

Executive Summary of 2007-08 Faculty Salary and Compensation Report

The Committee on Priorities and Resources provides a report every year comparing the salaries and compensations of Amherst College faculty with those of faculty at other institutions. The College needs to be competitive both in salaries and in total compensation to attract new faculty and retain those faculty already in place.

For Fiscal Year 2009-2010, the Trustees, Administration, and the CPR have every intention of remaining competitive in faculty salaries and compensation with our peer colleges and universities. Given the current economic situation, it appears that some (but not all) of our peer institutions will have salary freezes. Although no final decision has been made, it now seems likely that most faculty salaries at Amherst College will stay flat next fiscal year. Faculty members who were promoted in rank this year will receive a pay increase so that their salaries remain in line with the general faculty salary structure. The CPR will keep the Faculty apprised of discussions about establishing the College's fiscal priorities.

Recommendation:

Despite the current economic downturn, the Committee continues to believe that the College should employ a flexible benchmark that might bring Amherst *salaries* (which are more uniformly comparable among the various institutions than is *compensation*) at all levels consistently above the median of the New Group, allowing them to fluctuate between 102% and 105% of the median. We suggest this flexible benchmark as a way to bolster the College's competitiveness at all ranks. Present circumstances may postpone this goal for 2009-10, and perhaps 2010-2011.

Salary and Compensation Data Summary for Fiscal Year 2007-2008:

The report provides for the fourth year in a row two groups of colleges and universities for comparison: one called the *Traditional Group* that includes twelve other institutions with which the Committee has compared Amherst College salaries since the 1970s, and one called the *New Group* that includes both the Traditional Group and another eighteen institutions. Complete lists of these groups are in the charts at the end of the report.

Amherst College salaries (not total compensation) increased in FY2007-2008 by the following percentages on average:

Full Professors: 4.9%

Associate Professors: 5.4%

Assistant Professors: 6.0%

In comparing average *Salaries* with institutions in the *Traditional Group* (12 other institutions) and the *New Group* (30 other institutions) over the FY2007-2008, Amherst College ranked:

Amherst's Rankings for Salaries Paid, FY2007-2008

Status	Traditional Group (N = 13)	New Group (N = 31)
Full Professor	7	19
Associate Professor	10	25
Assistant Professor	6	18

Total Compensation includes both salaries and benefits, with the value of health-care subsidies, housing subsidies (where applicable), and some other benefits being part of the mix. When corrected for inflation, Amherst *compensation* has continued to increase at all ranks since the troughs of the 1970s. Despite these real increases over time, when salaries and compensation are compared to those of other institutions, Amherst is at or below the median for the rank of associate and full professors. Recently, assistant professors have fared somewhat better. When total compensation (in absolute amounts and not percentage increases) for FY2007-2008 is calibrated against the comparison groups, Amherst College ranked:

Amherst's Rankings for Compensation Paid, FY2007-2008

Status	Traditional Group (N = 13)	New Group (N = 31)
Full Professor	6	18
Associate Professor	7	21
Assistant Professor	4	13

Annual Faculty Salary and Compensation Report, 2007-2008¹

Committee on Priorities and Resources **Spring 2009**

I. Charge

The Faculty Handbook charges the Committee on Priorities and Resources (CPR) to report each year to the Faculty on the status of Amherst faculty salaries and compensation.² Since the late 1970s, the annual report has compared salaries and compensations at Amherst with those at twelve other colleges and universities known as the *Traditional Group*. For the past four years, the CPR has also compared salaries and compensations with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the *New Group*.³ The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP). As was the case last year as well, this 2007-2008 report on faculty salaries and compensation has been prepared to take advantage of the latest AAUP data.

II. Background and Summary of Issues

Over the past few years the CPR has discussed questions that complicate any consideration of Amherst faculty salaries. These questions include:

- 1) Which other colleges and universities provide the best and most appropriate comparisons for Amherst?
- 2) Are salaries the best measure of Amherst's competitiveness in paying its faculty, or do the data on total compensation (including the value of benefits) provide a better picture, even though individual schools often have very different benefits packages? Along the same lines, how much do the higher salaries paid to faculty at larger universities skew the comparative data?
- 3) Should the Administration and Board, with the advice of the CPR, set a benchmark for faculty salaries within one of the comparison groups?

¹ The faculty and students on the Committee on Priorities and Resources would like to thank our Administration and staff colleagues for their help in both compiling data and helping us to understand the meaning of the data for this report. We thank both the *ex officio* CPR members, including Greg Call, Peter Shea, Shannon Gurek and Katie Bryne, as well as Lisa Stoffer and the staff of the Office of the Dean of the Faculty.

² Recent reports and minutes from CPR meetings are available on the Dean of the Faculty's website.

³ The creation of the New Group for comparison purposes was accomplished by the CPR in 2005; the process is described in the CPR's Amherst College Institutional Comparison Group Report of 2005. The CPR, in creating this New Group, was responding to a request from the Administration and the Board of Trustees to choose a definitive comparison group.

4) Are there inequities between different ranks and academic divisions at Amherst, and how should these inequities be addressed?

We continue to address these issues and to explore ways to make the comparisons more accurate and meaningful.

The comparisons that follow, even if imperfect, remain important because despite those unique and attractive qualities of the College that cannot be revealed in any quantitative rankings, the College needs to be competitive both in salaries and in total compensation to attract new faculty and to retain those faculty already in place.

This year's report includes comparisons with both Traditional and New Groups. The CPR decided to continue to include both groups for a couple of reasons. One is that the Traditional Group has been a comparative group since the late 1970s and thus provides comparative historical data. The New Group includes the original 12 institutions of the Traditional Group, but adds other institutions and thus provides a broader set of comparative data. Five years ago, the Board of Trustees and the Administration had asked the CPR to create a New Group to better define the cohort of institutions that the faculty saw as comparable and to facilitate the creation of a benchmark for evaluating Amherst's performance in faculty salaries.

The Committee faced many of the same problems with the data that other Committees have had in previous years. We rely primarily on salary data compiled by the AAUP, but these data tend to be crude measures of the total compensation (that includes some, but not all, benefits as well), and do not reflect regional or geographical differences in the costs of living.

Within the salary data there are two potential sources of bias. One possible bias emerges from demographic differences within rank across institutions. The data available from the AAUP are not reported by years-in-rank or years-in-service; as a result an institution with more of its faculty near the beginning of a rank might report a lower average salary for that rank than a school with larger numbers of faculty who have more years of service at that rank, even if both paid identical salaries to individuals who have the same number of years in rank. When considering the broader comparative groups, this bias is virtually impossible to correct for given the data available to us. However, the CPR's Institutional Comparison Group Report of 2005 (the ICGR) noted that in 1997-98 the Amherst Administration evaluated the potential for demographic bias in the AAUP data by using a small group of comparable institutions that provided detailed and confidential time-in-rank and salary information. The Administration concluded that demographic differences did not seem to have a significant effect on Amherst's rankings in the Traditional Group. The ICGR recommended that such a study be done periodically. A comparison of such confidential data should perhaps be undertaken by the CPR for next year's salary report.

A second source of possible bias may come from the inclusion of professional school faculty salaries in the AAUP data. Salaries at professional schools (schools of law,

medicine, etc.) tend to be higher than salaries paid at liberal arts institutions, a fact that typically stems from the university's need to compete with the higher salaries paid to professionals in those fields outside the university. The ICGR tried to evaluate the salary effects of professional schools and concluded, after correcting as well as possible for the inclusion of professional school data by some institutions, that the rankings in recent CPR salary reports would not be altered significantly. However, despite the correction's minimal effects on Amherst's *rankings*, absolute differences between salaries at Amherst and at universities with professional schools were affected by 5 to 10 percent and, in rare cases, by up to 20 percent, so that the absolute disparities between Amherst's salaries and those of many of the institutions above it in the rankings tended to be less dramatic. This means that Amherst's salaries are closer to the arts and sciences faculty at big universities than the uncorrected data indicate. The IGCR recommended monitoring professional school salary data periodically, and we have included adjusted salary data in this report (see Tables 3A, 3B, and 3C in the Appendix). We discuss the current year's corrected rankings in Section "VI.B: Additional Issues" below.

III. Benchmarks

The Administration and Board of Trustees in 2003 asked the CPR to set a benchmark for a ranking within the New Group that Amherst should try to reach and maintain. The CPR's 2004-05 salary report provides the history of similar salary benchmarks at Amherst extending back almost 50 years, and notes in particular the often repeated historical cycle of Amherst salaries falling behind those of other institutions, and then being followed by higher-than-average salary increases in an attempt to regain lost ground. The 2004-05 salary report concluded that despite several periods in which salary trends were corrected to improve the relative positions of Amherst professors and despite increases in real or inflation-corrected salary, salaries of Amherst professors have tended to rest below both the median and the mean (average) of the Traditional Group.

In the CPR's 2004-05 Report, no new benchmarks were set, and two years ago the CPR also declined to set a firm benchmark largely because of the concern that such a benchmark would tend to freeze both external and internal inequities in place. Last year's Committee had a lively debate on the topic of benchmarks and their pros and cons. The Committee noted that, even though no official benchmark exists, there has been a *de facto* benchmark in place for several years during which time Amherst salaries have floated between 95% and 98% of the median salary in the New Group.

The Committee ultimately decided to propose a flexible benchmark that might bring Amherst salaries at all levels consistently above the median of the New Group, allowing them to fluctuate between 102% and 105% of the median. We continue to support this flexible benchmark as a way to bolster the College's competitiveness at all ranks, and we further suggest that future Committees evaluate how well the benchmark works at least every two to three years. Present circumstances may postpone this goal for 2009-10, and perhaps 2010-2011.

IV. Actual Salary and Compensation Comparisons: Short-term Trends

Amherst's rankings within both the Traditional and the New Group have changed little over the past three years. As usual, we caution faculty members not to read these average data for comparison with their individual increases since the average data as reported by the AAUP include salary increases at the time of promotion or tenure in the more junior rank, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. And we again point out that long-term trends are more significant than short-term trends, for they smooth out demographic variations in rank that result from hiring, promotion and retirement.

A. Full Professors

The 3-year *salary* data for the Traditional Group show Amherst staying at exactly the same ranking (7th on the list of 13 total) for the past three years despite last year's 4.9% increase in salary (Table 1A). In the New Group, Amherst's Full Professor salary rank has also remained remarkably stable, resting at 19th (out of 31 total institutions) in two of the past three years (last year the ranking was 20; see Table 1B in the Appendix).

Amherst's Full Professor salaries remained at the median for the Traditional Group but below the median for the New Group (Charts D and E in the Appendix).

In the New Group Amherst's Full Professor salaries were 95% of the median. This marks a 1.5% decrease over 2006-2007.

Relative to the Traditional Group (as seen in Table 2A in the Appendix) Amherst's Full Professor *compensation* rose from 8th to 6th on the list of 13 total institutions. Comparison with the New Group (Table 2B) show that Amherst's ranking rose from 20th to 18th on the list of 31 total institutions. Summaries of Full Professor data are given below.

Full Professor *Salary* Rankings

Year	Traditional Group (N = 13)	New Group (N = 31)
2005-06	7	19
2006-07	7	20
2007-08	7	19

Full Professor *Compensation* Rankings

Year	Traditional Group (N = 13)	New Group (N=31)
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2005-06	8	20
2006-07	8	20
2007-08	6	18

B. Associate Professors

This is typically the most volatile group in the surveys because the number of people in this category is usually small, and there tends to be fairly rapid promotion out of the category. Over the last decade, promotion from Associate to Full Professor at Amherst in most cases occurred at six years post-tenure, contributing to the low percentage of total faculty at the Associate rank at Amherst (Table 4 in the Appendix). Moreover, the relatively rapid promotion means that Associate Professors at Amherst tend to have fewer years-in-service (as well as fewer years-in-rank) than do Associate Professors at the various comparative institutions. As an assumption, it seems likely that those individuals at other institutions who remain at the Associate Professor rank for more than six years continue to receive salary increases; if true, this would mean that the average salary for Associate Professors at those institutions would be skewed higher. Indeed, relative rankings for Amherst Associate Professors are lower compared to either Full or Assistant Professors.

For *salary* in the last three years in the Traditional Group, Amherst dropped from 9th to 10th position. In the New Group Amherst has dropped one rank each year since 2005-2006—from 23rd to 25th place (Tables 1A and 1B). For *compensation*, the corresponding rankings showed a modest improvement in the Traditional Group, improving from 8th to 7th in the last year. In the larger New Group, there was a similar modest improvement from 23rd in 2006-07 to 21st in 2007-2008 (Tables 2A and 2B).

Amherst Associate Professors continue to be significantly below the median of institutions in both Groups, more so than Full or Assistant Professors.

Associate Professors received a 5.4% percentage increase in salary. That was more than Full Professors (4.9%), but less than Assistant Professors (6.0%). The percentage increase for Associate Professors, however, was lower (in some cases, significantly lower) than at most of the Traditional Group, and helps to explain why Amherst dropped to 10th position in salary rankings. Summaries of the salary and compensation data for Associate Professors are given below.

Associate Professor *Salary* Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2005-06	9	23
2006-07	9	24
2007-08	10	25

Associate Professor *Compensation* Rankings

Year	Traditional Group (N = 13)	New Group (N = 31)
2005-06	9	24
2006-07	8	23
2007-08	7	21

C. Assistant Professors

This is the category where the most direct competition among academic institutions takes place: when candidates are hired at the Assistant Professor level they may negotiate their salaries relative to other offers they have received, whereas few senior professors are actively on the job market in any given year and thus receiving competitive offers.

In the comparison of salaries, Assistant Professors remain close to the median of each group; in the comparison of compensation, this group is more competitively placed above the median in both groups. (See page 12 below for a more nuanced view of this anomaly.

Rankings for *salaries* of Assistant Professors at Amherst in the Traditional Group remained constant in the 6th position over the past three years. In the New Group the ranking remained the same at 18th; it had been 16th in 2005-2006. (See Tables 1A and 1B). The *salary* increases awarded to Amherst’s Assistant Professors were up by 6.0% in the past year, a percentage increase that ranked 8th in the Traditional Group, and 13th (with many others) in the New Group.

In comparing *compensation* in the Traditional Group, Amherst’s Assistant Professors have a favorable ranking of 4th place (last year it was 2nd place). The comparison of *compensation* in the New Group reveals Amherst to be in 13th position overall and (in terms of *compensation*), a drop from 11th position in 2006-07. The disparity between the rankings of *salary* versus *compensation* is particularly marked at the Assistant Professor level. Readers should note, however, when thinking about the comparative data for total *compensation*, that those numbers tend to be “softer,” as different institutions have very different benefits packages, and as some valuable benefits (such as post-retirement healthcare and sabbatical leave availability) are not included in the AAUP’s data. (See the fuller discussion below under “Section VI: Additional Issues.”) Summaries of salary and compensation data for Assistant Professors are below.

Assistant Professor Salary Rankings

Year	Traditional Group (N=13)	New Group (N = 31)
2005-06	6	16
2006-07	6	18
2007-08	6	18

Assistant Professor Compensation Rankings

Year	Traditional Group (N=13)	New Group (N = 31)
2005-06	3	12
2006-07	2	11
2007-08	4	13

III. Long-Term Trends

The CPR's Report on Faculty salaries for 2004-05 provides a detailed discussion of long-term trends that have affected salaries and compensations. The CPR's Report on Faculty Salaries for 2006-2007 continued that discussion. Please see both of those reports for more information on this matter.

VI. Additional Issues

A. Salary vs. Compensation

It is possible that although Amherst salaries have tended to rest below the median of competitor institutions, the value of total compensation might make up for or even exceed the salary differences. This issue is difficult to dissect since the AAUP data are incomplete and different benefits packages are often not easily compared. AAUP benefit data include retirement, insurance (health, long-term disability, dental, and life), tuition grants-in-aid, FICA (Social Security and Medicare), unemployment compensation, workers' compensation, housing and mortgage subsidies, and moving expenses. They do not include support for faculty work such as leave provisions (sabbatical, parenting and medical), for travel and research (such as the Faculty Research Awards Program [FRAP]), or for post-retirement healthcare.

Despite these problems with the data, Amherst's relative rankings for *compensation* and *salaries* at the Full and Associate Professor levels are similar; Assistant Professors as a group do move up the ranks when *compensation* is considered. It remains to be seen whether this is a short-term unevenness in the data or a reflection of a significantly more valuable benefits package available to Amherst's Assistant Professors than to their same cohort at other institutions. Thus, there is little evidence that the benefits included in total *compensation* at Amherst balance or outweigh *salary* discrepancies for the majority of faculty.

One benefit not included in AAUP data concerns sabbatical leaves. A recent survey conducted by the Dean of the Faculty and the Director of Institutional Research concerning leave policies for junior faculty at some of the New Group schools indicated that four offered more substantial benefits and two offered fewer benefits than Amherst. The College has responded recently with an augmented junior faculty leave policy. The Committee on Academic Priorities Report of 2006 recommended augmented leave

provisions for tenured faculty as well.⁴ While tenured faculty going on sabbatical next academic year will receive 100% of their pay, at this time no decision has been made as to whether this will become a permanent policy.

Other benefit issues that have come recently under discussion by the CPR include back-up childcare (as well as back-up eldercare), tuition grants-in-aid for children of employees, and post-retirement health insurance for employees hired after June 30, 2003. The Administration and Board authorized the enhancement and extension of some of these benefits partly in response to information and reports compiled by the CPR. The Administration is also considering offering some voluntary employee-paid **benefits** through payroll reduction including supplemental long-term disability insurance and long-term medical care insurance.

B. Effects of Professional School Salaries on Rankings in the Comparative Groups

AAUP data do not distinguish between institutions with professional schools and those without. Thus average salary data for institutions with professional schools is typically skewed upward by the higher salaries paid to law, business or other professional school faculty members.⁵ For larger institutions, salary data with professional schools excluded are not available from the AAUP, although some institutions may individually exclude such data in their reports to the AAUP. If such corrected and authenticated salary data were uniformly available, Amherst's relative rankings might be higher in both the Traditional and New Groups when compared with only the arts and sciences faculties.

For the past three years, the CPR's salary report has attempted to address this issue by obtaining data from university and professional school websites and published and proprietary salary data for those institutions with professional schools. These data are at best provisional and incomplete, but they can give us some indication of what a more accurate picture of the actual salary differences between Amherst and the arts and sciences faculties at other institutions would look like. In making these adjustments for professional school salaries, we should also point out that in some fields, Amherst must compete with professional schools for faculty (in economics, health sciences, law, etc.). Moreover, the actual incomes of professors at large research universities—even in the liberal arts—is more likely to be significantly supplemented by consulting fees and summer stipends, but we do not have the systematic data that would allow us to estimate the impact of these factors.

We report estimates of appropriate salary adjustments in Tables 3A,B,C (in the Appendix) for the New Group schools. Of course, salary levels for the liberal arts colleges and for universities that excluded professional school data from their AAUP reports remain unchanged. For most others, average reported salaries were inflated by between 5% and 10% by the inclusion of professional school data. A few others needed larger

⁴ The CAP Report is available on the Dean of the Faculty's website.

⁵ The AAUP data do not include the salaries of medical, clinical and administrative professionals and staff.

corrections—up to 20%--at the Associate and Assistant Professor levels. The rankings for Amherst faculty salaries within the New Group with corrections made to exclude professional school salaries are below.

Amherst Faculty Salary Rankings in the New Group, with and without Corrections for Professional School Salaries

<i>Year</i>	<i>Full Prof.</i>	<i>Full Prof.</i>	<i>Assoc. Prof</i>	<i>Assoc. Prof</i>	<i>Asst. Prof.</i>	<i>Asst. Prof.</i>
	Uncorrected	Corrected	Uncorrected	Corrected	Uncorrected	Corrected
2005-06	19	17	23	19	16	11
2006-07	20	15	24	17	18	11
2007-08	19	15	25	20	18	12

Our conclusions based upon these admittedly rough calculations are that:

- 1) Professional school salaries appear to have advanced in the past year at a more rapid pace than those paid to liberal arts faculty, producing a more pronounced two-tier system of compensation at larger institutions with professional schools. If this trend continues, it could potentially raise questions about whether Amherst faculty salaries should continue to be compared against these larger institutions.
- 2) The absolute difference in salaries when compared with those of the liberal arts faculties in the schools ahead of us in the rankings is less formidable than the uncorrected data suggest. Thus any efforts to move Amherst’s rankings higher might not be as costly as it would seem. For example, the 2007-08 difference in Full Professor average salary between Northwestern (near the middle of the New Group Schools above Amherst) and Amherst is \$21,900 unadjusted, and only \$6,500 when adjusted. For Associate Professors, the same comparison with Northwestern yields a \$15,700 difference in unadjusted salaries, and a \$5,700 difference when adjusted. At the Assistant Professor level, the unadjusted salary difference between Northwestern and Amherst is \$13,400; the adjusted difference puts Amherst’s salaries ahead of Northwestern (by \$4,200).

C. Cost of living

It is possible that some of the institutions ahead of Amherst in the salary rankings might pay more to compensate for higher costs-of-living in their geographical areas. In recent years the CPR has chosen not to focus on cost-of-living adjustments for several reasons. First, we could not secure reliable cost-of-living adjustment factors for all of the comparable institutions (or even for the immediate Amherst area). Second, a major factor in cost-of-living calculations tends to be housing, and this is an issue that different academic institutions treat in different ways, sometimes, for example, paying substantial subsidies in areas of high housing costs, and sometimes allowing faculty to fend for

themselves. Thus, there is no straightforward way to acquire directly comparable data. Third, the increasing incidence of two-career academic families maintaining two geographically separate residences, with associated commuting costs, makes comparisons complicated and perhaps not uniformly meaningful. While taking all of these issues into account, however, a short treatment of cost-of-living issues was offered in the CPR Faculty Report for 2004-05. At that time, doing some rough adjustments for cost-of-living differences did not change Amherst's ranking for Full Professors in the Traditional Group, although the adjustment did alter the particular institutions that placed ahead of Amherst.

D. How Salaries Are Set

In response to questions from members of the Faculty, we wanted to clarify how salary increases are set. Each year, the Administration, with the advice of the CPR and the approval of the Trustees, establishes a "pool" for faculty salary increases. This "pool" represents a percentage of the total salary budget for the teaching staff. A similar "pool" is established for Trustee appointees and staff. The amount of this percentage, e.g., previously in the 3%-5% range, results in the dollars which the Administration then allots to salaries. A 3% percentage increase in the "pool," however, does not mean that everyone receives a 3% salary increase, for from that "pool" must come adjustments for promotions, for equity across ranks, and for other one-time increases. Generally speaking, those promoted from assistant to associate professor, and then to full, have received a raise equal to approximately twice the pool for that year.

Members of the Faculty have criticized the recent timing of salary announcements. Why, they ask, has the announcement moved from mid-April or early May to the summer? The answer seems to have much to do with the timing of Board of Trustee meetings, and with their agendas. But waiting as late as possible to set the "pool" often allows the Administration to make positive adjustments as the budget plays itself out at the end of the fiscal year. The CPR asks that the Administration make every effort to announce the anticipated pool figure in time for the Faculty to ask questions of it before the end of Spring semester.

Finally, a glance at the comparative data that accompany this report reveals an anomaly at Amherst concerning the rank of Associate Professor, and the early Full Professor years. Because Amherst Associate Professors are almost all promoted in their seventh year, there is a compression effect on salary rankings. This means that, comparatively, Amherst's associate professors appear to fall lower in the data. And, to some extent, our full professor figures are lower because we enter that rank earlier (younger, with less service as associate professors) than others.

II. Conclusions and Recommendations

For 2007-08, the Administration and the Board of Trustees continued to enhance benefits for the faculty. At the same time, the policy of awarding relatively strong salary increases in percentage terms has kept the College competitive, particularly at the Assistant

Professor level. Average real income and compensation adjusted for inflation increased for Professors of all ranks in 2007-08. Amherst's percentage increase in salary for Full and Assistant Professors was above the median for comparable institutions in the New Group. Our percentage increase in salary for Full Professors was above the median for comparable institutions in the Traditional Group, but below it for Associate and Assistant Professors. Nonetheless, this long-term trend of real salary increases indicates the commitment of the Trustees and the Administration to maintaining the College's high academic standards.

Despite the strong percentage salary increases of the past year, Amherst's actual rankings for *salaries* paid in both the Traditional and New Groups have stayed in a holding pattern below the median. In the comparison of *compensation*, there is a similar picture for Full and Associate Professors, with Amherst being below the median for those two categories in both Traditional and New Groups. The compensation paid to Assistant Professors at Amherst, however, is competitive enough to bring Amherst well above the median for this category.

Despite the current economic downturn, the Committee continues to believe that the College should employ a flexible benchmark to bring Amherst *salaries* (which are more uniformly comparable among the various institutions than is *compensation*) at all levels consistently above the median of the New Group, allowing them to fluctuate between 102% and 105% of the median.

CHART A1
Real Compensation (net of inflation), 1960 Dollars
Amherst College

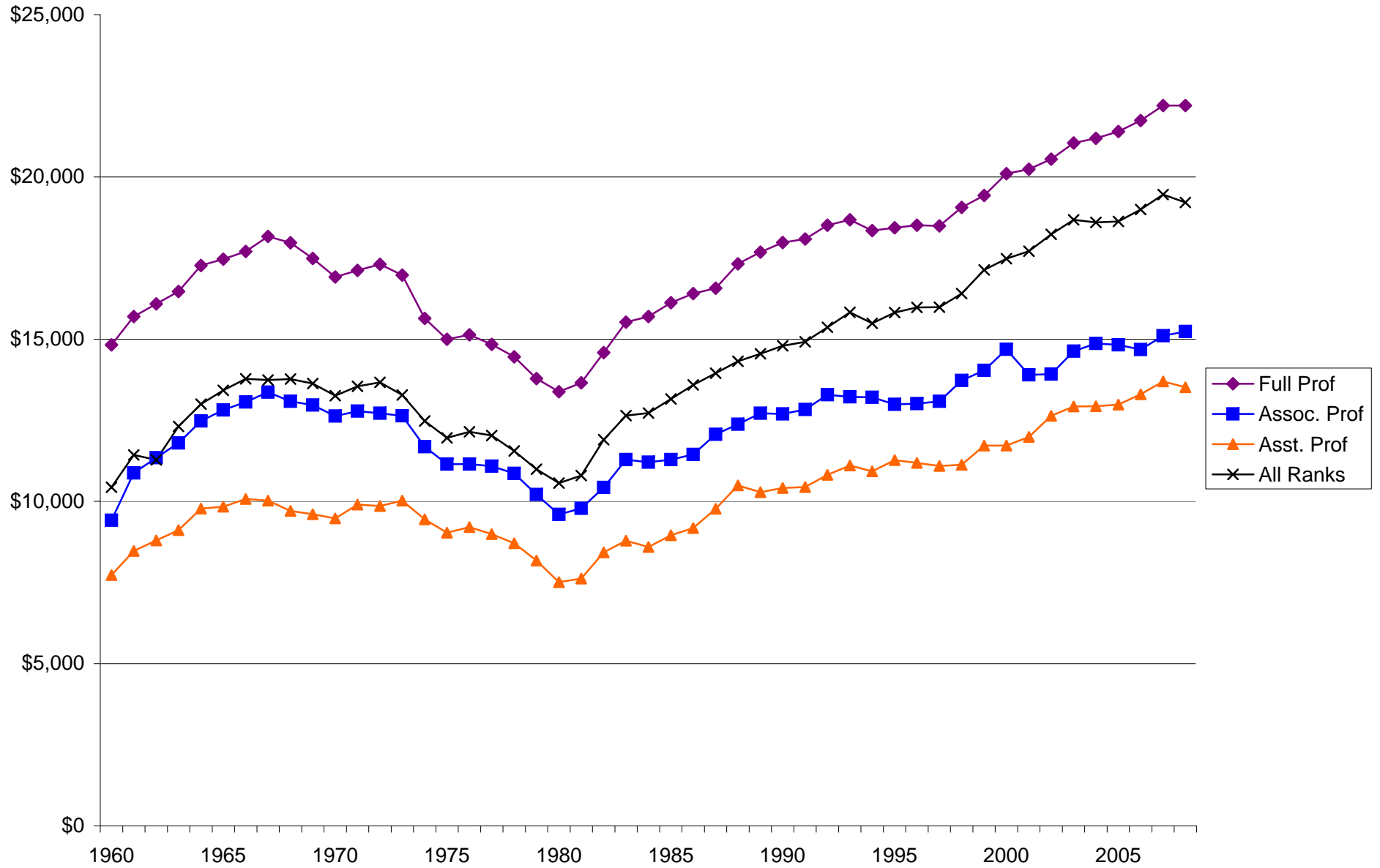


CHART A2
Real Salary (net of inflation), 1960 Dollars
Amherst College

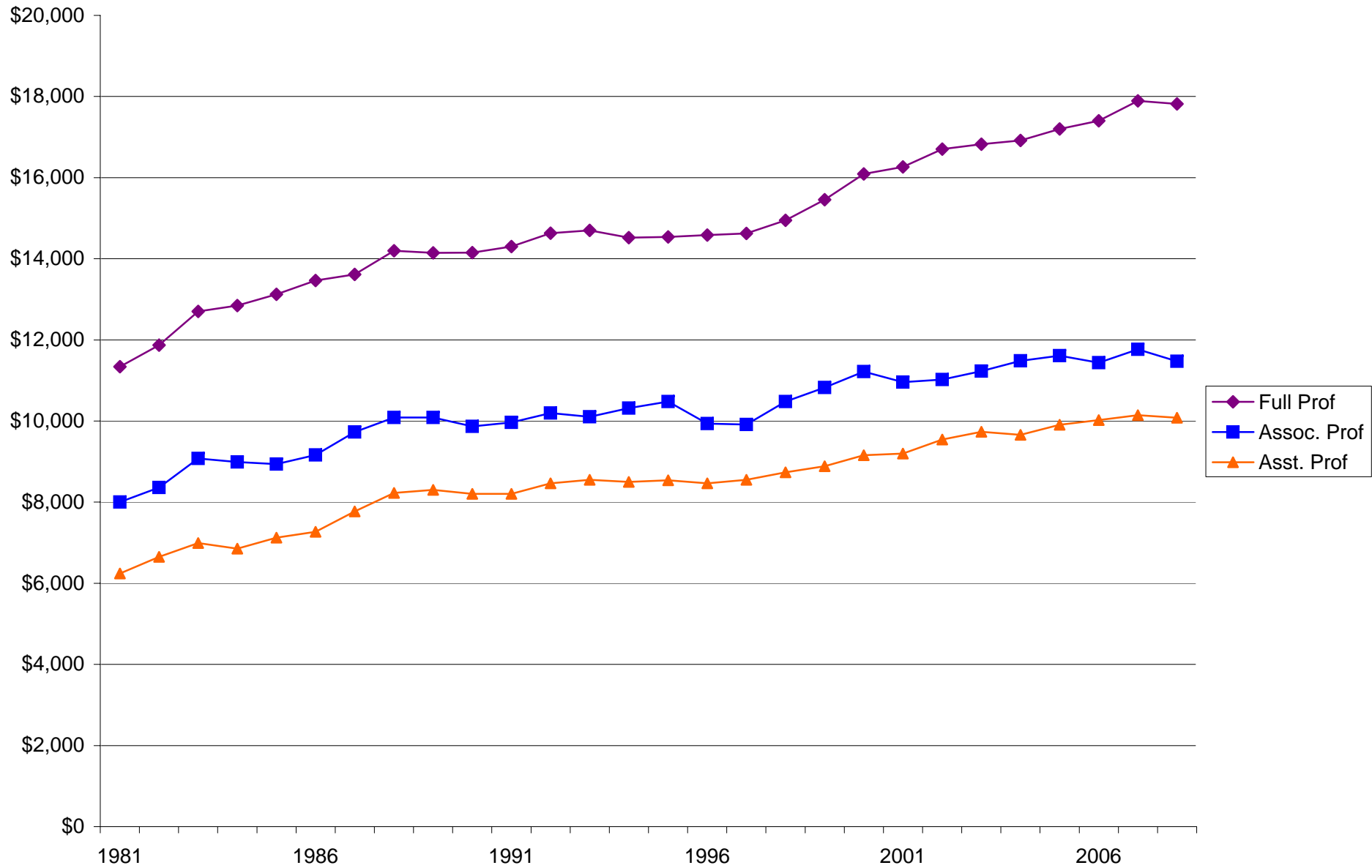


CHART B1
Full Professor Average Salary
Traditional Group (\$1000s)

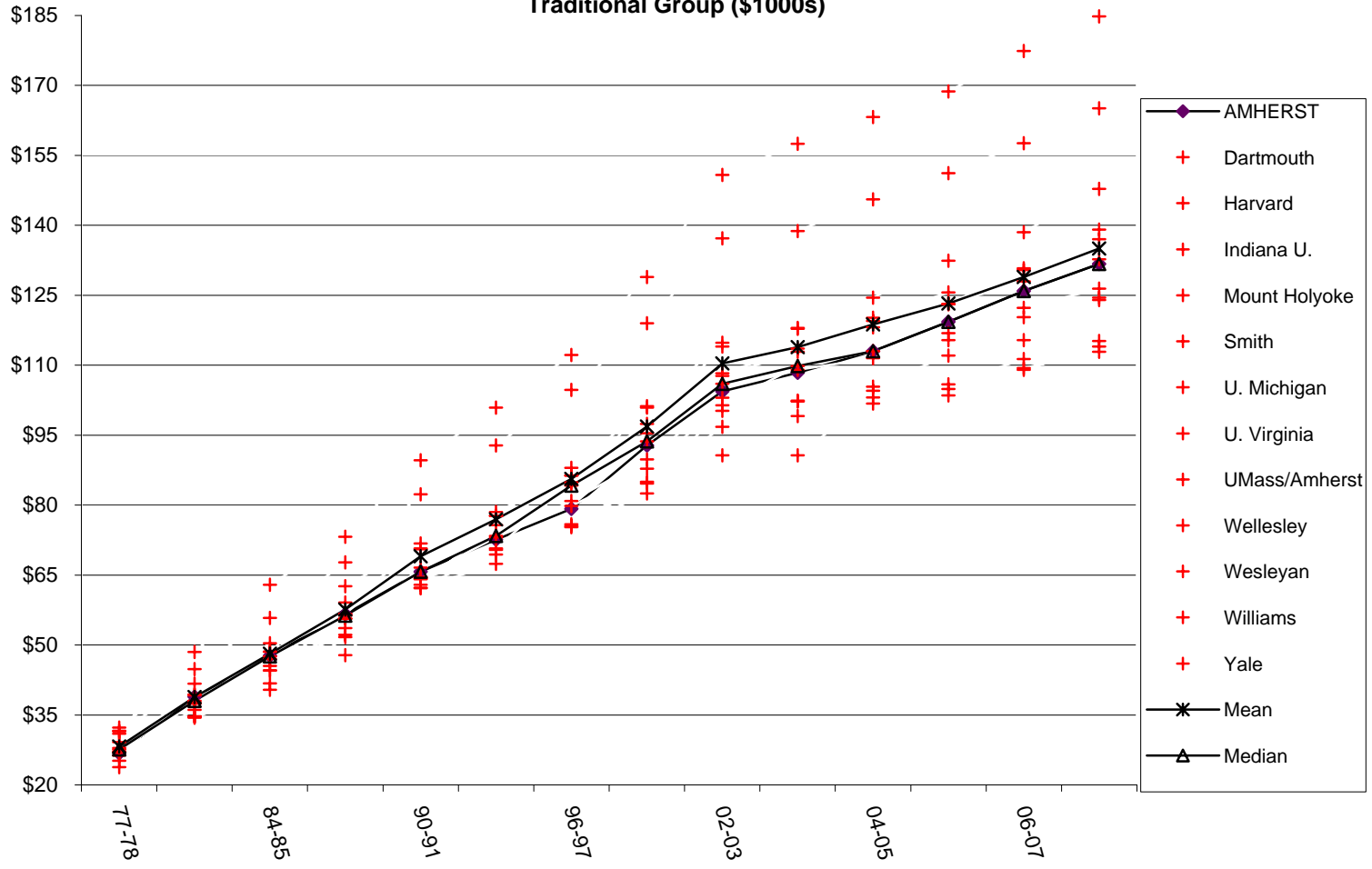


CHART B2
Associate Professor Average Salary
Traditional Group (\$1000s)

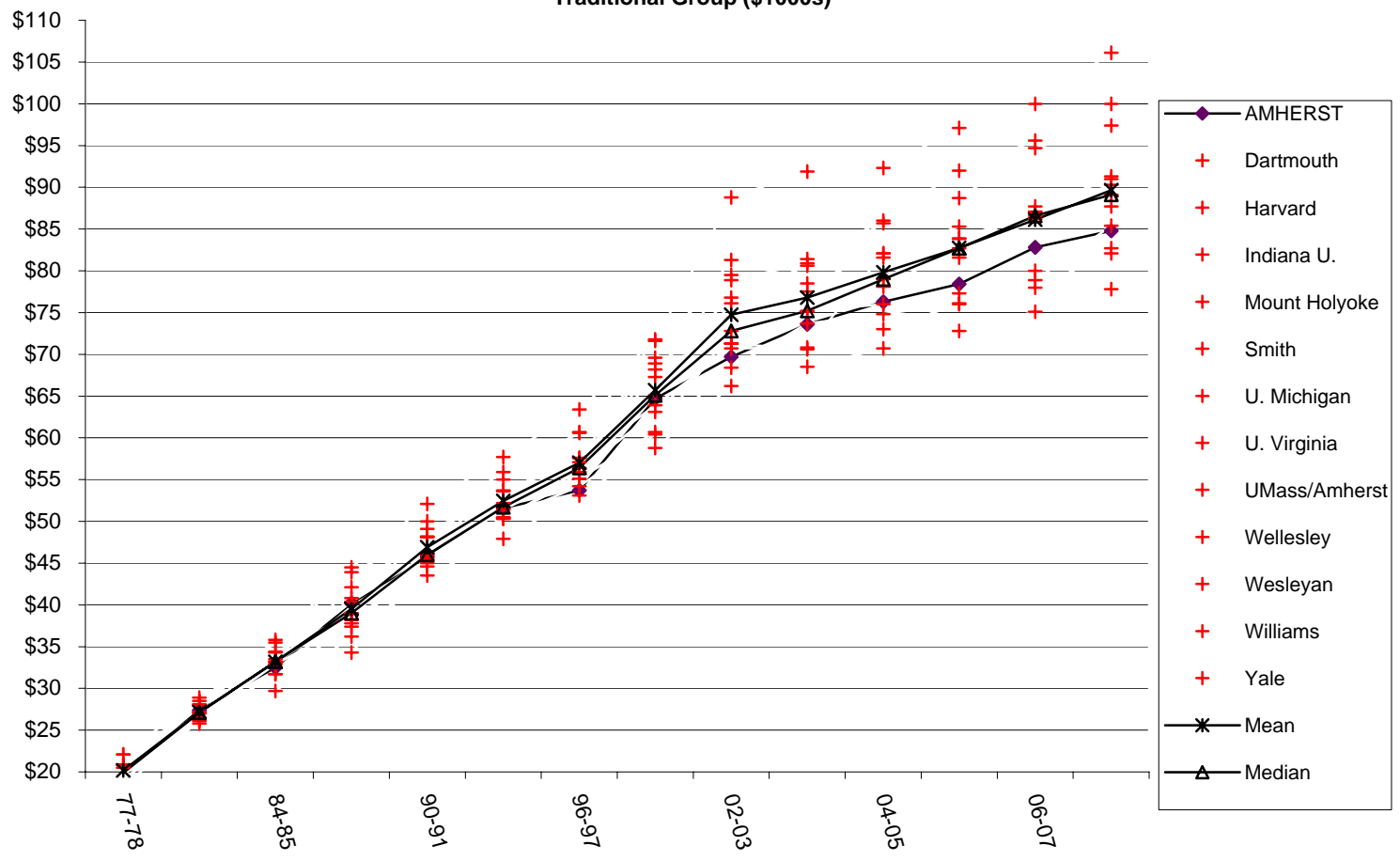
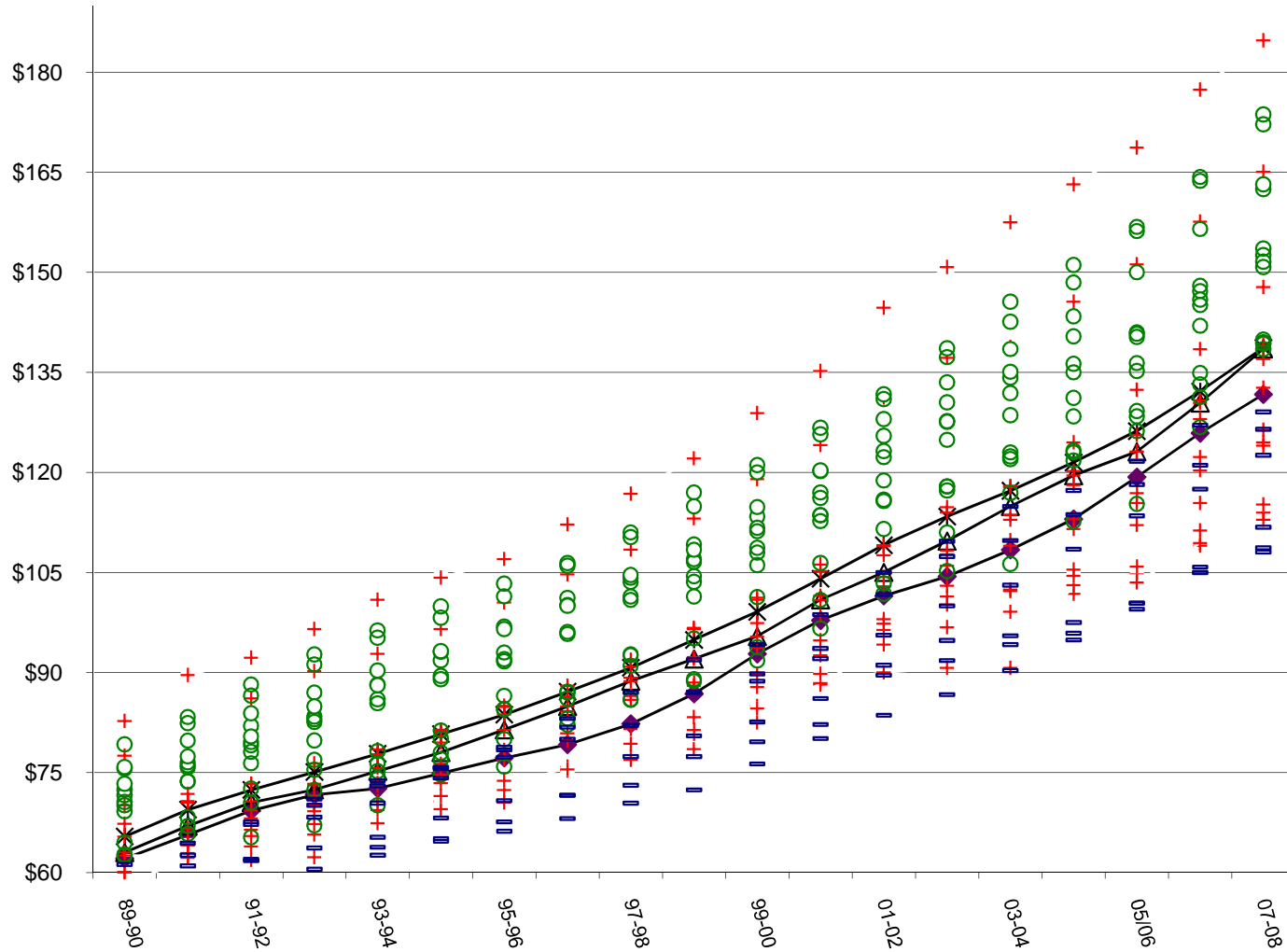
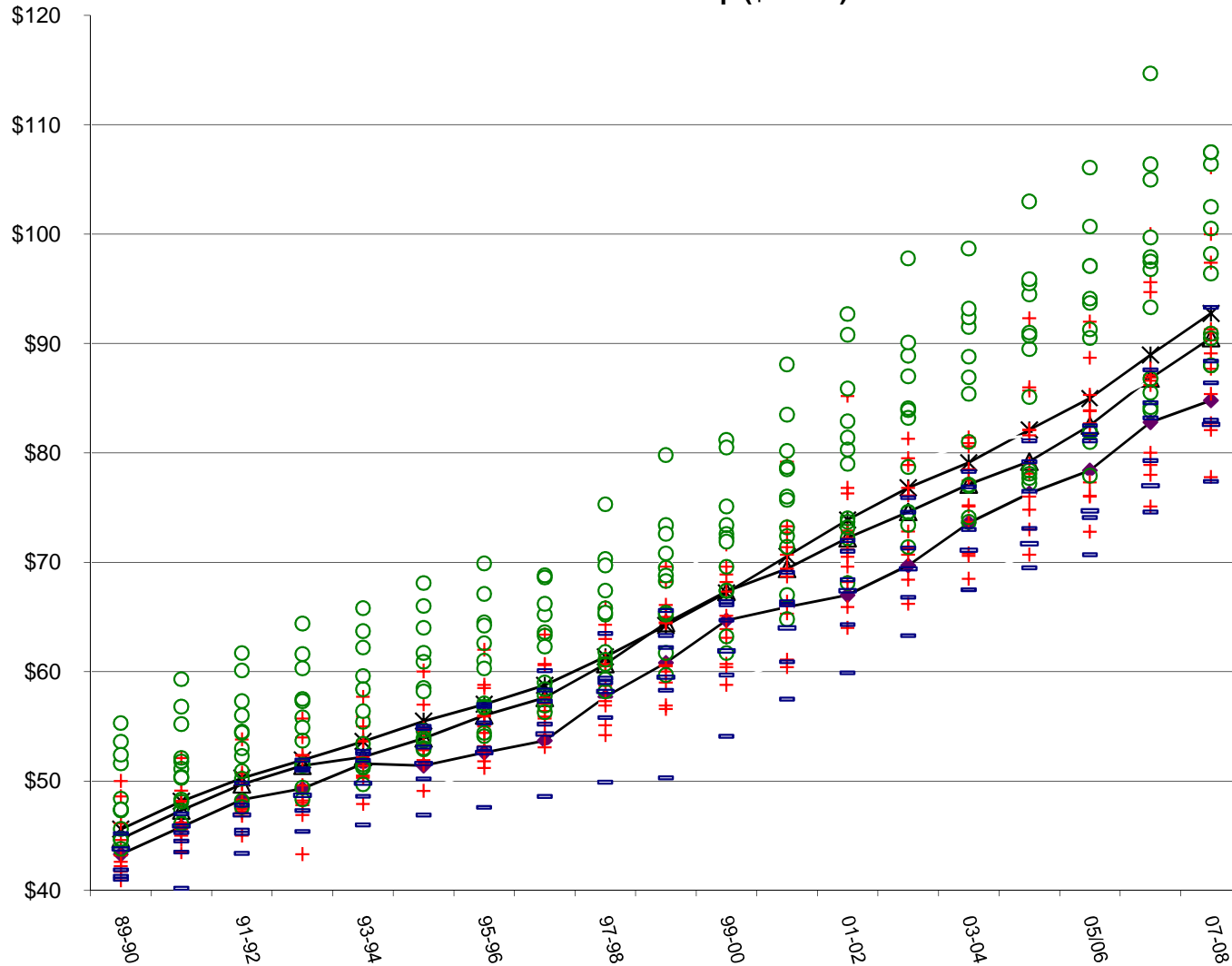


CHART C1
Full Professor Average Salary
New Group (\$1000s)



- ◆— AMHERST
- *— Mean
- ▲— Median
- + Dartmouth
- + Harvard
- + Indiana U.
- + Mount Holyoke
- + Smith
- + U. Michigan
- + U. Virginia
- + UMass/Amherst
- + Wellesley
- + Wesleyan
- + Williams
- + Yale
- Brown
- Columbia
- Duke
- MIT
- Northwestern
- Princeton
- Stanford
- UCal -Berkeley
- UCal - LA
- UNC-Chapel Hill
- UPenn
- Wash U
- Bowdoin
- Carleton
- Davidson
- Haverford
- Pomona
- Swarthmore

CHART C2
Associate Professor Average Salary
New Group (\$1000s)



- ◆— AMHERST
- *— Mean
- ▲— Median
- + Dartmouth
- + Harvard
- + Indiana U.
- + Mount Holyoke
- + Smith
- + U. Michigan
- + U. Virginia
- + UMass/Amherst
- + Wellesley
- + Wesleyan
- + Williams
- + Yale
- Brown
- Columbia
- Duke
- MIT
- Northwestern
- Princeton
- Stanford
- UCal - Berkeley
- UCal - LA
- UNC-Chapel Hill
- UPenn
- Wash U
- Bowdoin
- Carleton
- Davidson
- Haverford
- Pomona
- Swarthmore

CHART C3
Assistant Professor Average Salary
New Group (\$1000's)

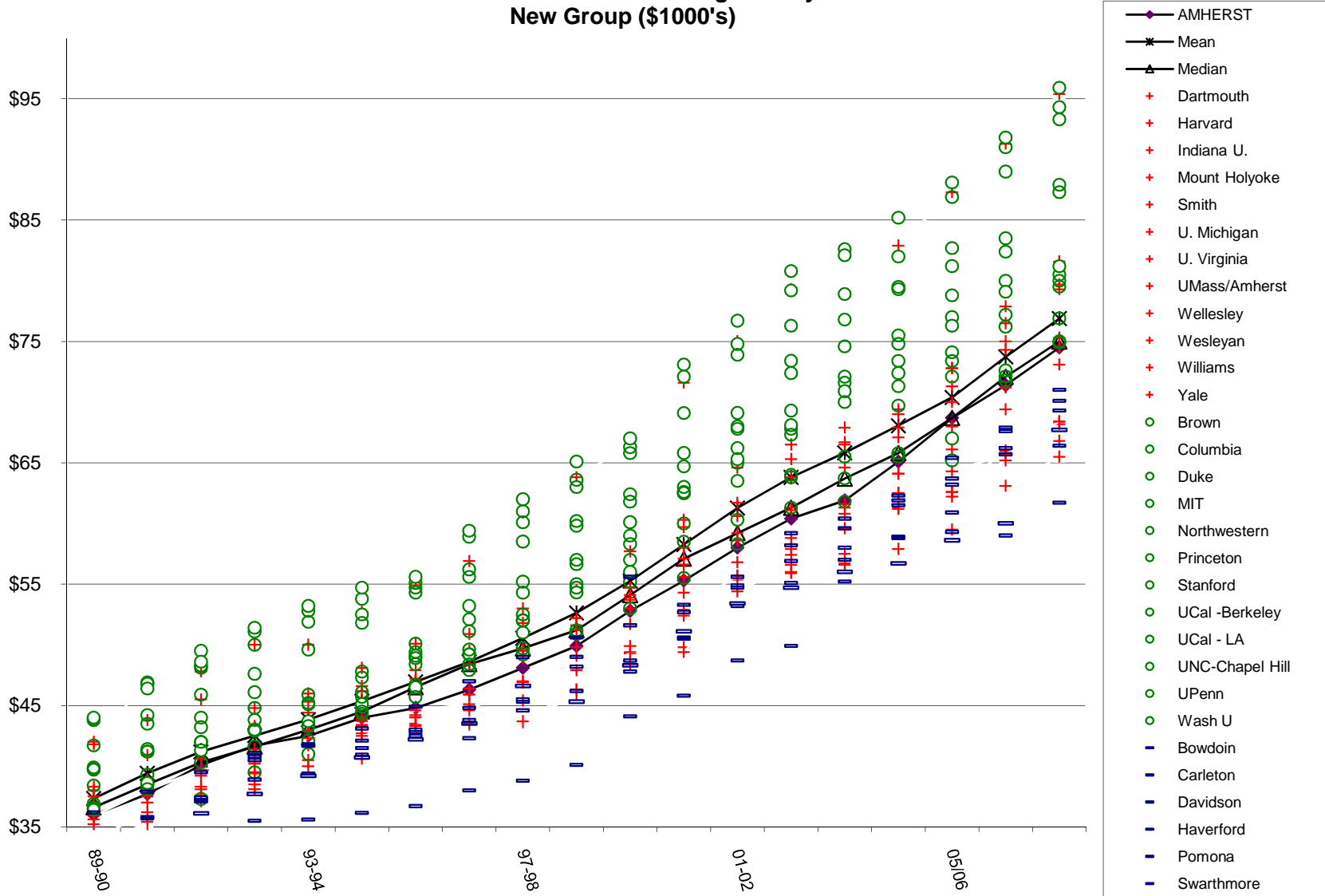


CHART D
Amherst Salary as % of
Traditional Group Median, by Rank

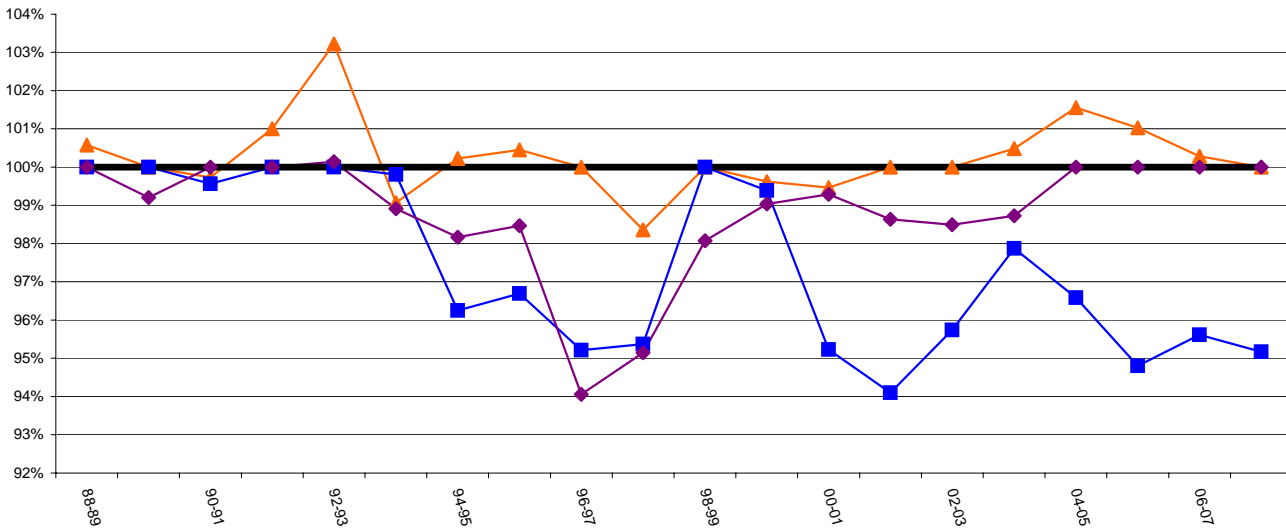
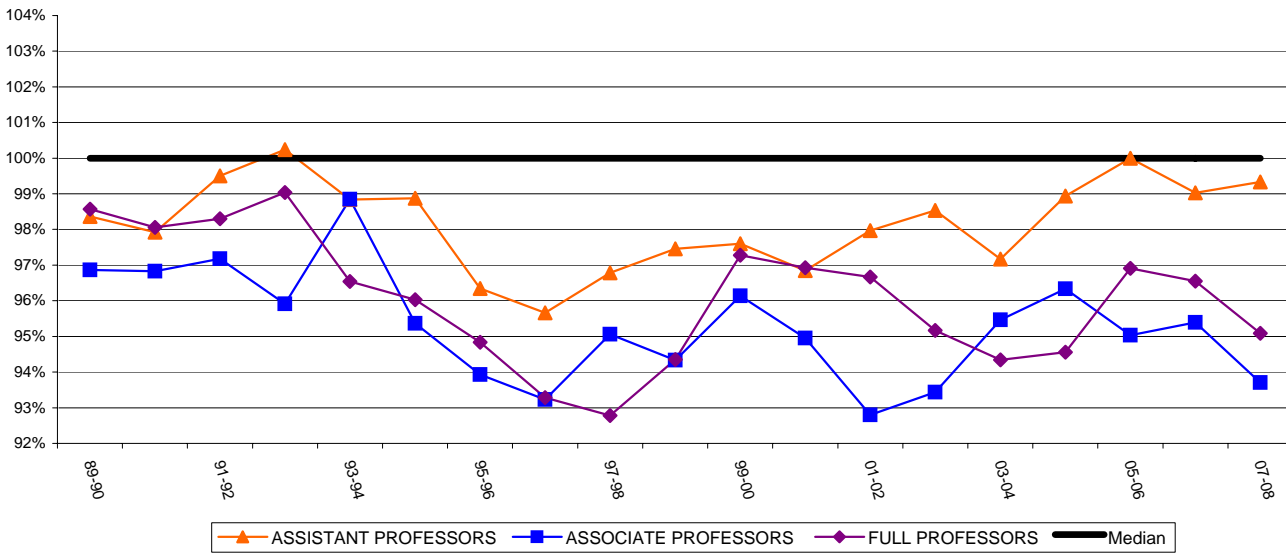


CHART E
Amherst Salary as % of
New Group Median, by Rank



▲ ASSISTANT PROFESSORS
 ■ ASSOCIATE PROFESSORS
 ◆ FULL PROFESSORS
 Median

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 1A

RANK/ INSTITUTION	ACTUAL FY2005-06 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	% INC
PROFESSORS						
Harvard	168.7	Harvard	177.4	Harvard	184.8	4.7%
Yale	151.2	Yale	157.6	Yale	165.1	5.3%
Dartmouth	132.4	Dartmouth	138.5	Dartmouth	147.8	6.3%
U. Michigan	125.6	Wellesley	130.8	Wellesley	139.1	8.8%
Wellesley	123.1	U. Michigan	130.4	U. Michigan	137.0	4.7%
U. Virginia	123.1	U. Virginia	128.0	U. Virginia	132.7	4.5%
<u>AMHERST</u>	<u>119.3</u>	<u>AMHERST</u>	<u>125.9</u>	<u>AMHERST</u>	<u>131.7</u>	<u>4.9%</u>
Williams	116.9	Williams	122.3	Williams	126.4	5.9%
Wesleyan	115.4	Wesleyan	120.3	Wesleyan	124.5	5.4%
Smith	112.1	Smith	115.4	Smith	124.0	9.1%
Mount Holyoke	105.9	Mount Holyoke	111.3	Mount Holyoke	115.2	4.9%
Indiana U.	104.9	UMass/Amherst	109.4	Indiana U.	114.0	4.5%
UMass/Amherst	103.5	Indiana U.	109.0	UMass/Amherst	112.9	3.4%
ASSOCIATE PROFESSORS						
Harvard	97.1	Harvard	100.0	Harvard	106.1	6.2%
Dartmouth	92.0	Dartmouth	95.6	Dartmouth	100.0	7.0%
Wellesley	88.7	Wellesley	94.7	Wellesley	97.4	6.1%
Yale	85.3	U. Virginia	87.7	Yale	91.3	10.4%
Williams	83.9	Yale	87.1	U. Virginia	91.0	5.5%
U. Michigan	83.7	Williams	86.9	Williams	90.3	8.1%
U. Virginia	82.7	U. Michigan	86.6	U. Michigan	89.1	4.3%
UMass/Amherst	81.7	UMass/Amherst	86.2	UMass/Amherst	87.7	4.0%
<u>AMHERST</u>	<u>78.4</u>	<u>AMHERST</u>	<u>82.8</u>	Smith	85.4	11.4%
Mount Holyoke	77.3	Mount Holyoke	80.0	<u>AMHERST</u>	<u>84.8</u>	<u>5.4%</u>
Wesleyan	76.1	Smith	78.9	Mount Holyoke	82.7	5.7%
Smith	76.0	Wesleyan	78.0	Wesleyan	82.1	7.8%
Indiana U.	72.8	Indiana U.	75.1	Indiana U.	77.8	6.0%
ASSISTANT PROFESSORS						
Harvard	87.3	Harvard	91.3	Harvard	95.4	5.7%
Yale	72.8	Yale	77.9	Yale	81.6	8.3%
U. Michigan	72.8	Dartmouth	76.5	Dartmouth	79.7	9.4%
Wellesley	71.3	U. Michigan	75.0	U. Michigan	79.3	4.7%
Dartmouth	70.0	Wellesley	74.3	Wellesley	75.3	6.7%
<u>AMHERST</u>	<u>68.7</u>	<u>AMHERST</u>	<u>71.4</u>	<u>AMHERST</u>	<u>74.5</u>	<u>6.0%</u>
U. Virginia	68.0	U. Virginia	71.2	U. Virginia	74.5	5.7%
Williams	66.1	Williams	69.4	Williams	73.1	7.8%
Wesleyan	64.3	Indiana U.	66.0	Indiana U.	68.4	5.7%
Indiana U.	62.6	Wesleyan	65.7	Wesleyan	68.4	6.9%
Smith	62.6	UMass/Amherst	65.7	Smith	68.2	8.7%
UMass/Amherst	62.2	Smith	65.2	UMass/Amherst	66.8	4.3%
Mount Holyoke	59.5	Mount Holyoke	63.1	Mount Holyoke	65.5	7.3%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2005-06 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	% INC
PROFESSORS		PROFESSORS		PROFESSORS		
Harvard	168.7	Harvard	177.4	Harvard	184.8	4.7%
Princeton U.	156.8	Stanford U.	164.3	Stanford U.	173.7	6.0%
Stanford U.	156.2	Princeton U.	163.7	Princeton U.	172.2	4.7%
Yale	151.2	Yale	157.6	Yale	165.1	5.3%
U. Pennsylvania	150.0	U. Pennsylvania	156.5	U. Pennsylvania	163.2	4.6%
Northwestern U.	140.8	Northwestern U.	147.2	Columbia U.	162.5	2.1%
Columbia U.	n.d.	Columbia U.	n.d.	Northwestern U.	153.6	4.9%
MIT	140.3	MIT	145.9	Duke U.	152.6	5.3%
Duke U.	136.4	Washington U.	145.1	MIT	151.6	5.6%
Washington U.	135.2	Duke U.	142.0	Washington U.	150.8	n.d.
Dartmouth	132.4	Dartmouth	138.5	Dartmouth	147.8	6.3%
Brown U.	129.2	Brown U.	134.9	Brown U.	139.9	5.2%
U. CA-Los Angeles	128.4	U. CA-Los Angeles	133.2	U. CA-Los Angeles	n.d	n.d.
U. CA-Berkeley	126.2	U. CA-Berkeley	131.3	U. CA-Berkeley	n.d	n.d.
U. Michigan	125.6	Wellesley	130.8	Wellesley	139.1	8.8%
Wellesley	123.1	U. Michigan	130.4	U. NC-Chapel Hill	138.5	9.5%
U. Virginia	123.1	U. Virginia	128.0	U. Michigan	137.0	4.7%
Pomona	121.7	Pomona	127.1	U. Virginia	132.7	4.5%
<u>AMHERST</u>	<u>119.3</u>	U. NC-Chapel Hill	126.8	<u>AMHERST</u>	<u>131.7</u>	<u>4.9%</u>
Swarthmore	118.2	<u>AMHERST</u>	<u>125.9</u>	Pomona	129.1	5.1%
Williams	116.9	Williams	122.3	Swarthmore	126.5	6.6%
Wesleyan	115.4	Swarthmore	121.1	Williams	126.4	5.9%
U. NC-Chapel Hill	115.3	Wesleyan	120.3	Wesleyan	124.5	5.4%
Bowdoin	113.5	Bowdoin	117.5	Smith	124.0	9.1%
Smith	112.1	Smith	115.4	Bowdoin	122.6	4.8%
Mount Holyoke	105.9	Mount Holyoke	111.3	Mount Holyoke	115.2	4.9%
Indiana U.	104.9	UMass/Amherst	109.4	Indiana U.	114.0	4.5%
UMass/Amherst	103.5	Indiana U.	109.0	UMass/Amherst	112.9	3.4%
Carleton	100.4	Haverford	105.8	Haverford	111.8	9.8%
Haverford	100.4	Carleton	105.0	Carleton	108.7	6.6%
Davidson	99.5	Davidson	105.0	Davidson	108.1	3.5%
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		
Stanford U.	106.1	Stanford U.	114.7	Stanford U.	122.2	8.3%
U. Pennsylvania	100.7	U. Pennsylvania	106.4	Princeton U.	107.5	6.8%
Princeton U.	97.1	Princeton U.	105.0	U. Pennsylvania	107.5	5.4%
Harvard	97.1	Harvard	100.0	MIT	106.4	8.8%
Columbia U.	n.d.	Columbia U.	n.d.	Harvard	106.1	6.2%
MIT	94.1	MIT	99.7	Duke U.	102.5	7.8%
Northwestern U.	93.7	Northwestern U.	97.5	Northwestern U.	100.5	6.3%
Dartmouth	92.0	Duke U.	96.8	Dartmouth	100.0	7.0%
Duke U.	91.3	Dartmouth	95.6	Columbia U.	98.2	0.9%
Washington U.	90.5	Wellesley	94.7	Wellesley	97.4	6.1%
Wellesley	88.7	Washington U.	93.3	Washington U.	96.4	n.d.
Yale	85.3	U. Virginia	87.7	Pomona	93.3	7.1%
Williams	83.9	Pomona	87.6	Yale	91.3	10.4%
U. Michigan	83.8	Yale	87.1	U. Virginia	91.0	5.5%
U. Virginia	82.7	Williams	86.9	U. NC-Chapel Hill	90.9	10.1%
Pomona	82.5	U. CA-Berkeley	86.8	U. CA-Berkeley	n.d.	n.d.
U. CA-Los Angeles	82.0	U. Michigan	86.6	Williams	90.3	8.1%
U. CA-Berkeley	81.9	UMass/Amherst	86.2	U. Michigan	89.1	4.3%
Swarthmore	81.7	U. NC-Chapel Hill	85.5	Swarthmore	88.4	6.7%
UMass/Amherst	81.6	Swarthmore	84.6	Brown U.	88.0	6.0%
Bowdoin	81.1	U. CA-Los Angeles	84.2	U. CA-Los Angeles	n.d.	n.d.
Brown U.	81.0	Brown U.	83.9	UMass/Amherst	87.7	4.0%
<u>AMHERST</u>	<u>78.4</u>	Bowdoin	83.2	Bowdoin	86.4	6.1%
U. NC-Chapel Hill	77.9	<u>AMHERST</u>	<u>82.8</u>	Smith	85.4	11.4%
Mount Holyoke	77.3	Mount Holyoke	80.0	<u>AMHERST</u>	<u>84.8</u>	<u>5.4%</u>
Wesleyan	76.1	Davidson	79.3	Davidson	83.0	6.7%
Smith	76.0	Smith	78.9	Mount Holyoke	82.7	5.7%
Haverford	74.7	Wesleyan	78.0	Haverford	82.6	12.2%
Davidson	74.1	Haverford	77.0	Wesleyan	82.1	7.8%
Indiana U.	72.8	Indiana U.	75.1	Indiana U.	77.8	6.0%
Carleton	70.7	Carleton	74.6	Carleton	77.4	7.4%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2005-06 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	% INC
ASSISTANT PROFESSORS						
U. Pennsylvania	88.1	U. Pennsylvania	91.8	U. Pennsylvania	95.9	5.8%
Harvard	87.3	Harvard	91.3	Harvard	95.4	5.7%
Stanford U.	86.9	Stanford U.	91.0	Stanford U.	94.3	7.1%
MIT	82.7	MIT	89.0	MIT	93.3	4.6%
Northwestern U.	81.2	Northwestern U.	83.5	Northwestern U.	87.9	6.0%
Duke U.	78.8	Duke U.	82.4	Duke U.	87.3	6.0%
Princeton U.	76.3	Princeton U.	79.1	Yale	81.6	8.3%
Columbia U.	n.d.	Columbia U.	n.d.	Princeton U.	81.2	9.2%
U. CA-Berkeley	74.1	Yale	77.9	Columbia U.	80.5	0.0%
Washington U.	73.4	Washington U.	77.2	Washington U.	80.0	n.d.
Yale	72.8	Dartmouth	76.5	Dartmouth	79.7	9.4%
U. Michigan	72.8	U. CA-Berkeley	76.2	U. CA-Berkeley	n.d.	n.d.
Brown U.	72.1	U. Michigan	75.0	U. Michigan	79.3	4.7%
Wellesley	71.3	Wellesley	74.3	U. NC-Chapel Hill	76.9	9.8%
Dartmouth	70.0	Brown U.	72.6	Wellesley	75.3	6.7%
<u>AMHERST</u>	<u>68.7</u>	U. CA-Los Angeles	72.1	U. CA-Los Angeles	n.d.	n.d.
U. Virginia	68.0	U. NC-Chapel Hill	71.8	Brown U.	74.9	5.3%
U. CA-Los Angeles	67.0	<u>AMHERST</u>	<u>71.4</u>	<u>AMHERST</u>	<u>74.5</u>	<u>6.0%</u>
Williams	66.1	U. Virginia	71.2	U. Virginia	74.5	5.7%
Bowdoin	65.4	Williams	69.4	Williams	73.1	7.8%
U. NC-Chapel Hill	65.2	Swarthmore	67.9	Pomona	71.0	6.0%
Wesleyan	64.3	Bowdoin	67.6	Swarthmore	70.1	4.9%
Swarthmore	63.7	Pomona	66.2	Bowdoin	69.3	5.9%
Carleton	63.2	Indiana U.	66.0	Indiana U.	68.4	5.7%
Indiana U.	62.6	Wesleyan	65.7	Wesleyan	68.4	6.9%
Smith	62.6	Carleton	65.7	Smith	68.2	8.7%
UMass/Amherst	62.2	UMass/Amherst	65.7	Haverford	67.7	13.3%
Pomona	60.9	Smith	65.2	UMass/Amherst	66.8	4.3%
Mount Holyoke	59.5	Mount Holyoke	63.1	Carleton	66.4	5.6%
Davidson	59.3	Haverford	60.0	Mount Holyoke	65.5	7.3%
Haverford	58.6	Davidson	59.0	Davidson	61.7	7.2%

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 2A

RANK/ INSTITUTION	ACTUAL FY2005-06 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	208.5	Harvard	218.5	Harvard	227.2
Yale	183.1	Yale	190.3	Yale	199.0
Dartmouth	168.9	Dartmouth	176.8	Dartmouth	188.4
Wellesley	162.4	Wellesley	171.8	Wellesley	178.0
U. Michigan	152.3	U. Virginia	157.9	U. Michigan	165.7
U. Virginia	152.1	U. Michigan	157.6	<u>AMHERST</u>	<u>164.1</u>
Williams	149.0	Williams	157.5	Williams	163.5
<u>AMHERST</u>	<u>149.0</u>	<u>AMHERST</u>	<u>156.2</u>	U. Virginia	163.4
Smith	142.0	Wesleyan	148.4	Smith	157.1
Wesleyan	139.3	Smith	145.9	Wesleyan	153.4
Indiana U.	133.8	Mount Holyoke	139.9	Mount Holyoke	146.1
Mount Holyoke	133.4	Indiana U.	138.1	Indiana U.	143.8
UMass/Amherst	131.3	UMass/Amherst	133.0	UMass/Amherst	136.2
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Harvard	122.0	Wellesley	125.6	Dartmouth	129.9
Dartmouth	118.7	Harvard	124.1	Harvard	128.8
Wellesley	115.5	Dartmouth	123.9	Wellesley	127.6
Williams	109.1	Williams	113.5	Williams	118.3
Yale	107.4	U. Virginia	111.4	U. Virginia	115.7
U. Virginia	105.8	Yale	109.4	Yale	114.6
U. Michigan	105.3	U. Michigan	108.4	<u>AMHERST</u>	<u>112.6</u>
UMass/Amherst	104.4	<u>AMHERST</u>	<u>106.3</u>	U. Michigan	112.1
<u>AMHERST</u>	<u>100.6</u>	UMass/Amherst	105.4	Smith	110.6
Mount Holyoke	100.1	Mount Holyoke	104.9	Mount Holyoke	109.4
Smith	97.8	Smith	103.4	UMass/Amherst	106.9
Wesleyan	95.2	Wesleyan	98.6	Wesleyan	103.0
Indiana U.	94.4	Indiana U.	96.7	Indiana U.	99.9
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard	106.5	Harvard	112.4	Harvard	116.0
U. Michigan	92.5	<u>AMHERST</u>	<u>96.4</u>	Yale	101.9
<u>AMHERST</u>	<u>91.2</u>	Yale	96.0	U. Michigan	100.7
Yale	90.4	Wellesley	95.8	<u>AMHERST</u>	<u>99.9</u>
Wellesley	89.6	Dartmouth	95.7	Dartmouth	99.6
Dartmouth	88.1	U. Michigan	94.9	Wellesley	99.1
U. Virginia	87.5	Williams	92.0	Williams	96.6
Williams	86.6	U. Virginia	91.3	U. Virginia	95.7
Smith	80.3	Mount Holyoke	85.4	Mount Holyoke	87.4
Indiana U.	80.2	Smith	84.7	Indiana U.	86.8
UMass/Amherst	79.4	Indiana U.	83.7	Smith	86.7
Wesleyan	79.2	Wesleyan	81.6	Wesleyan	85.0
Mount Holyoke	77.3	UMass/Amherst	80.0	UMass/Amherst	80.7

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2005-06 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	208.5	Harvard	218.5	Harvard	227.2
U. Pennsylvania	197.5	U. Pennsylvania	208.5	Stanford U.	212.6
Princeton U.	191.2	Stanford U.	203.8	U. Pennsylvania	210.3
Stanford U.	188.2	Princeton U.	198.9	Princeton U.	209.6
Yale	183.1	Yale	190.3	Yale	199.0
MIT	174.5	Northwestern U.	186.8	Columbia U.	196.7
Northwestern U.	171.8	MIT	182.1	Northwestern U.	195.1
Duke U.	170.6	Duke U.	178.1	MIT	191.4
Dartmouth	168.9	Washington U.	177.5	Dartmouth	188.4
Washington U.	167.2	Dartmouth	176.8	Duke U.	188.3
Brown U.	166.3	Brown U.	172.9	Washington U.	184.2
U. CA-Los Angeles	166.2	U. CA-Los Angeles	172.8	U. CA-Los Angeles	n.d.
U. CA-Berkeley	163.4	Wellesley	171.8	Wellesley	178.0
Columbia U.	n.d.	Columbia U.	n.d.	Brown U.	174.8
Wellesley	162.4	U. CA-Berkeley	170.4	U. CA-Berkeley	n.d.
U. Michigan	152.3	U. Virginia	157.9	U. NC-Chapel Hill	167.5
U. Virginia	152.1	Pomona	157.8	U. Michigan	165.7
Pomona	151.0	U. Michigan	157.6	<u>AMHERST</u>	<u>164.1</u>
Williams	149.0	Williams	157.5	Williams	163.5
<u>AMHERST</u>	<u>149.0</u>	<u>AMHERST</u>	<u>156.2</u>	U. Virginia	163.4
Bowdoin	146.6	U. NC-Chapel Hill	152.7	Swarthmore	161.5
Swarthmore	146.4	Swarthmore	152.0	Pomona	160.7
Smith	142.0	Bowdoin	151.6	Bowdoin	157.9
Haverford	139.5	Wesleyan	148.4	Smith	157.1
Wesleyan	139.3	Smith	145.9	Haverford	153.6
U. NC-Chapel Hill	138.3	Haverford	145.0	Wesleyan	153.4
Indiana U.	133.8	Mount Holyoke	139.9	Mount Holyoke	146.1
Mount Holyoke	133.4	Indiana U.	138.1	Indiana U.	143.8
UMass/Amherst	131.3	Carleton	135.8	Carleton	141.1
Carleton	130.3	Davidson	133.7	UMass/Amherst	136.2
Davidson	127.4	UMass/Amherst	133.0	Davidson	133.4
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Stanford U.	140.1	U. Pennsylvania	148.0	Stanford U.	157.0
U. Pennsylvania	138.5	Stanford U.	147.5	U. Pennsylvania	145.7
Duke U.	122.1	Princeton U.	129.3	MIT	138.5
Harvard	122.0	MIT	128.7	Princeton U.	133.3
MIT	120.6	Northwestern U.	128.3	Northwestern U.	132.5
Princeton U.	119.9	Wellesley	125.6	Dartmouth	129.9
Dartmouth	118.7	Harvard	124.1	Columbia U.	129.4
Columbia U.	n.d.	Columbia U.	n.d.	Harvard	128.8
Northwestern U.	116.7	Dartmouth	123.9	Duke U.	128.0
Wellesley	115.5	Duke U.	123.4	Wellesley	127.6
Washington U.	110.5	U. CA-Berkeley	115.0	U. CA-Berkeley	n.d.
Williams	109.1	Williams	113.5	Williams	118.3
U. CA-Los Angeles	108.5	Washington U.	113.4	Pomona	117.6
U. CA-Berkeley	108.4	U. CA-Los Angeles	111.7	U. CA-Los Angeles	n.d.
Yale	107.4	U. Virginia	111.4	Washington U.	117.6
Brown U.	105.8	Pomona	109.8	Haverford	116.4
U. Virginia	105.8	Brown U.	109.5	Swarthmore	115.7
Swarthmore	105.4	Yale	109.4	U. Virginia	115.7
U. Michigan	105.4	Swarthmore	109.3	Yale	114.6
Bowdoin	104.7	U. Michigan	108.4	U. NC-Chapel Hill	113.1
UMass/Amherst	104.4	Bowdoin	107.8	<u>AMHERST</u>	<u>112.6</u>
Pomona	104.1	Haverford	107.7	U. Michigan	112.1
Haverford	103.1	<u>AMHERST</u>	<u>106.3</u>	Bowdoin	112.0
<u>AMHERST</u>	<u>100.6</u>	U. NC-Chapel Hill	105.6	Brown U.	112.0
Mount Holyoke	100.1	UMass/Amherst	105.4	Smith	110.6
Smith	97.8	Mount Holyoke	104.9	Mount Holyoke	109.4
Davidson	96.5	Smith	103.4	UMass/Amherst	106.9
U. NC-Chapel Hill	95.7	Davidson	99.8	Wesleyan	103.0
Wesleyan	95.2	Carleton	98.9	Carleton	102.6
Indiana U.	94.4	Wesleyan	98.6	Davidson	102.4
Carleton	93.6	Indiana U.	96.7	Indiana U.	99.9

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2005-06 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	123.4	U. Pennsylvania	121.2	U. Pennsylvania	141.7
Stanford U.	110.9	Stanford U.	116.2	MIT	122.7
MIT	106.5	MIT	115.1	Stanford U.	119
Harvard	106.5	Harvard	112.4	Northwestern U.	116.4
Duke U.	100.6	Northwestern U.	111.1	Harvard	116.0
Northwestern U.	100.2	U. CA-Berkeley	101.7	U. CA-Berkeley	n.d.
U. CA-Berkeley	98.6	Duke U.	100.9	Columbia U.	107.9
Columbia U.	n.d.	Columbia U.	n.d.	Duke U.	107
Princeton U.	95.3	Princeton U.	98.4	Yale	101.9
Brown U.	94.5	U. CA-Los Angeles	96.6	U. CA-Los Angeles	n.d.
U. Michigan	92.5	<u>AMHERST</u>	<u>96.4</u>	Princeton U.	101.8
<u>AMHERST</u>	<u>91.2</u>	Yale	96.0	U. Michigan	100.7
Yale	90.4	Wellesley	95.8	<u>AMHERST</u>	<u>99.9</u>
U. CA-Los Angeles	89.9	Dartmouth	95.7	Dartmouth	99.6
Wellesley	89.6	U. Michigan	94.9	Wellesley	99.1
Washington U.	88.4	Brown U.	94.8	Haverford	97.7
Dartmouth	88.1	Washington U.	92.1	Williams	96.6
U. Virginia	87.5	Williams	92.0	U. NC-Chapel Hill	96.5
Williams	86.6	U. Virginia	91.3	U. Virginia	95.7
Bowdoin	84.8	U. NC-Chapel Hill	89.4	Brown U.	95.6
Carleton	84.4	Bowdoin	88.7	Washington U.	94.9
Haverford	83.9	Swarthmore	88.6	Pomona	93.1
Swarthmore	82.2	Haverford	88.4	Swarthmore	92.5
U. NC-Chapel Hill	81.1	Carleton	87.5	Bowdoin	89.5
Smith	80.3	Mount Holyoke	85.4	Carleton	88.3
Indiana U.	80.2	Smith	84.7	Mount Holyoke	87.4
Davidson	80.0	Indiana U.	83.7	Indiana U.	86.8
UMass/Amherst	79.4	Pomona	82.9	Smith	86.7
Wesleyan	79.1	Wesleyan	81.6	Wesleyan	85.0
Mount Holyoke	77.3	UMass/Amherst	80.0	UMass/Amherst	80.7
Pomona	75.8	Davidson	76.1	Davidson	76.3

TABLE 3A
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2006-2007				2007-2008		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School			Dollars	School	
AAUP	Adjustment	Salary	AAUP	Adjustment	Salary		
PROFESSORS				PROFESSORS			
Princeton U.	163.7	0	163.7	Princeton U.	172.2	0	172.2
Harvard	177.4	10	159.7	Harvard	184.8	10	166.3
Stanford U.	164.3	5	156.1	Stanford U.	173.7	5	165.0
Yale	157.6	10	141.8	Yale	165.1	10	148.6
U. Pennsylvania	156.5	10	140.9	U. Pennsylvania	163.2	10	146.9
Columbia U.	N/A	10	N/A*	Columbia U.	162.5	10	146.3
Duke U.	142.0	5	134.9	Duke U.	152.6	5	145.0
Brown U.	134.9	0	134.9	Brown U.	139.9	0	139.9
Northwestern U.	147.2	10	132.5	Wellesley	139.1	0	139.1
MIT	145.9	10	131.3	Northwestern U.	153.6	10	138.2
Wellesley	130.8	0	130.8	MIT	151.6	10	136.4
Washington U.	145.1	10	130.6	Washington U.	150.8	10	135.7
Pomona	127.1	0	127.1	UCal - LA	N/A	5	N/A*
UCal - LA	133.2	5	126.5	Dartmouth	147.8	10	133.0
AMHERST	125.9	0	125.9	AMHERST	131.7	0	131.7
<i>UCal - Berkeley</i>	<i>131.3</i>	<i>5</i>	<i>124.7</i>	<i>UCal - Berkeley</i>	<i>N/A</i>	<i>5</i>	<i>N/A*</i>
<i>Dartmouth</i>	<i>138.5</i>	<i>10</i>	<i>124.7</i>	<i>U. Michigan</i>	<i>137.0</i>	<i>5</i>	<i>130.2</i>
<i>U. Michigan</i>	<i>130.4</i>	<i>5</i>	<i>123.9</i>	Pomona	129.1	0	129.1
Williams	122.3	0	122.3	Swarthmore	126.5	0	126.5
<i>U. Virginia</i>	<i>128.0</i>	<i>5</i>	<i>121.6</i>	Williams	126.4	0	126.4
Swarthmore	121.1	0	121.1	<i>U. Virginia</i>	<i>132.7</i>	<i>5</i>	<i>126.1</i>
Wesleyan	120.3	0	120.3	<i>UNC-Chapel Hill</i>	<i>138.5</i>	<i>10</i>	<i>124.7</i>
Bowdoin	117.5	0	117.5	Wesleyan	124.5	0	124.5
Smith	115.4	0	115.4	Smith	124.0	0	124.0
<i>UNC-Chapel Hill</i>	<i>126.8</i>	<i>10</i>	<i>114.1</i>	Bowdoin	122.6	0	122.6
Mount Holyoke	111.3	0	111.3	Mount Holyoke	115.2	0	115.2
UMass/Amherst	109.4	0	109.4	UMass/Amherst	112.9	0	112.9
Haverford	105.8	0	105.8	Haverford	111.8	0	111.8
Carleton	105.0	0	105.0	Carleton	108.7	0	108.7
Davidson	105.0	0	105.0	Indiana U.	114.0	5	108.3
Indiana U.	109.0	5	103.6	Davidson	108.1	0	108.1
Median	129.2	5.0	124.7	Median	137.0	5.0	130.2
Mean	131.6	4.0	126.1	Mean	138.6	4.0	132.5

TABLE 3B
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2006-2007			2007-2008			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSOCIATE PROFESSORS				ASSOCIATE PROFESSORS			
Princeton U.	105.0	5	99.8	Stanford U.	122.2	15	103.9
Stanford U.	114.7	15	97.5	Princeton U.	107.5	5	102.1
Wellesley	94.7	0	94.7	Wellesley	97.4	0	97.4
U. Pennsylvania	106.4	15	90.4	MIT	106.4	10	95.8
MIT	99.7	10	89.7	Pomona	93.3	0	93.3
Northwestern U.	97.5	10	87.8	U. Pennsylvania	107.5	15	91.4
Columbia U.	N/A	15	N/A*	Northwestern U.	100.5	10	90.5
Pomona	87.6	0	87.6	Williams	90.3	0	90.3
Williams	86.9	0	86.9	Dartmouth	100.0	10	90.0
UCal - Berkeley	86.8	0	86.8	UCal - Berkeley	N/A	0	N/A*
Dartmouth	95.6	10	86.0	Swarthmore	88.4	0	88.4
Swarthmore	84.6	0	84.6	Brown U.	88.0	0	88.0
Washington U.	93.3	10	84.0	Duke U.	102.5	15	87.1
Brown U.	83.9	0	83.9	Washington U.	96.4	10	86.8
U. Virginia	87.7	5	83.3	Yale	91.3	5	86.7
Bowdoin	83.2	0	83.2	U. Virginia	91.0	5	86.5
<u>AMHERST</u>	<u>82.8</u>	<u>0</u>	<u>82.8</u>	Bowdoin	86.4	0	86.4
<i>Yale</i>	<i>87.1</i>	<i>5</i>	<i>82.7</i>	Smith	85.4	0	85.4
<i>Duke U.</i>	<i>96.8</i>	<i>15</i>	<i>82.3</i>	Harvard	106.1	20	84.9
<i>U. Michigan</i>	<i>86.6</i>	<i>5</i>	<i>82.3</i>	<u>AMHERST</u>	<u>84.8</u>	<u>0</u>	<u>84.8</u>
<i>Harvard</i>	<i>100.0</i>	<i>20</i>	<i>80.0</i>	<i>U. Michigan</i>	<i>89.1</i>	<i>5</i>	<i>84.6</i>
Mount Holyoke	80.0	0	80.0	<i>Columbia U.</i>	<i>98.2</i>	<i>15</i>	<i>83.5</i>
<i>UCal - LA</i>	<i>84.2</i>	<i>5</i>	<i>80.0</i>	<i>UCal - LA</i>	<i>N/A</i>	<i>5</i>	<i>N/A*</i>
Davidson	79.3	0	79.3	Davidson	83.0	0	83.0
Smith	78.9	0	78.9	Mount Holyoke	82.7	0	82.7
Wesleyan	78.0	0	78.0	Haverford	82.6	0	82.6
<i>UMass/Amherst</i>	<i>86.2</i>	<i>10</i>	<i>77.6</i>	Wesleyan	82.1	0	82.1
Haverford	77.0	0	77.0	<i>UNC-Chapel Hill</i>	<i>90.9</i>	<i>10</i>	<i>81.8</i>
<i>UNC-Chapel Hill</i>	<i>85.5</i>	<i>10</i>	<i>77.0</i>	<i>UMass/Amherst</i>	<i>87.7</i>	<i>10</i>	<i>78.9</i>
Carleton	74.6	0	74.6	Carleton	77.4	0	77.4
Indiana U.	75.1	5	71.3	Indiana U.	77.8	5	73.9
Median	86.7	5.0	83.0	Median	90.9	5.0	86.5
Mean	88.7	5.5	83.7	Mean	93.0	5.5	87.2

TABLE 3C
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2006-2007				2007-2008		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School			Dollars	School	
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSISTANT PROFESSORS				ASSISTANT PROFESSORS			
MIT	89.0	10	80.1	MIT	93.3	10	84.0
Stanford U.	91.0	15	77.4	Stanford U.	94.3	15	80.2
Princeton U.	79.1	5	75.1	Yale	81.6	5	77.5
Wellesley	74.3	0	74.3	Princeton U.	81.2	5	77.1
Yale	77.9	5	74.0	U. Pennsylvania	95.9	20	76.7
U. Pennsylvania	91.8	20	73.4	Harvard	95.4	20	76.3
Harvard	91.3	20	73.0	Dartmouth	79.7	5	75.7
Dartmouth	76.5	5	72.7	Wellesley	75.3	0	75.3
Brown U.	72.6	0	72.6	U. Michigan	79.3	5	75.3
UCal - Berkeley	76.2	5	72.4	UCal - Berkeley	N/A	5	N/A*
<u>AMHERST</u>	<u>71.4</u>	<u>0</u>	<u>71.4</u>	Brown U.	74.9	0	74.9
<i>U. Michigan</i>	<i>75.0</i>	<i>5</i>	<i>71.3</i>	<u>AMHERST</u>	<u>74.5</u>	<u>0</u>	<u>74.5</u>
<i>Duke U.</i>	<i>82.4</i>	<i>15</i>	<i>70.0</i>	<i>Duke U.</i>	<i>87.3</i>	<i>15</i>	<i>74.2</i>
<i>Washington U.</i>	<i>77.2</i>	<i>10</i>	<i>69.5</i>	Williams	73.1	0	73.1
Williams	69.4	0	69.4	<i>Washington U.</i>	<i>80.0</i>	<i>10</i>	<i>72.0</i>
<i>UCal - LA</i>	<i>72.1</i>	<i>5</i>	<i>68.5</i>	<i>UCal - LA</i>	<i>N/A</i>	<i>5</i>	<i>N/A*</i>
Swarthmore	67.9	0	67.9	Pomona	71.0	0	71.0
U. Virginia	71.2	5	67.6	U. Virginia	74.5	5	70.8
Bowdoin	67.6	0	67.6	<i>Northwestern U.</i>	<i>87.9</i>	<i>20</i>	<i>70.3</i>
<i>Northwestern U.</i>	<i>83.5</i>	<i>20</i>	<i>66.8</i>	Swarthmore	70.1	0	70.1
Pomona	66.2	0	66.2	Bowdoin	69.3	0	69.3
Wesleyan	65.7	0	65.7	<i>UNC-Chapel Hill</i>	<i>76.9</i>	<i>10</i>	<i>69.2</i>
Carleton	65.7	0	65.7	Wesleyan	68.4	0	68.4
UMass/Amherst	65.7	0	65.7	Smith	68.2	0	68.2
<i>Columbia U.</i>	<i>N/A</i>	<i>20</i>	<i>N/A*</i>	Haverford	67.7	0	67.7
Smith	65.2	0	65.2	UMass/Amherst	66.8	0	66.8
<i>UNC-Chapel Hill</i>	<i>71.8</i>	<i>10</i>	<i>64.6</i>	Carleton	66.4	0	66.4
Mount Holyoke	63.1	0	63.1	Mount Holyoke	65.5	0	65.5
Indiana U.	66.0	5	62.7	Indiana U.	68.4	5	65.0
Haverford	60.0	0	60.0	<i>Columbia U.</i>	<i>80.5</i>	<i>20</i>	<i>64.4</i>
Davidson	59.0	0	59.0	Davidson	61.7	0	61.7
Median	72.0	5.0	68.9	Median	74.9	5.0	71.0
Mean	73.5	5.8	69.1	Mean	76.9	5.8	71.8

Note: Schools in italic are institutions that fell below Amherst by using the Professional School Adjustment.

The professional school adjustment is an estimate of the amount that the AAUP reported salary is overstated due to the inclusion of salaries for professional school faculty members.

* UCal-LA and UCal-Berkeley did not supply information to AAUP for FY08, therefore for comparison purposes they have been ranked at the same level as FY07.