

# ANNUAL REPORT ON FACULTY SALARY AND COMPENSATION 2003-04

## COMMITTEE ON PRIORITIES AND RESOURCES

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This annual survey compares faculty salaries and compensation at Amherst to those at two groups of selected colleges and universities: (1) a “traditional group” consisting of a mix of 12 major research universities and liberal arts colleges, which was established by agreement between Amherst Faculty, Administration, and Trustees and has been used since 1980; and (2) a “liberal arts group” of the 10 colleges at the top of the *U.S. News and World Report* rankings in 1995, added to the survey by the Committee on Priorities and Resources (CPR) in 1997. In the fall of 2003, the CPR was charged by the Administration with reevaluating the composition of the comparison groups used in this annual survey and with establishing a position within the group that Amherst could use as a benchmark in its analysis. The Committee has not completed this work and will continue its deliberations into 2004-05. For that reason, this report is based on the same comparison groups that have been used in the past and draws from the reports of recent committees.

## BACKGROUND

The goal of salary and compensation comparison is to insure that Amherst College remains able to attract and retain the highest quality faculty. Amherst’s own salary trends over the past nearly 50 years [Chart A] emphasize the importance of sustained Faculty, Administration, and Trustee attention to this matter. In real (net of inflation) terms, average compensation at Amherst was at a peak in the mid 1960s. The late 1960s and 1970s then were a period of continuous decline in compensation; by 1980, real compensation had fallen by 25-30%. This occurred in a broader national economic context of poor stock market performance and high inflation. Nevertheless, as a consequence of this severe decline, real faculty compensation at Amherst did not return to its mid-1960s value until 30 years later, in the mid-1990s, after over a decade of incremental real salary increases. Following a five-year period (1992-1997) of essentially flat salaries in real terms, steady, incremental real salary increases have, for the most part, characterized Amherst faculty compensation trends for the past seven years.

Since 1989-90 the College has increased salaries at rates consistently well above inflation [Chart B]. In particular, from 1998 to 2000, Amherst undertook an initiative to raise salaries for full professors [Chart B]. Despite this, Amherst’s salaries have generally remained below both the

mean and median of the traditional comparison group [Charts C1, C2, and C3]. This serves to emphasize the highly competitive environment for faculty in which the College operates. Even generous raises, relative to inflation, yield only modest improvements, if any, in the College's position relative to other institutions [Tables A1, A2, A3, and Chart E1]. In such a context, allowing the kind of salary decline seen in the late 1960s and 1970s, or even a fraction of it, would quickly put the College at a significant competitive disadvantage that would take many years of incremental adjustment or fewer years of sharp increases to offset. The loss of faculty during such a period could take very much longer to repair.

In general, a survey of the tables and charts in this and past reports will show that Amherst has performed more favorably in comparison to liberal arts colleges than relative to the broader set of schools in the "traditional group" (compare Charts C1, C2, and C3 to Charts D1, D2, and D3; and Chart E1 to E2). Amherst, however, competes across the entire spectrum of academic institutions for faculty; there is no separate market for liberal arts colleges. In initial hiring our most significant competition consistently comes from universities; and, in recent years, we have lost senior faculty only to such institutions as appear in the traditional comparison group (notably including Harvard and Yale). This indicates that the College should continue to be most attentive to trends in salary in the entire academic market, which (at least for now) the traditional comparison group is intended to reflect, despite the fact that this market (and the traditional comparison group) includes institutions with very different resource structures than our own.

## **FACULTY SALARY AND COMPENSATION AT AMHERST AND THE COMPARISON GROUPS**

The data used in this analysis come to us from the American Association of University Professors (AAUP) [Tables C1, C2, and C3; D1, D2, and D3, and E] and are the result of a long-standing annual survey conducted by the AAUP according to its own criteria and methodology. This report reflects salary and compensation data for the academic year 2003-04. The following points clarify the ways in which the AAUP data can best be read and have been assessed in this survey.

- Most of the following analysis focuses on trends in salary rather than compensation. The bulk of the benefits assessed in the survey are calculated as a factor of base salary so that changes in compensation are driven largely by changes in salary. Furthermore, the AAUP determines which benefits are included in the calculation of compensation. Some that are considered important at Amherst are excluded (notably, post retirement health care insurance). For this reason the validity of compensation comparisons is uncertain.
- This report draws its significant conclusions from an assessment of salary trends over several years rather than the incremental change since the most recent CPR report because

changes in average salary for any group of faculty (both at Amherst and at the comparison schools) are affected by changes in the composition of that group (hiring, promotions, retirements, and dismissals, for example) which can fluctuate significantly from year to year.

- The relatively small number of associate professors at Amherst [Table E] makes data for that rank especially volatile; so we emphasize trends reflected in the full and assistant professor ranks in our assessment. We also pay particular attention to these two ranks because we perceive that they are most susceptible to market influences, either at the time of initial hire or as established faculty become prominent in their field.
- The AAUP issues data on the average of salaries at all faculty ranks combined, which we report here [Tables C3 and D3]. While these figures serve as some reflection of the total salary and compensation burden to the College, the CPR cautions strongly against thinking of these figures as a useful “overview” of trends. The “all ranks” salary data are a much less direct reflection of salary competitiveness than the by-rank data. These numbers are derived as an average of salary at each rank weighted by the percentage of faculty in that rank at each institution. This algorithm is greatly influenced by the differing role that composition of each faculty rank (time in rank, promotions, etc.) plays in average salary at each individual institution. It can thus obscure the actual salary structure of an institution.
- We remind our colleagues that this report is meant to compare Amherst’s salary and compensation practices to those of a representative cross section of our fellow institutions. We discourage our colleagues from using this report to evaluate their individual percent increases in salary in a particular year. The method used by the AAUP to calculate the percent salary increase by rank includes the (generally significantly larger) percent increases granted at the time of tenure or promotion in the calculation of the average increase for the more-junior rank. For example, the AAUP-reported average percent increase in Amherst assistant professor salary does not, in fact, match the average percent increase in the salaries paid to individuals who hold the rank of assistant professor at Amherst during 2003-04, because the AAUP figure includes the salary increases earned by individuals granted tenure in 2002-03 and who, therefore, hold associate professor rank in 2003-04. Similarly, the percent increases earned at the time of promotion to full professor are included in the AAUP associate professor figure. As a result, when larger salary increases accompany tenure and promotion, the AAUP figures for assistant and associate ranks overstate the actual average salary increases earned by individuals who continue in those ranks.

#### **SUMMARY OF FINDINGS:**

1) Growth in faculty salary continues to exceed growth in the Consumer Price Index (CPI), as has been the case consistently over the past 15 years. Since 1980, salary increases have been

approximately twice the rate of inflation. The difference between the percent increase in faculty salary and in the CPI, however, has declined at all ranks since 2001-02. This is also true of the mean and median percent increase in salary for both the traditional and liberal arts comparison groups, and probably reflects the recent weak overall economic environment. Nevertheless, a slow-down in the rate of real faculty salary growth has occurred. [Chart B]

2) Amherst salaries continue to hold positions in both the traditional and liberal arts comparison groups similar to previous years. We are at or below the median at each faculty rank (assistant, associate, and full professor) in the traditional group and at or just above the median at all faculty ranks in the liberal arts group [Tables C1 and C2, D1 and D2, and Charts C1-C3 and D1-D3]. Amherst's position at or below the mean and median for each faculty rank when compared to the traditional group remains true whether or not Harvard's salaries are included in the traditional group average, although the gap decreases measurably with Harvard excluded [Charts F1, F2, and F3]. For this reason, we cannot attribute Amherst's relative position in the traditional comparison group to salary policy at Harvard alone.

3) The gap between Amherst salaries and those of our most highly paid colleagues at other institutions continues to widen. The difference between an average Amherst and an average Harvard salary now represents 45% of our salary at the full professor rank and 33% of our salary at the assistant professor rank. The comparable figures in 1990-91 were 36% and 24%, respectively. This trend is also true, although less pronounced, within the liberal arts comparison group, where the difference between an average Amherst salary and that of our highest paid colleagues represents 6% of our salary at the full professor rank and 4% of our salary at the assistant professor rank.

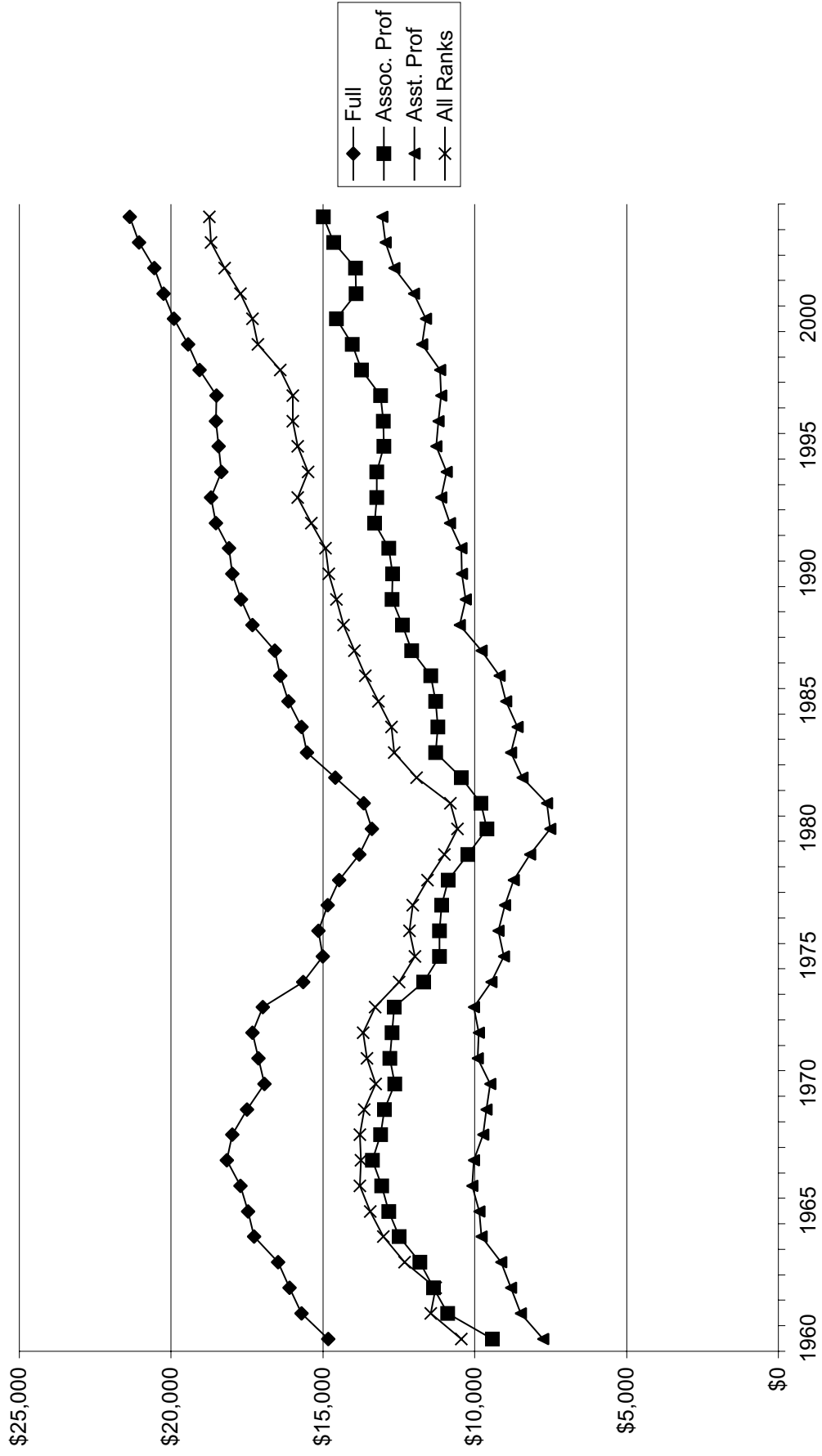
4) While the annual salary increase for full professors and assistant professors at Amherst continues to be well above the CPI, it also continues to be approximately equal to the mean and median annual salary increases of both of the comparison groups [Charts E1 and E2]. While there are significant variances for individual institutions from year to year, the overall market activity appears to be very similar to Amherst's salary allocations. As a consequence, our position in the comparison groups does not change noticeably despite real salary increases every year. Once again, the data emphasize the very competitive academic market within which the College works to attract and retain the best scholars and teachers.

## **RECOMMENDATIONS:**

1) Amherst must continue to increase institutional resources devoted to faculty salary and compensation. We recognize that this recommendation places a substantial burden on the College budget and are mindful of the overall cost of salary and benefits to the institution; however, we see no alternative consistent with the retention of the quality of faculty that defines Amherst College.

2) The gains that Amherst achieved by a salary increase initiative at the full professor rank from 1998 to 2001 and similar increases for assistant professors from 1997 to 2000 are now being eroded. The College must reverse this trend. Without strong and competitive full professor salaries the College runs the risk of either becoming a pipeline for faculty to other institutions - recruiting and investing in promising young scholars only to lose the most talented ones later to other institutions - or of developing a strongly tiered professorate in which many full professors receive less-than-competitive salaries while those who obtain outside offers receive matching salaries from Amherst on a case-by-case basis. Neither outcome is, in our view, in the best interests of the College. At this time, anecdotal evidence indicates that prospective faculty who do not accept an assistant professor position at Amherst do so because of personal or lifestyle issues (often surrounding spousal employment) rather than salary. It is imperative that we continue to make those factors that the College can control, such as salary, advantageous to the prospective assistant professor. Should Amherst fail to secure the top young scholars at the assistant professor level, the College will incur a very expensive cycle of searches, new hires, contentious and failed tenure cases, followed by yet more searches and new hires.

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



**CHART B**  
**Annual % Increase in Salary by Rank Compared with Consumer Price Index (CPI)**  
**Amherst College**  
 (data unavailable before 1989)

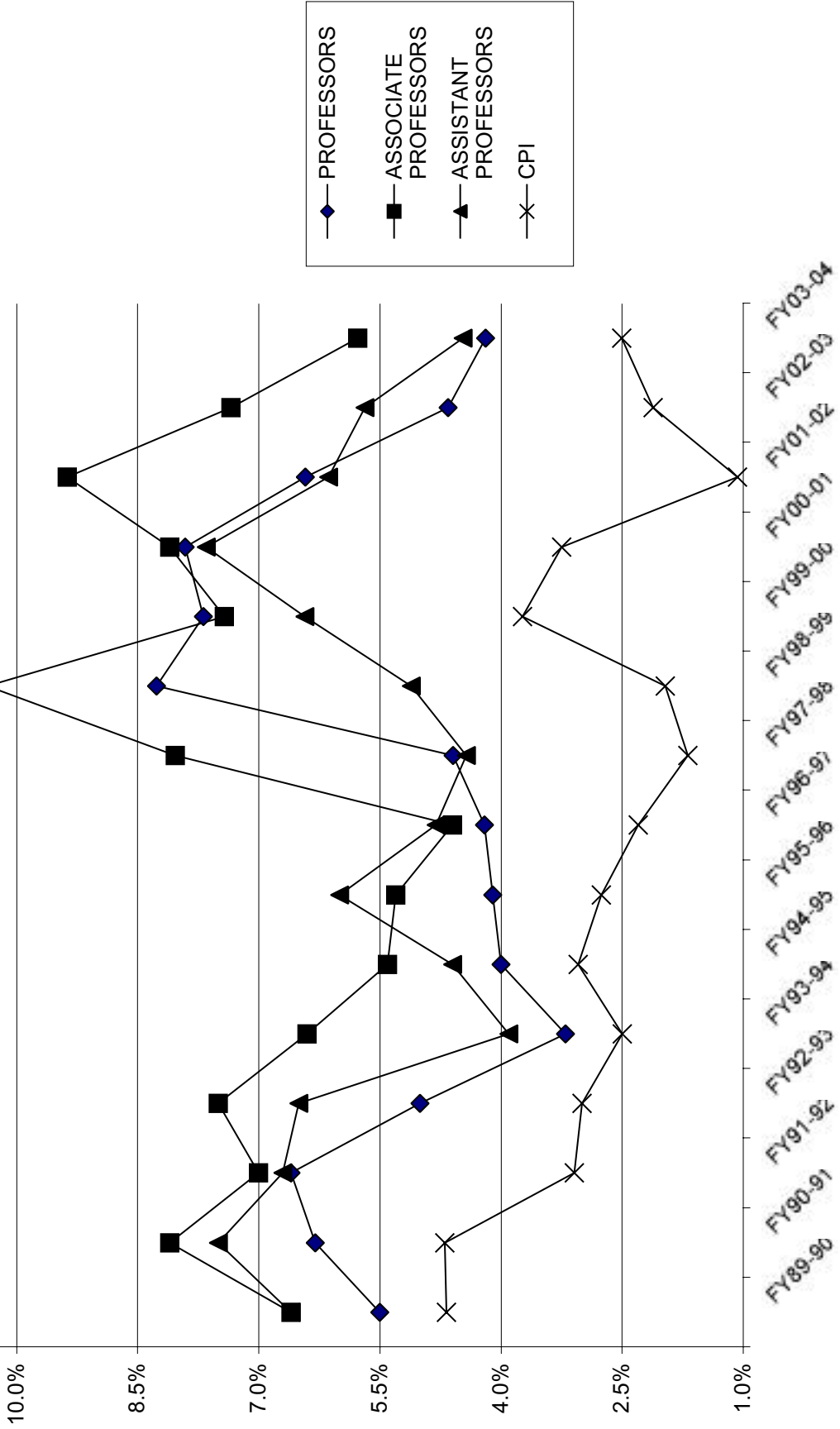


CHART C1  
Full Professor Average Salary  
Traditional Group

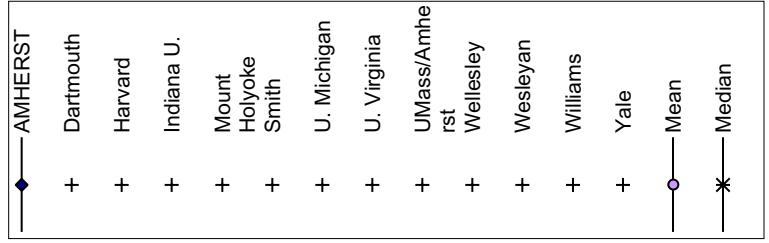
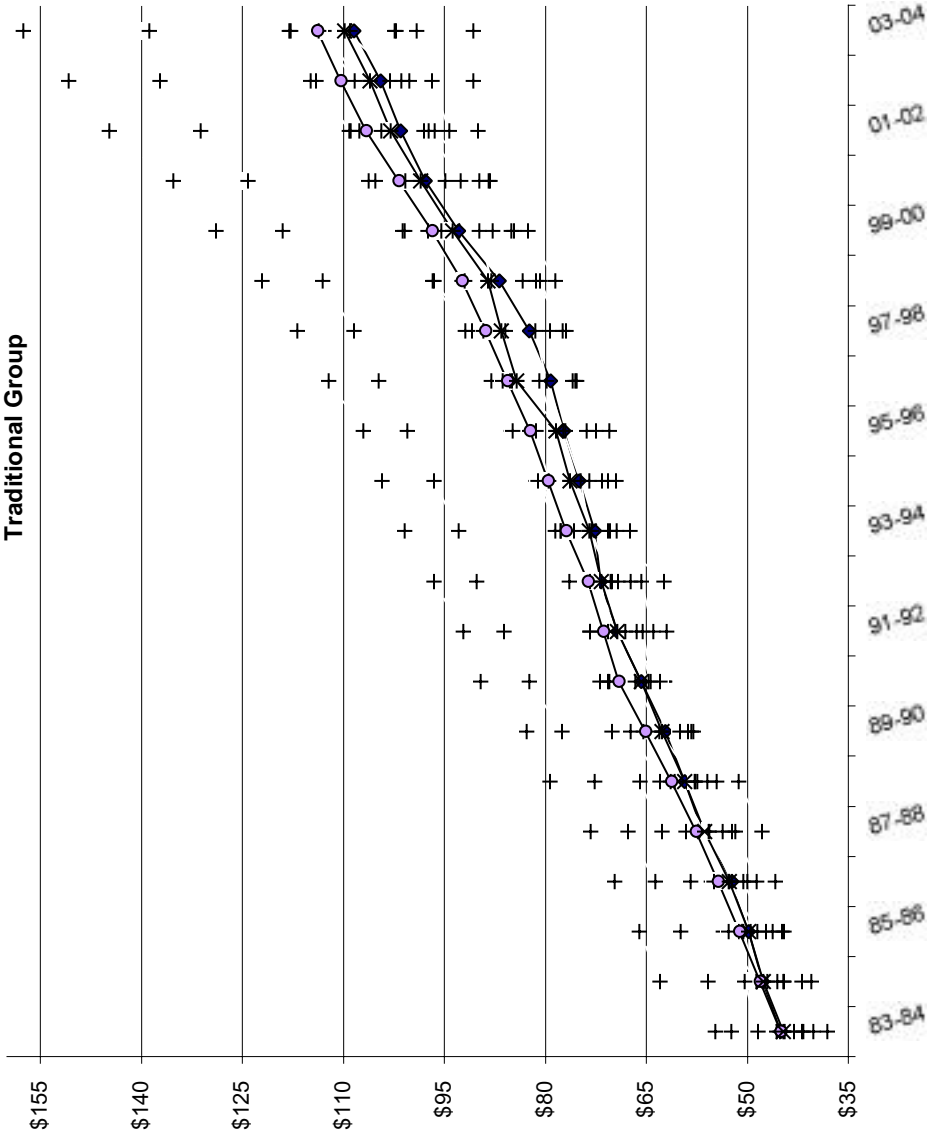
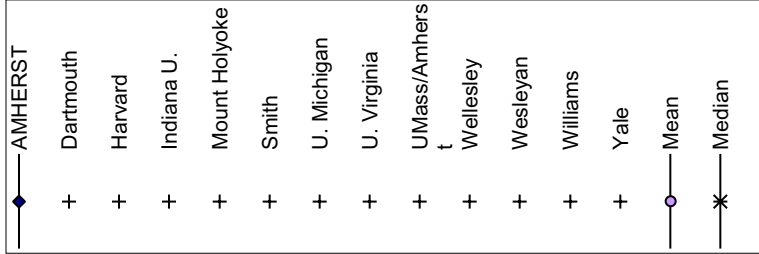
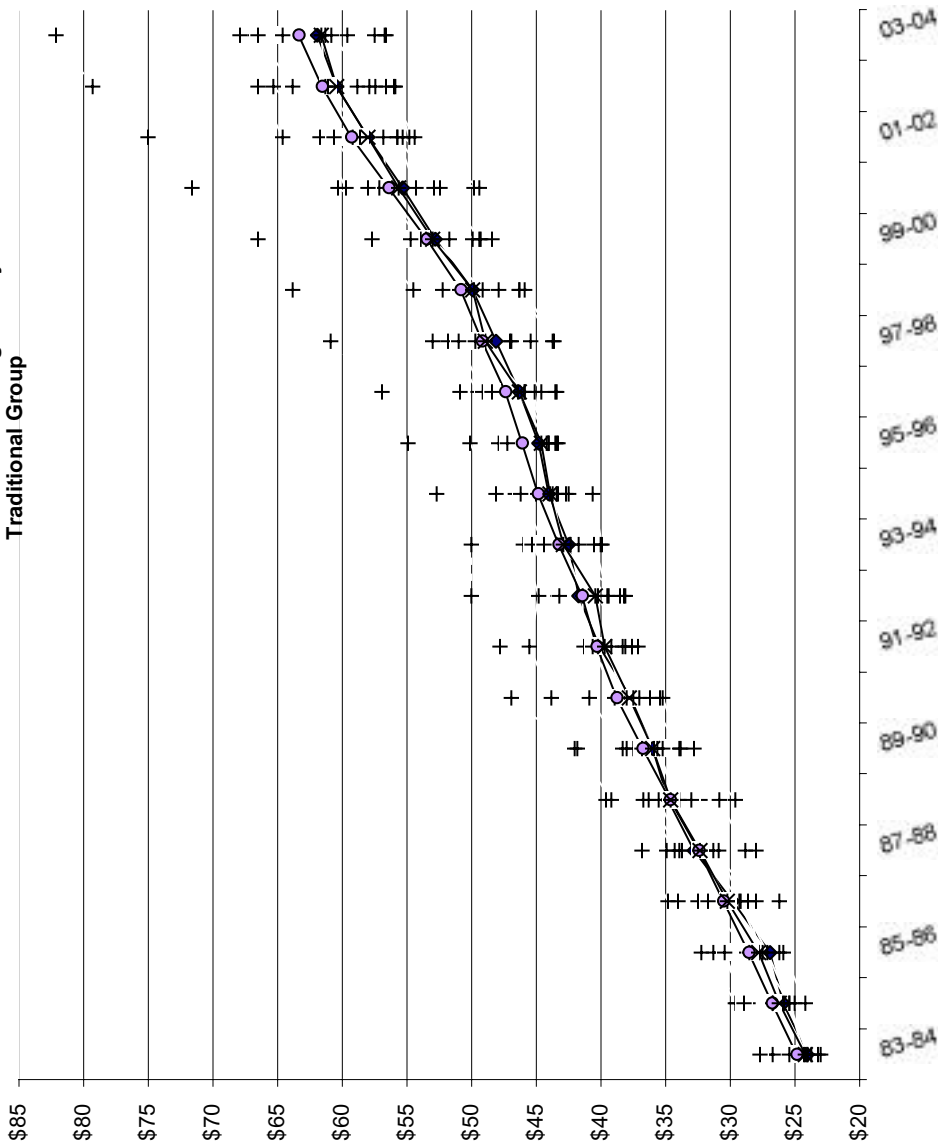






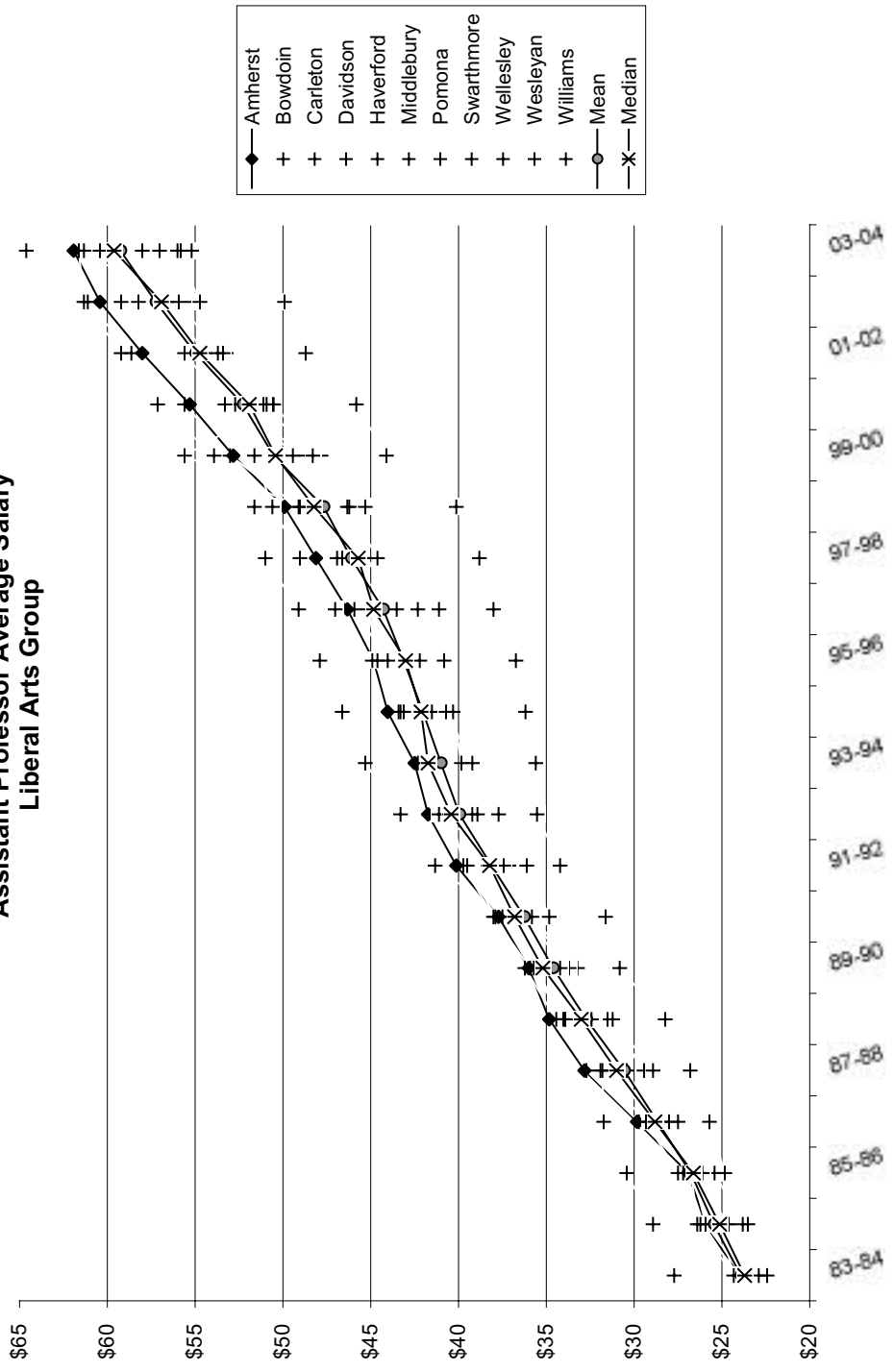
CHART C3  
Assistant Professor Average Salary  
Traditional Group



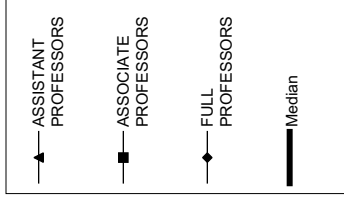
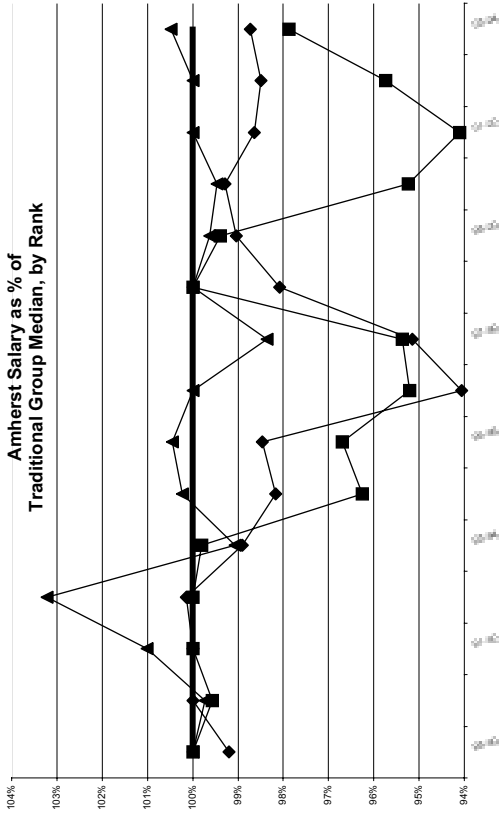




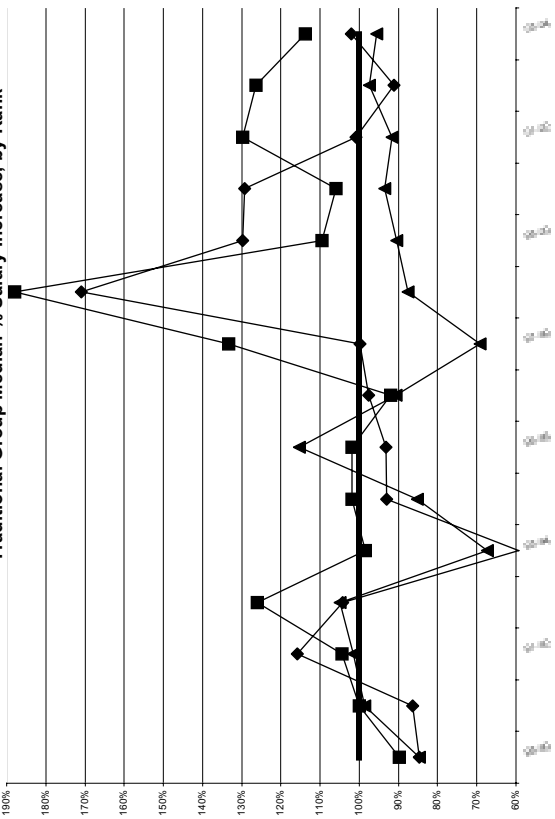
**CHART D3**  
**Assistant Professor Average Salary**  
**Liberal Arts Group**



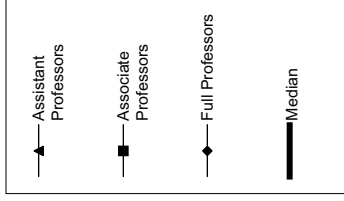
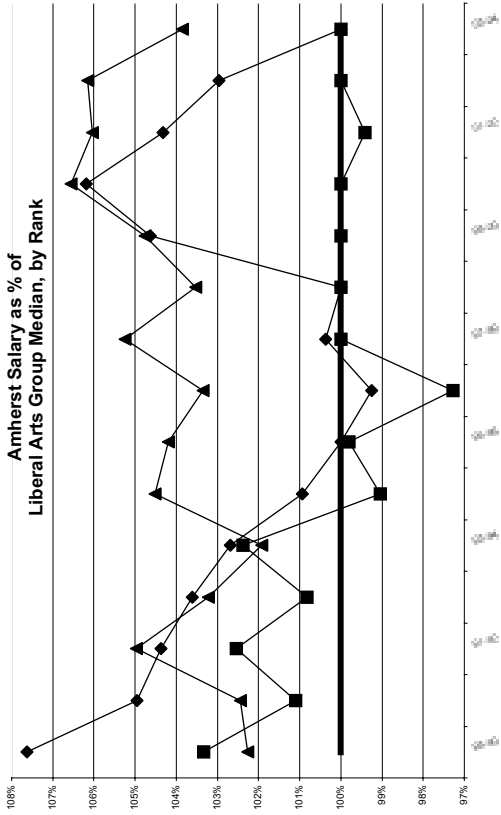
**CHART E1**  
**Amherst Salary as % of**  
**Traditional Group Median, by Rank**



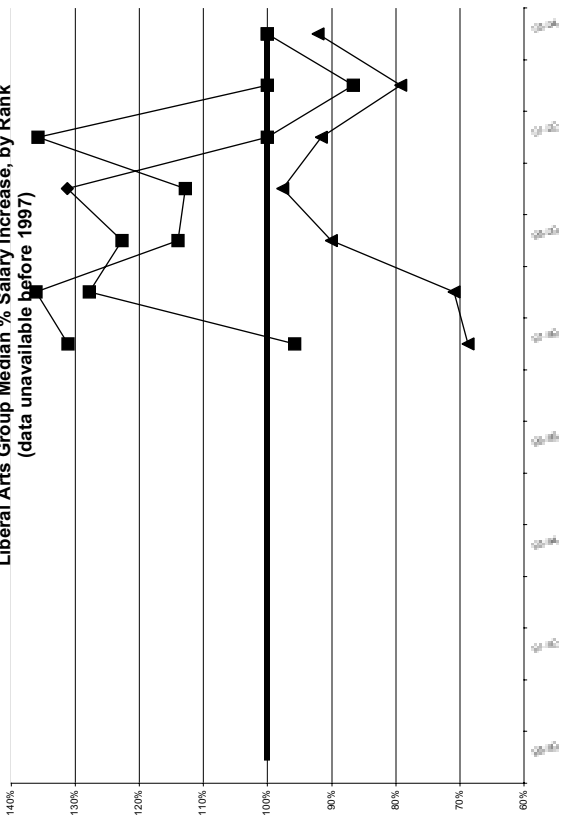
**Amherst % Salary Increase as % of**  
**Traditional Group Median, % Salary Increase, by Rank**



**CHART E2**  
**Amherst Salary as % of Liberal Arts Group Median, by Rank**



**Amherst % Salary Increase as % of Liberal Arts Group Median % Salary Increase, by Rank (data unavailable before 1997)**



**CHART F1**  
**Full Professor Average Salary**  
**Compared with Traditional Group excluding Harvard**

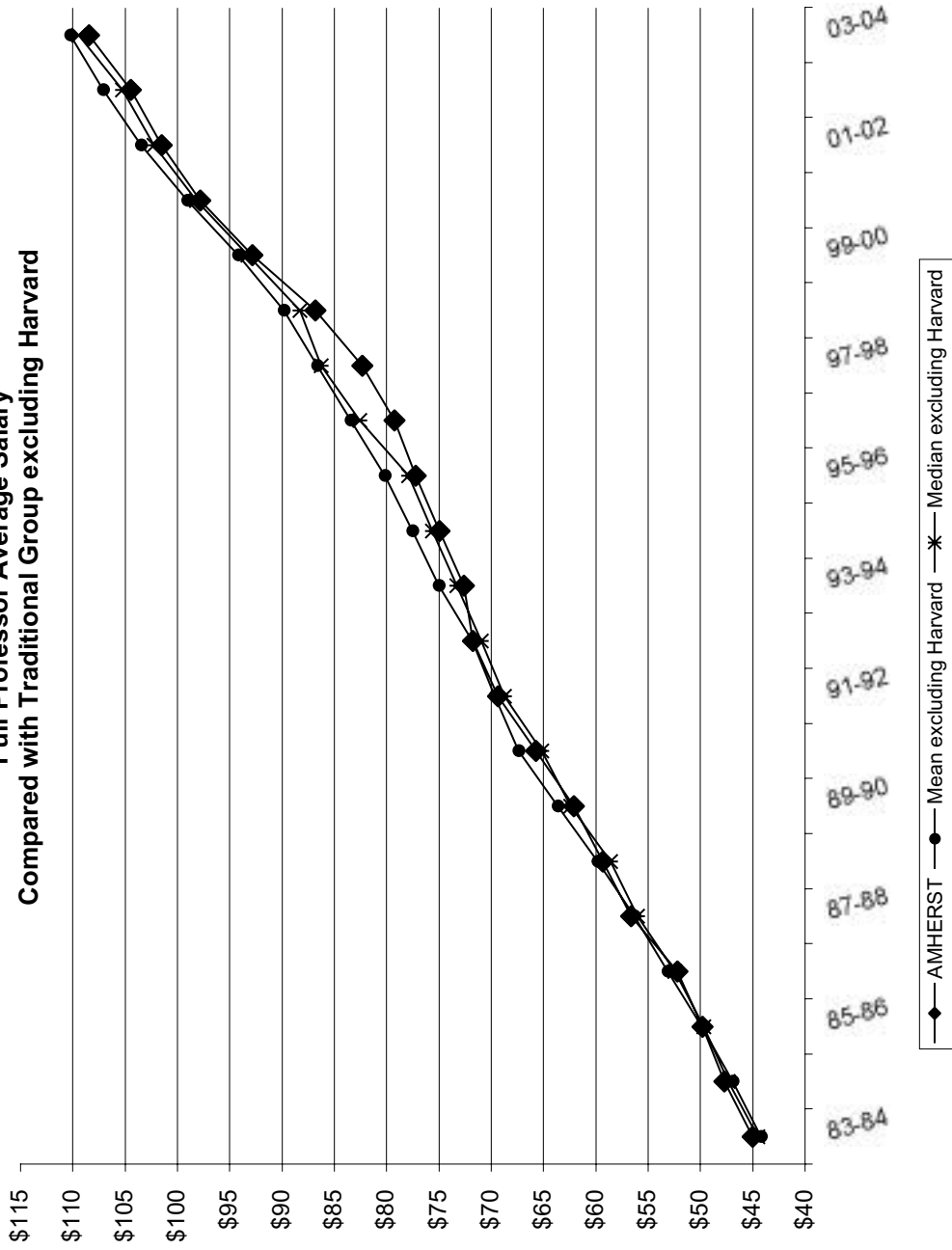




CHART F2  
 Associate Professor Average Salary  
 Compared with Traditional Group excluding Harvard

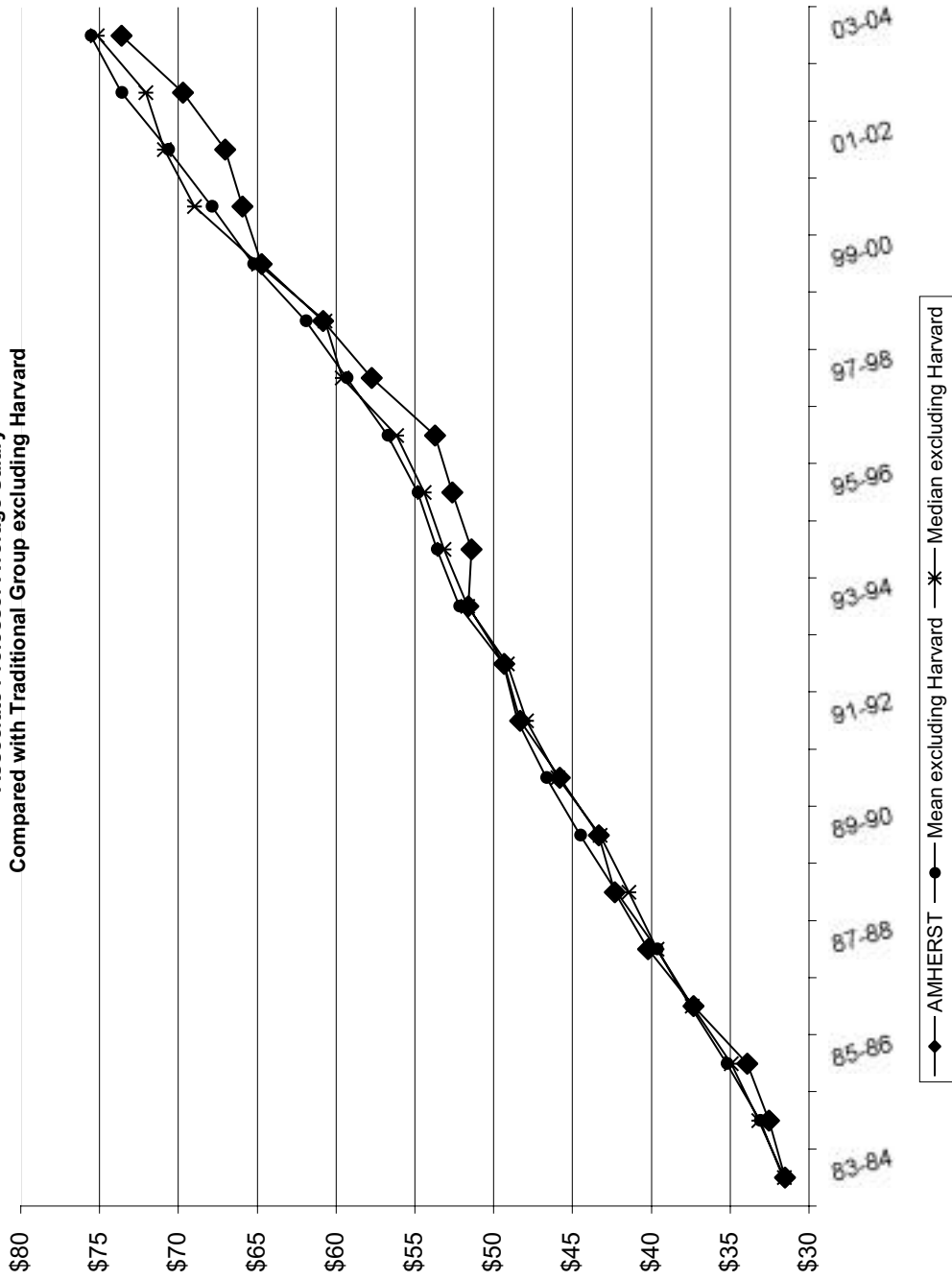
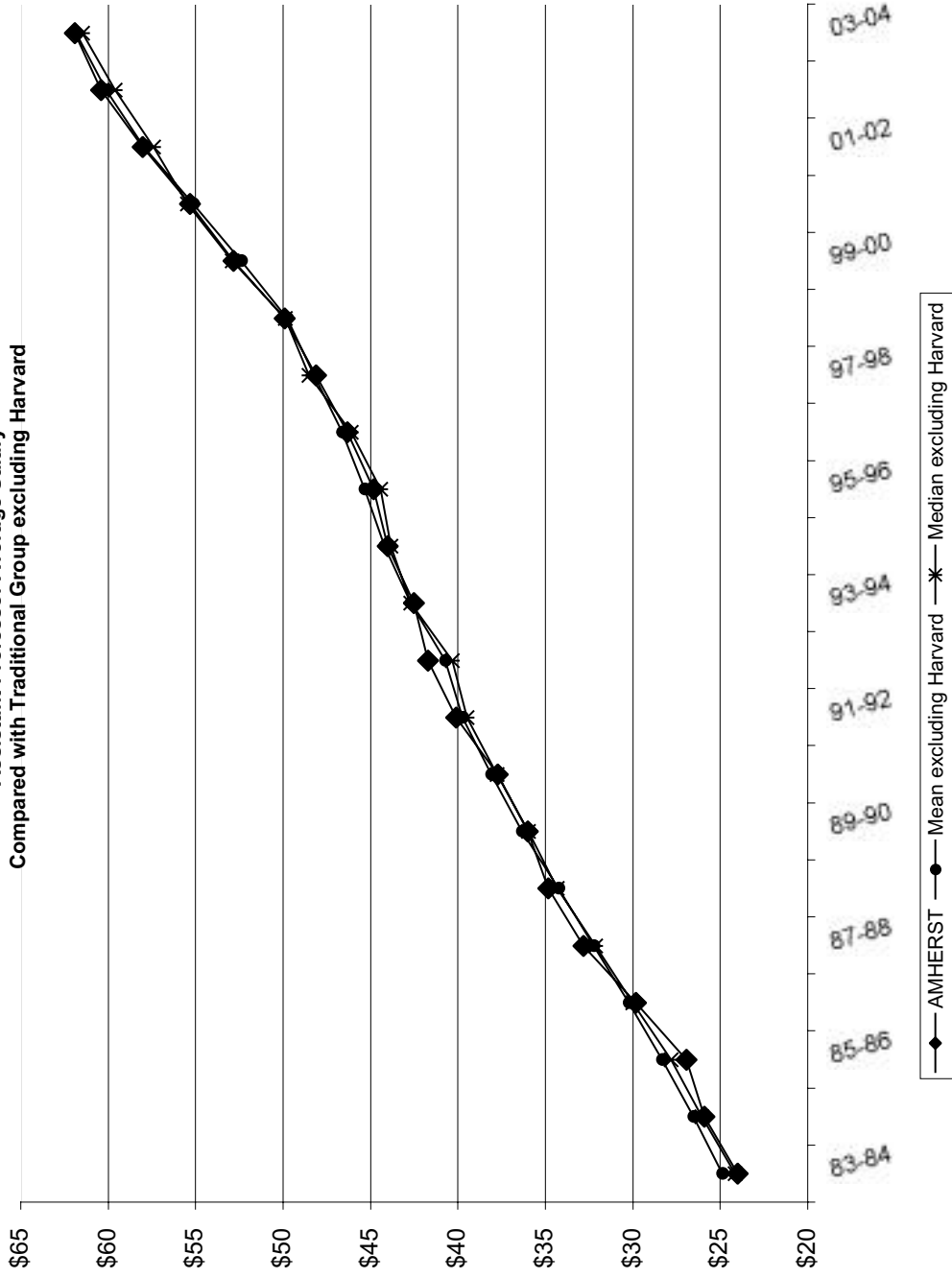


CHART F3  
 Assistant Professor Average Salary  
 Compared with Traditional Group excluding Harvard



**TABLE A1 - Average Annual Increases, Continuing in Rank  
For Periods Ending in 2004  
Full Professors**

	1 Year	3 Years	5 Years	10 Years	15 Years
<u>AMHERST</u>	4.2%	5.1%	6.2%	5.6%	5.5%
Dartmouth	3.0%	5.1%	5.3%	4.9%	5.3%
Harvard	4.2%	5.5%	5.6%	5.2%	5.3%
Indiana U.	3.2%	4.5%	4.7%	4.2%	4.4%
Mount Holyoke	3.4%	5.5%	6.0%	5.2%	6.0%
Smith	2.8%	4.7%	4.9%	4.9%	5.4%
U. Michigan	2.6%	4.4%	4.6%	4.4%	4.3%
U. Virginia	5.0%	1.9%	3.4%	4.4%	4.2%
UMass/Amherst	0.3%	1.1%	3.4%	3.1%	3.4%
Wellesley	5.7%	5.2%	5.8%	5.6%	6.5%
Wesleyan	5.9%	5.9%	6.0%	4.9%	5.5%
Williams	4.1%	5.8%	5.9%	6.4%	6.5%
Yale	4.3%	5.2%	5.3%	5.0%	5.5%
Mean	3.7%	4.6%	5.1%	4.9%	5.2%
Median	4.1%	5.1%	5.3%	4.9%	5.4%
CPI	2.5%	1.9%	2.5%	2.4%	2.8%

**Average Salary 88-89**

**Average Salary 03-04**

Harvard	79.3	Harvard	157.5
Yale	72.6	Yale	138.8
U. Virginia	65.9	Dartmouth	118.0
U. Michigan	62.9	U. Michigan	117.8
Dartmouth	61.3	Wellesley	113.6
UMass/Amherst	60.8	U. Virginia	112.9
<u>AMHERST</u>	<b>59.3</b>	Wesleyan	109.8
Wesleyan	57.8	Williams	109.0
Wellesley	57.7	<u>AMHERST</u>	<b>108.4</b>
Williams	57.4	Smith	102.4
Smith	55.9	Mount Holyoke	102.2
Indiana U.	54.5	Indiana U.	99.1
Mount Holyoke	51.2	UMass/Amherst	90.7
Mean	61.3	Mean	113.9
Median	59.3	Median	109.8

**TABLE A2 - Average Annual Increases, Continuing in Rank  
For Periods Ending in 2004  
Associate Professors**

	1 Year	3 Years	5 Years	10 Years	15 Years
<u>AMHERST</u>	5.8%	7.5%	7.6%	7.2%	7.2%
Dartmouth	3.3%	5.5%	6.2%	6.0%	6.3%
Harvard	5.1%	6.0%	7.0%	5.9%	5.9%
Indiana U.	3.7%	5.4%	5.5%	5.0%	5.1%
Mount Holyoke	4.6%	6.5%	6.7%	5.7%	6.8%
Smith	1.6%	4.7%	5.7%	5.4%	6.0%
U. Michigan	3.8%	5.1%	5.3%	5.2%	5.0%
U. Virginia	7.3%	2.8%	4.3%	5.1%	4.8%
UMass/Amherst	0.9%	1.7%	4.0%	3.9%	4.3%
Wellesley	8.5%	7.5%	7.2%	6.6%	7.3%
Wesleyan	6.4%	6.6%	6.6%	5.6%	6.2%
Williams	5.2%	7.7%	8.0%	7.7%	7.6%
Yale	7.6%	9.6%	9.1%	7.9%	8.1%
Mean	4.9%	5.9%	6.4%	5.9%	6.2%
Median	5.1%	6.0%	6.6%	5.7%	6.2%
CPI	2.5%	1.9%	2.5%	2.4%	2.8%

**Average Salary 88-89**

**Average Salary 03-04**

U. Michigan	47.6	Harvard	91.9
UMass/Amherst	47.3	Dartmouth	81.4
U. Virginia	44.5	U. Michigan	80.9
Yale	44.0	Wellesley	80.6
Harvard	43.8	Yale	78.5
Dartmouth	43.6	Williams	77.5
<u>AMHERST</u>	<b>42.3</b>	Mount Holyoke	75.2
Wellesley	40.5	U. Virginia	75.1
Williams	40.5	Wesleyan	73.7
Smith	39.9	<u>AMHERST</u>	<b>73.6</b>
Wesleyan	39.9	UMass/Amherst	70.8
Indiana U.	38.6	Smith	70.6
Mount Holyoke	37.2	Indiana U.	68.5
Mean	42.3	Mean	76.8
Median	42.3	Median	75.2

**TABLE A3 - Average Annual Increases, Continuing in Rank  
For Periods Ending in 2004  
Assistant Professors**

	1 Year	3 Years	5 Years	10 Years	15 Years
<u>AMHERST</u>	4.5%	5.4%	6.1%	5.5%	5.8%
Dartmouth	4.7%	6.3%	7.1%	6.7%	7.0%
Harvard	4.0%	5.6%	6.3%	6.0%	6.1%
Indiana U.	4.4%	6.3%	6.2%	5.3%	5.5%
Mount Holyoke	4.7%	6.8%	8.0%	7.4%	8.1%
Smith	1.6%	6.1%	6.7%	6.6%	7.1%
U. Michigan	3.5%	4.4%	4.7%	5.1%	5.1%
U. Virginia	8.1%	3.0%	4.7%	5.3%	5.2%
UMass/Amherst	2.4%	2.7%	4.8%	4.6%	5.3%
Wellesley	8.2%	7.2%	7.6%	6.8%	7.5%
Wesleyan	6.7%	6.5%	6.6%	5.8%	6.1%
Williams	5.6%	8.4%	8.9%	7.9%	7.5%
Yale	6.4%	6.1%	6.4%	5.7%	6.2%
Mean	5.0%	5.7%	6.5%	6.1%	6.3%
Median	4.7%	6.1%	6.4%	5.8%	6.1%
CPI	2.5%	1.9%	2.5%	2.4%	2.8%

**Average Salary 88-89**

**Average Salary 03-04**

Harvard	39.6	Harvard	82.1
U. Michigan	39.2	Dartmouth	67.9
UMass/Amherst	36.7	U. Michigan	66.7
Dartmouth	36.3	Yale	66.5
U. Virginia	35.5	Wellesley	64.6
<u>AMHERST</u>	<b>34.8</b>	<u>AMHERST</u>	<b>61.9</b>
Yale	34.6	Williams	61.6
Williams	34.0	Wesleyan	61.3
Wesleyan	33.9	U. Virginia	60.8
Wellesley	33.0	Indiana U.	59.6
Indiana U.	32.3	Smith	57.5
Smith	30.8	UMass/Amherst	56.7
Mount Holyoke	29.6	Mount Holyoke	56.6
Mean	34.6	Mean	63.4
Median	34.6	Median	61.6

Note: For certain years some colleges did not submit data to AAUP for % increase. In those instances, the calculations have been modified to exclude that year.

**TABLE C-1**

**COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE TRADITIONAL GROUP**

RANK/ INSTITUTION	ACTUAL FY2001-02 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2002-03 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2003-04 SALARY DOLLARS	% INC
<b>PROFESSORS</b>			<b>PROFESSORS</b>			<b>PROFESSORS</b>		
Harvard	144.7	7.63%	Harvard	150.8	4.69%	Harvard	157.5	4.22%
Yale	131.2	5.78%	Yale	137.2	5.70%	Yale	138.8	4.25%
Dartmouth	109.1	6.69%	U. Michigan	114.8	4.52%	Dartmouth	118.0	2.95%
U. Michigan	108.9	5.95%	Dartmouth	114.0	5.51%	U. Michigan	117.8	2.64%
U. Virginia	107.6	0.34%	Wellesley	108.3	5.37%	Wellesley	113.6	5.70%
Wellesley	104.3	4.55%	U. Virginia	107.7	0.47%	U. Virginia	112.9	5.02%
Williams	102.9	7.06%	Williams	106.0	6.35%	Wesleyan	109.8	5.89%
<b><u>AMHERST</u></b>	<b><u>101.5</u></b>	<b><u>6.42%</u></b>	<b><u>AMHERST</u></b>	<b><u>104.4</u></b>	<b><u>4.65%</u></b>	Williams	109.0	4.11%
Smith	98.0	4.96%	Smith	103.0	6.24%	<b><u>AMHERST</u></b>	<b><u>108.4</u></b>	<b><u>4.19%</u></b>
Wesleyan	97.3	6.73%	Wesleyan	101.4	5.10%	Smith	102.4	2.75%
Mount Holyoke	96.4	7.68%	Mount Holyoke	100.2	5.44%	Mount Holyoke	102.2	3.44%
Indiana U.	94.2	6.37%	Indiana U.	96.8	4.01%	Indiana U.	99.1	3.18%
UMass/Amherst	90.0	2.91%	UMass/Amherst	90.7	0.22%	UMass/Amherst	90.7	0.25%
<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>		
Harvard	85.2	7.22%	Harvard	88.8	5.62%	Harvard	91.9	5.07%
Dartmouth	76.8	7.41%	Dartmouth	81.3	5.81%	Dartmouth	81.4	3.31%
U. Michigan	76.3	5.82%	Yale	79.5	11.82%	U. Michigan	80.9	3.77%
Williams	72.9	9.12%	U. Michigan	78.9	5.73%	Wellesley	80.6	8.54%
Yale	72.7	9.27%	Wellesley	76.8	8.18%	Yale	78.5	7.61%
Wellesley	72.2	5.88%	Williams	76.1	8.71%	Williams	77.5	5.18%
U. Virginia	71.2	0.42%	Mount Holyoke	72.8	7.28%	Mount Holyoke	75.2	4.55%
UMass/Amherst	70.5	3.93%	Smith	71.3	5.81%	U. Virginia	75.1	7.31%
Mount Holyoke	69.6	7.52%	U. Virginia	71.3	0.52%	Wesleyan	73.7	6.38%
Smith	68.2	6.81%	UMass/Amherst	70.7	0.39%	<b><u>AMHERST</u></b>	<b><u>73.6</u></b>	<b><u>5.77%</u></b>
<b><u>AMHERST</u></b>	<b><u>67.0</u></b>	<b><u>9.37%</u></b>	<b><u>AMHERST</u></b>	<b><u>69.7</u></b>	<b><u>7.34%</u></b>	UMass/Amherst	70.8	0.85%
Wesleyan	65.9	6.90%	Wesleyan	68.4	6.45%	Smith	70.6	1.55%
Indiana U.	64.0	7.70%	Indiana U.	66.2	4.75%	Indiana U.	68.5	3.65%
<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
Harvard	75.0	7.45%	Harvard	79.3	5.40%	Harvard	82.1	3.99%
Dartmouth	64.6	8.20%	Dartmouth	66.5	6.16%	Dartmouth	67.9	4.68%
U. Michigan	61.7	5.59%	U. Michigan	65.3	3.99%	U. Michigan	66.7	3.48%
Yale	60.6	6.12%	Yale	63.8	5.76%	Yale	66.5	6.41%
Williams	59.2	10.21%	Williams	61.3	9.42%	Wellesley	64.6	8.17%
Wellesley	58.6	5.83%	Wellesley	61.1	7.50%	<b><u>AMHERST</u></b>	<b><u>61.9</u></b>	<b><u>4.47%</u></b>
<b><u>AMHERST</u></b>	<b><u>58.0</u></b>	<b><u>6.13%</u></b>	<b><u>AMHERST</u></b>	<b><u>60.4</u></b>	<b><u>5.68%</u></b>	Williams	61.6	5.57%
U. Virginia	56.8	0.13%	Indiana U.	58.8	5.83%	Wesleyan	61.3	6.70%
UMass/Amherst	55.7	5.05%	Smith	57.9	6.90%	U. Virginia	60.8	8.07%
Smith	55.7	9.66%	U. Virginia	57.4	0.80%	Indiana U.	59.6	4.37%
Indiana U.	55.3	8.61%	Wesleyan	56.6	6.05%	Smith	57.5	1.61%
Mount Holyoke	54.8	9.58%	Mount Holyoke	56.0	5.99%	UMass/Amherst	56.7	2.42%
Wesleyan	54.4	6.69%	UMass/Amherst	55.9	0.64%	Mount Holyoke	56.6	4.68%

**TABLE C-2**

**COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE TRADITIONAL GROUP**

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 COMPENSATION</b>
<b>PROFESSORS</b>		<b>PROFESSORS</b>		<b>PROFESSORS</b>	
Harvard	174.8	Harvard	179.4	Harvard	193.0
Yale	155.7	Yale	164.9	Yale	166.3
Dartmouth	138.7	Dartmouth	145.8	Dartmouth	150.8
Wellesley	137.8	Wellesley	142.9	Wellesley	150.8
U. Michigan	133.3	U. Michigan	138.1	U. Michigan	142.4
U. Virginia	130.0	Williams	134.8	U. Virginia	138.9
Williams	128.6	Smith	131.5	Williams	138.8
Smith	126.8	<u><b>AMHERST</b></u>	<u><b>130.6</b></u>	<u><b>AMHERST</b></u>	<u><b>135.8</b></u>
<u><b>AMHERST</b></u>	<u><b>124.9</b></u>	U. Virginia	130.1	Smith	131.8
Wesleyan	120.3	Mount Holyoke	126.0	Wesleyan	130.4
Mount Holyoke	119.9	Wesleyan	124.3	Mount Holyoke	129.2
Indiana U.	118.1	Indiana U.	123.1	Indiana U.	126.5
UMass/Amherst	111.3	UMass/Amherst	114.6	UMass/Amherst	114.0
<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>	
Harvard	103.6	Harvard	105.3	Harvard	114.6
Dartmouth	98.3	Dartmouth	104.9	Wellesley	106.5
U. Michigan	96.6	Wellesley	100.1	Dartmouth	105.1
Wellesley	94.7	Williams	99.0	U. Michigan	100.8
Williams	93.3	Yale	98.5	Williams	100.2
Yale	90.2	U. Michigan	97.7	Yale	98.5
Mount Holyoke	89.1	Mount Holyoke	92.3	Mount Holyoke	96.0
UMass/Amherst	88.4	Smith	91.2	<u><b>AMHERST</b></u>	<u><b>95.3</b></u>
U. Virginia	88.3	<u><b>AMHERST</b></u>	<u><b>90.8</b></u>	U. Virginia	95.0
Smith	88.2	UMass/Amherst	90.7	UMass/Amherst	90.5
<u><b>AMHERST</b></u>	<u><b>84.6</b></u>	U. Virginia	88.3	Smith	90.2
Wesleyan	83.0	Wesleyan	85.7	Wesleyan	90.2
Indiana U.	81.7	Indiana U.	85.6	Indiana U.	89.0
<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>	
Harvard	90.0	Harvard	93.0	Harvard	101.0
Dartmouth	79.8	Dartmouth	83.4	Dartmouth	84.9
U. Michigan	79.6	U. Michigan	81.7	U. Michigan	84.3
<u><b>AMHERST</b></u>	<u><b>76.8</b></u>	<u><b>AMHERST</b></u>	<u><b>80.2</b></u>	<u><b>AMHERST</b></u>	<u><b>82.9</b></u>
Williams	75.8	Williams	79.4	Yale	81.5
Yale	73.7	Yale	78.6	Wellesley	80.6
Wellesley	72.9	Wellesley	77.5	Williams	79.5
U. Virginia	70.3	Indiana U.	74.6	U. Virginia	77.4
UMass/Amherst	70.3	Mount Holyoke	72.8	Indiana U.	76.4
Indiana U.	69.4	Smith	71.9	Wesleyan	75.1
Mount Holyoke	69.2	UMass/Amherst	71.4	Mount Holyoke	74.1
Smith	69.0	Wesleyan	71.4	UMass/Amherst	72.3
Wesleyan	68.6	U. Virginia	71.2	Smith	69.7

**TABLE C-3**

**COMPARISON OF SALARY AND COMPENSATION: ALL RANKS COMBINED**

**AMHERST COLLEGE AND THE TRADITIONAL GROUP**

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 SALARY DOLLARS</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 SALARY DOLLARS</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 SALARY DOLLARS</b>
<b>ALL RANKS</b>		<b>ALL RANKS</b>		<b>ALL RANKS</b>	
Harvard	118.9	Harvard	124.1	Harvard	129.3
Yale	104.0	Yale	109.1	Yale	110.6
<b><u>AMHERST</u></b>	<b><u>89.0</u></b>	Dartmouth	92.3	Dartmouth	94.8
Dartmouth	88.2	<b><u>AMHERST</u></b>	<b><u>91.5</u></b>	<b><u>AMHERST</u></b>	<b><u>93.8</u></b>
U. Michigan	87.1	U. Michigan	91.4	U. Michigan	93.4
U. Virginia	85.6	Wellesley	87.9	Wellesley	93.4
Wellesley	84.5	U. Virginia	86.2	U. Virginia	90.1
Williams	82.9	Williams	85.8	Wesleyan	90.1
Mount Holyoke	81.1	Mount Holyoke	85.1	Williams	87.0
Wesleyan	80.9	Wesleyan	83.2	Mount Holyoke	85.5
Smith	79.9	Smith	82.8	Smith	82.3
UMass/Amherst	78.7	Indiana U.	80.4	Indiana U.	80.9
Indiana U.	77.6	UMass/Amherst	78.5	UMass/Amherst	78.3

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 COMPENSATION</b>
<b>ALL RANKS</b>		<b>ALL RANKS</b>		<b>ALL RANKS</b>	
Harvard	143.6	Harvard	147.3	Harvard	158.7
Yale	124.4	Yale	132.0	Yale	133.6
Dartmouth	111.8	Dartmouth	118.0	Wellesley	122.5
<b><u>AMHERST</u></b>	<b><u>110.8</u></b>	<b><u>AMHERST</u></b>	<b><u>115.9</u></b>	Dartmouth	121.0
Wellesley	110.4	Wellesley	114.8	<b><u>AMHERST</u></b>	<b><u>119.2</u></b>
U. Michigan	108.6	U. Michigan	111.6	U. Michigan	114.8
U. Virginia	104.5	Williams	110.0	U. Virginia	112.1
Williams	104.5	Mount Holyoke	107.7	Williams	111.4
Smith	102.7	Smith	105.2	Mount Holyoke	109.2
Mount Holyoke	101.9	U. Virginia	105.2	Wesleyan	108.2
Wesleyan	100.7	Wesleyan	102.9	Smith	104.6
UMass/Amherst	97.9	Indiana U.	102.6	Indiana U.	103.9
Indiana U.	97.8	UMass/Amherst	99.7	UMass/Amherst	99.1



**TABLE D-1**

**COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE LIBERAL ARTS GROUP**

ACTUAL FY2001-02			ACTUAL FY2002-03			ACTUAL FY2003-04		
RANK/ INSTITUTION	SALARY DOLLARS	% INC	RANK/ INSTITUTION	SALARY DOLLARS	% INC	RANK/ INSTITUTION	SALARY DOLLARS	% INC
<b>PROFESSORS</b>			<b>PROFESSORS</b>			<b>PROFESSORS</b>		
Wellesley	104.3	4.55%	Pomona	109.7	8.63%	Pomona	114.9	5.68%
Swarthmore	105.0	7.29%	Wellesley	108.3	5.37%	Wellesley	113.6	5.70%
Williams	102.9	7.06%	Swarthmore	107.4	2.43%	Swarthmore	109.8	4.39%
Pomona	101.7	10.41%	Williams	106.0	6.35%	Wesleyan	109.8	5.89%
<b><u>AMHERST</u></b>	<b><u>101.5</u></b>	<b><u>6.42%</u></b>	<b><u>AMHERST</u></b>	<b><u>104.4</u></b>	<b><u>4.65%</u></b>	Williams	109.0	4.11%
Wesleyan	97.3	6.73%	Wesleyan	101.4	5.10%	<b><u>AMHERST</u></b>	<b><u>108.4</u></b>	<b><u>4.19%</u></b>
Bowdoin	95.6	5.74%	Bowdoin	100.0	7.51%	Bowdoin	103.1	3.33%
Middlebury	95.6	5.02%	Middlebury	99.3	4.09%	Middlebury	99.9	1.19%
Carlton	91.1	12.58%	Carlton	94.8	5.86%	Carlton	95.5	1.57%
Haverford	89.6	5.49%	Haverford	91.8	3.86%	Haverford	94.2	3.35%
Davidson	83.6	5.14%	Davidson	86.7	5.63%	Davidson	90.3	6.83%
<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>		
Williams	72.9	9.12%	Wellesley	76.8	8.18%	Wellesley	80.6	8.54%
Wellesley	72.2	5.88%	Williams	76.1	8.71%	Pomona	78.3	5.87%
Swarthmore	72.0	7.66%	Pomona	75.9	10.92%	Williams	77.5	5.18%
Pomona	71.0	10.69%	Swarthmore	74.6	6.61%	Swarthmore	76.9	5.60%
Bowdoin	68.4	5.05%	Bowdoin	71.3	5.46%	Wesleyan	73.7	6.38%
Haverford	67.4	6.00%	<b><u>AMHERST</u></b>	<b><u>69.7</u></b>	<b><u>7.34%</u></b>	<b><u>AMHERST</u></b>	<b><u>73.6</u></b>	<b><u>5.77%</u></b>
<b><u>AMHERST</u></b>	<b><u>67.0</u></b>	<b><u>9.37%</u></b>	Haverford	69.4	4.40%	Bowdoin	73.0	3.91%
Middlebury	66.5	5.54%	Middlebury	68.8	4.55%	Haverford	71.1	5.90%
Wesleyan	65.9	6.90%	Wesleyan	68.4	6.45%	Middlebury	67.8	1.74%
Carlton	64.3	9.69%	Carlton	66.8	8.47%	Carlton	67.5	3.34%
Davidson	59.9	4.86%	Davidson	63.3	7.86%	Davidson	67.5	8.76%
<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
Williams	59.2	10.21%	Williams	61.3	9.42%	Wellesley	64.6	8.17%
Wellesley	58.6	5.83%	Wellesley	61.1	7.50%	<b><u>AMHERST</u></b>	<b><u>61.9</u></b>	<b><u>4.47%</u></b>
<b><u>AMHERST</u></b>	<b><u>58.0</u></b>	<b><u>6.13%</u></b>	<b><u>AMHERST</u></b>	<b><u>60.4</u></b>	<b><u>5.68%</u></b>	Williams	61.6	5.57%
Swarthmore	55.6	7.94%	Carlton	59.2	9.22%	Wesleyan	61.3	6.70%
Carlton	54.9	10.46%	Swarthmore	58.2	7.17%	Swarthmore	60.4	4.85%
Pomona	54.7	11.63%	Pomona	56.9	9.18%	Carlton	59.6	2.31%
Wesleyan	54.4	6.69%	Wesleyan	56.6	6.05%	Pomona	58.0	7.80%
Middlebury	53.7	6.08%	Middlebury	55.9	6.72%	Bowdoin	57.0	4.84%
Haverford	53.4	6.65%	Bowdoin	55.1	6.63%	Haverford	56.0	3.99%
Bowdoin	53.2	5.26%	Haverford	54.7	6.17%	Middlebury	55.8	2.53%
Davidson	48.7	6.78%	Davidson	49.9	7.74%	Davidson	55.2	11.98%

**TABLE D-2**

**COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE LIBERAL ARTS GROUP**

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 COMPENSATION</b>
<b>PROFESSORS</b>		<b>PROFESSORS</b>		<b>PROFESSORS</b>	
Wellesley	137.8	Wellesley	142.9	Wellesley	150.8
Williams	128.6	Pomona	135.1	Pomona	140.1
Swarthmore	128.3	Williams	134.8	Williams	138.8
Pomona	125.2	Swarthmore	132.6	Swarthmore	136.3
<b><u>AMHERST</u></b>	<b><u>124.9</u></b>	<b><u>AMHERST</u></b>	<b><u>130.6</u></b>	<b><u>AMHERST</u></b>	<b><u>135.8</u></b>
Haverford	122.7	Middlebury	128.1	Bowdoin	133.4
Middlebury	121.7	Bowdoin	127.3	Middlebury	131.1
Wesleyan	120.3	Haverford	125.3	Wesleyan	130.4
Bowdoin	119.9	Wesleyan	124.3	Haverford	129.6
Carlton	118.0	Carlton	122.5	Carlton	124.9
Davidson	113.1	Davidson	111.3	Davidson	116.0
<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>	
Haverford	94.9	Wellesley	100.1	Wellesley	106.5
Wellesley	94.7	Williams	99.0	Williams	100.2
Williams	93.3	Haverford	96.8	Swarthmore	98.9
Swarthmore	90.7	Swarthmore	95.8	Haverford	98.6
Pomona	89.0	Pomona	94.1	Pomona	97.3
Bowdoin	87.9	Bowdoin	91.3	<b><u>AMHERST</u></b>	<b><u>95.3</u></b>
Carlton	85.4	<b><u>AMHERST</u></b>	<b><u>90.8</u></b>	Bowdoin	95.3
<b><u>AMHERST</u></b>	<b><u>84.6</u></b>	Carlton	88.6	Carlton	91.2
Wesleyan	83.0	Middlebury	87.4	Wesleyan	90.2
Middlebury	82.5	Wesleyan	85.7	Middlebury	88.9
Davidson	78.9	Davidson	82.4	Davidson	88.5
<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>	
<b><u>AMHERST</u></b>	<b><u>76.8</u></b>	<b><u>AMHERST</u></b>	<b><u>80.2</u></b>	<b><u>AMHERST</u></b>	<b><u>82.9</u></b>
Williams	75.8	Williams	79.4	Carlton	80.6
Haverford	74.2	Carlton	79.0	Wellesley	80.6
Carlton	73.9	Wellesley	77.5	Williams	79.5
Wellesley	72.9	Haverford	76.0	Haverford	79.4
Swarthmore	70.5	Swarthmore	74.6	Swarthmore	78.1
Wesleyan	68.6	Wesleyan	71.4	Wesleyan	75.1
Pomona	67.7	Bowdoin	70.3	Davidson	74.7
Bowdoin	67.6	Middlebury	70.2	Bowdoin	74.1
Davidson	66.5	Pomona	70.0	Pomona	72.8
Middlebury	66.4	Davidson	69.4	Middlebury	71.6

**TABLE D-3**

**COMPARISON OF SALARY AND COMPENSATION: ALL RANKS COMBINED**

**AMHERST COLLEGE AND THE LIBERAL ARTS GROUP**

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 SALARY DOLLARS</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 SALARY DOLLARS</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 SALARY DOLLARS</b>
<b>ALL RANKS</b>		<b>ALL RANKS</b>		<b>ALL RANKS</b>	
<b><u>AMHERST</u></b>	<b><u>89.0</u></b>	<b><u>AMHERST</u></b>	<b><u>91.5</u></b>	<b><u>AMHERST</u></b>	<b><u>93.8</u></b>
Wellesley	84.5	Wellesley	87.9	Wellesley	93.4
Swarthmore	84.5	Swarthmore	86.1	Wesleyan	90.1
Williams	82.9	Williams	85.8	Pomona	89.0
Wesleyan	80.9	Pomona	85.1	Swarthmore	88.0
Pomona	80.4	Wesleyan	83.2	Williams	87.0
Carleton	76.1	Carleton	79.2	Carleton	79.5
Middlebury	72.9	Middlebury	75.5	Bowdoin	76.0
Bowdoin	71.0	Bowdoin	73.4	Middlebury	75.7
Haverford	69.5	Haverford	72.2	Davidson	74.8
Davidson	68.6	Davidson	71.0	Haverford	73.4

<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2001-02 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2002-03 COMPENSATION</b>	<b>RANK/ INSTITUTION</b>	<b>ACTUAL FY2003-04 COMPENSATION</b>
<b>ALL RANKS</b>		<b>ALL RANKS</b>		<b>ALL RANKS</b>	
<b><u>AMHERST</u></b>	<b><u>110.8</u></b>	<b><u>AMHERST</u></b>	<b><u>115.9</u></b>	Wellesley	122.5
Wellesley	110.4	Wellesley	114.8	<b><u>AMHERST</u></b>	<b><u>119.2</u></b>
Swarthmore	104.7	Williams	110.0	Williams	111.4
Williams	104.5	Swarthmore	108.1	Swarthmore	111.0
Wesleyan	100.7	Pomona	104.9	Pomona	109.6
Carleton	99.7	Carleton	103.5	Wesleyan	108.2
Pomona	99.6	Wesleyan	102.9	Carleton	105.3
Haverford	96.4	Haverford	99.6	Haverford	102.0
Davidson	92.3	Middlebury	96.3	Bowdoin	98.7
Middlebury	91.5	Bowdoin	93.8	Middlebury	98.5
Bowdoin	89.9	Davidson	92.8	Davidson	97.6

**TABLE E**

**DISTRIBUTION OF FACULTY BY RANK FOR**

**AMHERST COLLEGE AND THE TRADITIONAL AND LIBERAL ARTS GROUPS COMBINED**

**FISCAL YEAR 2003-04**

INSTITUTION	#	% OF TOTAL	INSTITUTION	#	% OF TOTAL	INSTITUTION	#	% OF TOTAL
<b>PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
<u>AMHERST</u>	101	66.9%	Pomona	58	36.3%	Bowdoin	61	39.9%
Harvard	756	61.8%	Haverford	36	34.0%	Williams	83	35.2%
Yale	525	58.7%	Davidson	46	31.3%	Middlebury	78	35.1%
Wesleyan	139	55.2%	Swarthmore	52	29.9%	Haverford	36	34.0%
Mount Holyoke	99	54.7%	UMass/Amherst	278	29.5%	Dartmouth	127	31.5%
Carlton	93	51.7%	Indiana U.	387	29.0%	U. Michigan	575	29.9%
UMass/Amherst	486	51.5%	U. Virginia	287	28.4%	Yale	249	27.8%
Wellesley	108	51.2%	Bowdoin	41	26.8%	Wesleyan	69	27.4%
U. Virginia	491	48.6%	Smith	77	26.1%	Carlton	48	26.7%
Williams	113	47.9%	Wellesley	51	24.2%	<u>AMHERST</u>	39	25.8%
Smith	141	47.8%	U. Michigan	461	24.0%	Smith	72	24.4%
Indiana U.	634	47.6%	Dartmouth	94	23.3%	Swarthmore	42	24.1%
Swarthmore	80	46.0%	Mount Holyoke	41	22.7%	Davidson	35	23.8%
U. Michigan	877	45.7%	Middlebury	44	19.8%	Wellesley	50	23.7%
Dartmouth	182	45.2%	Carlton	35	19.4%	Indiana U.	311	23.3%
Davidson	66	44.9%	Wesleyan	43	17.1%	Harvard	284	23.2%
Pomona	67	41.9%	Williams	40	16.9%	Mount Holyoke	41	22.7%
Middlebury	89	40.1%	Harvard	156	12.8%	U. Virginia	222	22.0%
Haverford	34	32.1%	Yale	101	11.3%	Pomona	32	20.0%
Bowdoin	49	32.0%	<u>AMHERST</u>	11	7.3%	UMass/Amherst	176	18.7%
<b>TOTAL</b>			<b>INSTRUCTORS</b>					
<u>AMHERST</u>	151	100.0%	Middlebury	11	5.0%			
Bowdoin	153	100.0%	Yale	10	2.2%			
Carlton	180	100.0%	Carlton	4	2.2%			
Dartmouth	403	100.0%	Harvard	27	2.2%			
Davidson	147	100.0%	Pomona	3	1.9%			
Harvard	1223	100.0%	Smith	5	1.7%			
Haverford	106	100.0%	Bowdoin	2	1.3%			
Indiana U.	1333	100.0%	U. Virginia	10	1.0%			
Middlebury	222	100.0%	Wellesley	2	0.9%			
Mount Holyoke	181	100.0%	Wesleyan	1	0.4%			
Pomona	160	100.0%	U. Michigan	7	0.4%			
Smith	295	100.0%	UMass/Amherst	3	0.3%			
Swarthmore	174	100.0%	Indiana U.	1	0.1%			
U. Michigan	1920	100.0%	<u>AMHERST</u>	0	0.0%			
U. Virginia	1010	100.0%	Davidson	0	0.0%			
UMass/Amherst	943	100.0%	Haverford	0	0.0%			
Wellesley	211	100.0%	Dartmouth	0	0.0%			
Wesleyan	252	100.0%	Swarthmore	0	0.0%			
Williams	236	100.0%	Williams	0	0.0%			
Yale	895	100.0%	Mount Holyoke	0	0.0%			