.7	102.4
New Assistant Professor			45,338	44,000	41,495	52,000	9	7		
Instructor							3			
[38.] PHILOSOPHY AND RELIGIOUS STUDIES										
38.01 Philosophy										
Professor	2	79,612	73,323	73,973	58,573	84,488	19	10	108.6	107.6
Associate Professor	4	55,797	53,554	52,994	47,150	61,484	16	11	104.2	105.3
Assistant Professor	8	48,752	44,242	45,245	40,100	47,615	14	8	110.2	107.8

Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

New Assistant Professor							3				
Instructor							6				
[40.] PHYSICAL SCIENCES											
40.05 Chemistry											
Professor	7	76,107	70,794	73,508	55,445	78,156	50	16	107.5	103.5	
Associate Professor	9	55,820	56,135	56,335	47,327	62,781	45	14	99.4	99.1	
Assistant Professor	10	46,009	47,217	47,253	42,117	51,911	39	15	97.4	97.4	
New Assistant Professor	1	44,400	47,376	48,006	39,888	54,100	9	7	93.7	92.5	
Instructor			34,285	34,956	31,113	36,531	12	5			
40.06 Geological & Earth Sci/Geosciences											
Professor	1	69,425	71,597	73,189	59,727	79,767	19	10	97	94.9	
Associate Professor	6	52,551	55,715	55,778	53,065	61,086	22	10	94.3	94.2	
Assistant Professor	3	46,181	49,517	49,997	44,126	54,500	11	7	93.3	92.4	
New Assistant Professor							2				
Instructor			35,226	35,011	32,928	41,000	8	4			
40.08 Physics											
Professor	2	63,523	72,465	74,520	62,428	79,443	33	12	87.7	85.2	
Associate Professor	3	53,105	55,717	55,233	49,912	68,571	29	13	95.3	96.1	
Assistant Professor	4	46,658	45,998	46,903	36,168	57,006	24	12	101.4	99.5	
New Assistant Professor			40,602	42,000	35,505	45,000	5	4			
Instructor	1	45,250					7				
[42.] PSYCHOLOGY											
42.01 General											
Professor	7	80,478	73,300	73,934	62,798	93,071	79	16	109.8	108.9	
Associate Professor	15	56,619	54,736	55,233	49,098	59,113	60	14	103.4	102.5	
Assistant Professor	13	51,148	47,072	47,164	41,758	51,993	53	13	108.7	108.4	
New Assistant Professor	1	51,000	46,323	45,725	40,000	53,000	16	12	110.1	111.5	
Instructor			32,727	30,319	29,003	40,491	10	5			
[43.] SECURITY AND PROTECTIVE SERVICES											
43.01 Criminal Justice & Corrections											
Professor	3	82,774	73,196	65,716	63,822	96,210	7	6	113.1	126	
Associate Professor	6	59,904	58,895	60,473	43,889	62,707	10	4	101.7	99.1	
Assistant Professor	5	52,250	49,961	49,888	44,919	54,794	17	5	104.6	104.7	
New Assistant Professor											
Instructor	2	47,516					4				
[44.] PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS											
44.04 Public Administration											
Professor	2	74,491	77,968	76,533	71,590	81,949	7	4	95.5	97.3	
Associate Professor	3	56,879					8				
Assistant Professor	3	50,017	52,034	52,055	50,000	53,848	8	4	96.1	96.1	
New Assistant Professor							2				
Instructor	1	51,203					1				
44.07 Social Work											
Professor	5	78,298	72,459	72,705	57,480	83,318	24	10	108.1	107.7	

Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

Associate Professor	4	63,999	57,674	59,636	50,122	63,623	35	11	111	107.3
Assistant Professor	7	52,602	48,305	48,266	44,509	52,313	26	11	108.9	109
New Assistant Professor	2	49,000	48,728	46,998	45,000	54,630	7	7	100.6	104.3
Instructor			37,696	41,076	28,800	43,900	6	5		
[45.] SOCIAL SCIENCES										
45.02 Anthropology										
Professor	2	75,190	76,733	75,625	71,421	86,480	6	4	98	99.4
Associate Professor	1	56,967	55,938	54,104	50,670	62,726	8	5	101.8	105.3
Assistant Professor	3	46,730	46,868	46,533	42,000	54,437	15	8	99.7	100.4
New Assistant Professor							3			
Instructor							4			
45.06 Economics										
Professor	1	102,246	77,279	74,823	60,181	97,731	36	12	132.3	136.7
Associate Professor	4	68,871	64,091	60,803	57,370	78,278	29	12	107.5	113.3
Assistant Professor	4	64,569	58,197	59,258	51,723	72,360	23	10	110.9	109
New Assistant Professor	2	63,500	61,036	59,520	54,750	73,008	6	4	104	106.7
Instructor	1	49,094	37,697	37,035	30,568	47,000	16	6	130.2	132.6
45.07 Geography & Cartography										
Professor			73,424	79,045	61,619	83,457	18	9		
Associate Professor	1	55,639	54,807	52,592	48,532	63,896	25	9	101.5	105.8
Assistant Professor	4	50,285	47,190	46,370	45,063	55,105	29	9	106.6	108.4
New Assistant Professor			43,908	44,811	40,848	50,000	7	4		
Instructor	2	47,262	31,532	28,550	28,550	39,402	7	4	149.9	165.5
45.10 Political Science & Government										
Professor	2	86,246	72,717	70,050	62,581	90,005	31	15	118.6	123.1
Associate Professor	3	55,889	57,142	57,838	49,864	65,417	43	14	97.8	96.6
Assistant Professor	6	47,815	46,476	45,975	40,570	51,588	42	14	102.9	104
New Assistant Professor	1	46,000	46,874	47,310	40,851	52,002	12	9	98.1	97.2
Instructor	2	46,395	36,141	35,696	33,165	40,005	4	4	128.4	130
45.11 Sociology										
Professor	4	81,275	74,711	73,858	55,990	93,881	42	14	108.8	110
Associate Professor	5	57,119	59,247	57,443	48,220	78,473	35	14	96.4	99.4
Assistant Professor	7	50,049	46,210	44,429	43,000	54,927	49	15	108.3	112.6
New Assistant Professor			44,289	43,879	40,851	50,500	16	9		
Instructor			35,161	35,412	27,399	44,000	14	8		
[50.] VISUAL AND PERFORMING ARTS										
50.07 Fine & Studio Art										
Professor	2	70,882	70,766	69,216	54,960	86,837	64	14	100.2	102.4
Associate Professor	8	60,670	53,634	53,946	49,500	58,139	52	14	113.1	112.5
Assistant Professor	7	46,715	45,827	45,345	41,367	54,680	78	16	101.9	103
New Assistant Professor	1	44,800	44,508	45,000	40,000	47,502	17	12	100.7	99.6
Instructor	2	42,576	36,300	35,393	27,059	44,532	9	5	117.3	120.3
50.09 Music										

Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

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Table 4. Comparison of GVSU to the Midwest Comprehensive Average Salary Statistics 2005-2006

52.14 Marketing											
Professor	5	106,636	92,702	90,437	85,036	103,182	29	9	115	117.9	
Associate Professor	4	91,481	82,188	83,416	73,539	92,013	16	7	111.3	109.7	
Assistant Professor	1	78,257	81,865	84,000	73,996	94,815	19	10	95.6	93.2	
New Assistant Professor			83,200	84,000	75,000	88,000	5	5			
Instructor			47,886	39,549	38,342	86,000	6	4			
[54.] HISTORY GENERAL											
54.01 History											
Professor	10	72,335	77,281	79,984	65,925	92,910	51	14	93.6	90.4	
Associate Professor	6	58,321	54,496	54,695	50,582	58,150	59	16	107	106.6	
Assistant Professor	12	46,496	44,696	43,726	41,175	50,429	64	16	104	106.3	
New Assistant Professor			43,380	44,000	37,335	52,000	15	10			
Instructor			40,341	39,000	33,347	49,600	17	9			

Table 5. Salary Change at each Rank

University	1999-2000			2005-2006			Unweighted % Change			
	Assistant	Associate	Full	Assistant	Associate	Full	Assistant	Associate	Full	
Central Michigan	44100	53400	67200	52300	64900	84100	18.59%	21.54%	25.15%	21.76%
Eastern Michigan	41900	49500	63700	55900	64300	79900	33.41%	29.90%	25.43%	29.58%
Ferris State	44900	50900	59000	53000	61300	76000	18.04%	20.43%	28.81%	22.43%
<i>Grand Valley State</i>	<i>42500</i>	<i>54400</i>	<i>67000</i>	<i>48300</i>	<i>61600</i>	<i>80200</i>	<i>13.65%</i>	<i>13.24%</i>	<i>19.70%</i>	<i>15.53%</i>
Lake Superior State	40200	50100	59000	47057	52248	66689	17.06%	4.29%	13.03%	11.46%
Michigan State	47500	58000	77500	60200	76400	105900	26.74%	31.72%	36.65%	31.70%
Michigan Tech	48500	55600	76100	61800	66000	84400	27.42%	18.71%	10.91%	19.01%
Northern Michigan*			53400	47100	56200	72800			36.33%	
Oakland	46300	57500	72200	57700	66300	86300	24.62%	15.30%	19.53%	19.82%
Saginaw Valley*	40400	46800	58200	50900	57631	73813	25.99%	23.14%	26.83%	25.32%
U of M-Dearborn	47900	54400	65900	63100	67900	87100	31.73%	24.82%	32.17%	29.57%
U of M-Flint	43700	52400	62400	55300	61900	75000	26.54%	18.13%	20.19%	21.62%
Wayne State	48900	62600	82100	61700	76300	100500	26.18%	21.88%	22.41%	23.49%
Western Michigan	45300	55500	69700	53700	68100	89800	18.54%	22.70%	28.84%	23.36%
Peer Group Average							23.73%	20.45%	24.71%	
<i>GVSU difference from the Average</i>							<i>10.09%</i>	<i>7.21%</i>	<i>5.01%</i>	

Benefits

University	BEN. As % of SAL.	BEN. As % of SAL.	BEN. As % of SAL.
	AAUP	AAUP	AAUP
	AAUP 03-04	AAUP 04-05	AAUP 05-06
Central Michigan	30.9%	32.7%	33.6%
Eastern Michigan		34.5%	34.6%
Ferris State	28.3%	26.0%	28.5%
<i>Grand Valley State</i>	<i>32.6%</i>	<i>32.5%</i>	<i>35.6%</i>
Northern Michigan	39.8%	41.8%	41.1%
Oakland	35.7%	43.3%	37.3%
U of M-Dearborn	26.2%	28.5%	28.3%
U of M-Flint	28.9%	27.2%	30.2%
Saginaw Valley*	<i>31.0%</i>	<i>32.0%</i>	<i>33.0%</i>
Western Michigan‡	45.1%	41.0%	49.0%
Peer Group Average (excluding Western)	31.7%	33.2%	33.6%
<i>GVSU difference from the Average</i>	<i>0.9%</i>	<i>-0.7%</i>	<i>2.0%</i>

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*HRO

‡Western Calculates the average as a proportion of pay for all faculty and staff, this number, while accurate, includes all employees, per Dr. Curtis,

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