

Amherst College

Annual Faculty Salary and Compensation Report, 2004–05

Committee on Priorities and Resources

Spring 2005

Members of the Committee:

Jyl Gentzler

Dominic L. Poccia

Beth V. Yarbrough, Chair

Richa S. Bhala '07

Viet H. Do '06

Gabriel Mattera '05

Gregory S. Call, *ex officio*

Peter J. Shea, *ex officio*

Shannon D. Gurek, *ex officio*

Kathryn V. Bryne, *ex officio*

Annual Faculty Salary and Compensation Report, 2004-2005¹

Committee on Priorities and Resources Spring 2005

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 CPR's annual report has focused on a comparison of salary and compensation at Amherst with that at 12 comparator institutions known as the "Traditional Group," using data on average salary by rank provided by the American Association of University Professors (AAUP).

II. RECENT DEVELOPMENTS

Over the past few years, members of the Faculty, Administration, and Board of Trustees have expressed various concerns about the reliability of the comparisons made in the annual salary and compensation report: To what extent was the Traditional Group the "right" one; and, in particular, how representative was the Traditional Group of the institutions with which Amherst actually competes for faculty? How appropriate were the AAUP data that formed the foundation of the annual reports? Were those data likely to contain empirically important biases; and, if so, how might we assess their existence or magnitude?³

These lingering concerns led the Administration and Board of Trustees to ask the CPR, in Fall 2003, to examine the ways Amherst has traditionally performed comparisons of faculty salary and compensation. Specifically, the CPR was asked to recommend both a definitive group of comparator institutions and a benchmark within the group that the College should strive to reach and maintain.

A. Overview of the CPR's recent comparison group report

In response to the Administration's and Board's request, the CPR recently completed the "Amherst College Institutional Comparison Group Report,"⁴ summarized below.

¹ The faculty and student members of the Committee on Priorities and Resources would like to express our appreciation to our administrative and staff colleagues for their help with this report and for their collegial discussions of salary-related matters. We include both the *ex officio* CPR members, Tony Marx, Greg Call, Peter Shea, Shannon Gurek, and Katie Bryne, as well as Marian Matheson, the staff of the Office of the Dean of the Faculty, especially Karla Keyes, and the College archivists who helped the Committee assemble the historical record essential to understanding the salary history of the College.

² The past few reports are available on the Dean of the Faculty's Web site, along with the minutes from CPR meetings.

³ The April 1996 CPR Faculty Salary and Compensation Report contains a discussion of these issues.

⁴ The report is available on the Dean of the Faculty's Web site.

1. Choice of the comparison group

The comparison group report draws on the available empirical evidence to establish the types of institutions with which Amherst competes for faculty and students and argues that the comparison group should comprise those institutions (Recommendation #1). The "New Group" of comparators includes 30 of the country's top public and private research universities and liberal arts colleges.⁵ In the interest of continuity, the New Group retains all institutions from the College's Traditional Group.⁶ The comparison group report emphasizes that the selection of the New Group was intended to broaden and deepen the sample of comparators and to establish an empirical foundation for the particular selections, because the Traditional Group's origins had been rather idiosyncratic. The New Group was not selected with the intent of changing Amherst's apparent salary ranking; and the Committee neither intended nor anticipated that Amherst's relative salary performance would appear radically different when viewed in the context of the New Group than when viewed within the old Traditional Group. The data presented here reveal that we were correct: Amherst's 2004–05 ranking within the New Group at each level of seniority is roughly similar to its 2004–05 ranking within the Traditional Group.

2. Data issues

The comparison group report also outlined the strengths and weaknesses of the AAUP salary and compensation data, as well as those of several alternative data sources. The report concluded that, while the AAUP data are far from perfect for the task at hand, no alternative data source exists as a feasible basis for the Committee's annual faculty salary and compensation report (Recommendation #1).

The most serious sources of potential bias in the AAUP data, both of which result from the fact that those data report only *average* salary by rank, are:

- (1) The possibility of systematic demographic differences across institutions, in particular, time-in-rank. Such systematic demographic differences, if indeed they exist, could make the average by-rank salary figures reported by the AAUP misleading. For example, if School A had assistant professors, on average, earlier in their careers than School B's assistant professors, then the AAUP data would indicate that School B paid higher assistant professor salaries, even if both schools, in fact, paid identical salaries based on years-in-rank.
- (2) The possible inclusion by some institutions of professional school faculty whose salary patterns differ significantly from those of arts and sciences faculty, even at the same institutions. For example, if School C has large business and law schools (which, on average, pay higher salaries than typical arts and science salaries) and if the AAUP data for School C include the business and law school faculties, while School D has no business or law school, then the AAUP data would indicate that School C paid higher

⁵ For colleagues who read the comparison group report in its draft form, what we refer to here as the *New Group* of comparator institutions is the same one referred to in the draft report as the *Recommended Group*.

⁶ Of the 12 Traditional Group schools, eight would have made the New Group based on national ratings such as those in the 2005 *U.S. News* rankings. Four (Indiana University, the University of Massachusetts, Smith College, and Mount Holyoke College) would not have made the New Group based on their rankings but were retained for continuity.

salaries, even if both universities, in fact, paid identical salaries to their arts and sciences faculties.

In the case of potential bias (1), “demographic differences,” Amherst has attempted to evaluate its relative importance by gathering empirical evidence. As discussed more thoroughly in the CPR’s “Amherst College Institutional Comparison Group Report,” in 1997–98 the Amherst Administration gathered from a small sample of comparator institutions more detailed time-in-rank and salary information than that available through the AAUP. The more detailed information indicated that demographic differences *did not appear* to exert a significant impact on Amherst’s apparent salary ranking within the Traditional Group. The CPR’s comparison group report includes a recommendation (Recommendation #3a) that future committees and administrations monitor demographic data periodically for evidence of systematic and large demographic differences that might produce a significant bias in the AAUP average salary data.

In the case of potential bias (2), the Committee has compiled data to assess the extent to which the effect of non-arts and sciences faculty in AAUP salary averages for some institutions requires adjustment of the AAUP data for comparison purposes. The result of that work is that, while the magnitude of difference between Amherst salaries and those of some research universities is affected to some degree by the presence of professional schools, correcting for this effect does not alter the fundamental facts suggested by recent CPR salary and compensation reports. More detail on both the adjustments themselves and their implications for salary comparisons is provided later in this report.⁷ The CPR’s comparison group report includes a recommendation (Recommendation #3b) that future committees and administrations periodically monitor professional school data for evidence of significant changes that might indicate a need to alter the size of the salary adjustments suggested later in this report.

3. Salary performance benchmarks

Historical and archival research undertaken by the Committee during its preparation of the comparison group report revealed a set of clearly articulated benchmarks from the Board of Trustees for salary and compensation at the College (more on these benchmarks follows later in this report). Thus, the Committee declined to supplant or supplement those existing benchmarks but, instead, recommended that their existence be refreshed in the institutional memory and that they play a more explicit ongoing role in the College’s evaluation of the degree to which it meets its expressed institutional commitments to faculty salary and compensation (Recommendation #2).

The remainder of this report updates the information covered by past years’ “Annual Faculty Salary and Compensation” reports. We also include three important extensions of the past analyses. Each extension results from the Committee’s discussions over the past two years on salary and compensation issues and represents a follow-up to Recommendations #1, #2, and #3 in the comparison group report. The three extensions are: (1) the introduction of the New Group of comparator institutions, (2) an overview of salary policy at the College over the past 25 years, including specific performance benchmarks expressed by the Board of Trustees, and (3) inclusion of estimated institution- and rank-specific adjustments to the AAUP salary data to account for the effects of professional school faculty at some institutions in our comparison group.

⁷ See section VII. B.

III. HISTORY OF COLLEGE SALARY POLICY AND PRACTICE

A. Institutional commitment to competitive faculty salaries

Over the past half century, the Amherst College Board of Trustees has issued a series of statements that express in different ways their continuing strong institutional commitment to achieving and maintaining competitive faculty salaries.

In January 1958, the Trustees approved the following policy statement on the subject:

"It is the general objective of the Trustees to raise faculty salaries to a level such that they will be as high as those in any other college in the country and such that Amherst can compete with the universities for faculty members."

The Board released a second statement on faculty salaries in April 1970:

"The Trustees' general objective is to maintain faculty compensation at a level no lower than that of other institutions of highest quality, so that Amherst will remain capable of attracting, retaining, and suitably compensating eminently qualified faculty members."

By the end of the 1970s, however, the reality of faculty salaries, both in real terms and relative to those of comparator institutions, had become increasingly at variance with the Board's stated commitments. Total faculty compensation had peaked in real terms in the late 1960s and then declined significantly through the 1970s, ultimately falling by 25 to 30 percent. [See Chart A.] This occurred in a national economic environment of poor stock market performance and increasing inflation. Between the mid-1960s and late 1970s, the real value of the College's endowment declined by about half (by two-thirds on a per-student basis), while the comprehensive fee rose barely enough to cover inflation and considerably more slowly than the fees at other institutions, in particular the Ivies. Overall College expenditure stayed flat in real terms; and, as the student body grew, expenditure per student declined.

By 1977–79, faculty unrest over falling real salaries became a central issue of College concern and, increasingly, a sore point in deteriorating relations among the Faculty, Administration, and Board. It was during these discussions that the Traditional Group of comparator institutions emerged as the standard by which Amherst salaries and compensation were judged.⁶

In April 1979, the Board of Trustees acknowledged the need for redress in its "Statement by the Board of Trustees Concerning the Resolution Adopted by the Board on Faculty Compensation." We quote at length from this document for two reasons. First, the "Statement" provides the most detailed commitment and rationale by the Board for its salary policy. Second, the "Statement"

⁶ A reading of the documentary evidence suggests that earlier College practice had been to evaluate Amherst's rank on the list of *all* institutions for which the AAUP reported salaries. During the late 1960s and 1970s, the number of institutions on the AAUP list grew rapidly, so Amherst's place on the ever-expanding list provided a poor measure by which to evaluate the changing relative status of the College's salaries.

followed two years of often rancorous discussion among the Faculty, Administration, and Board in the midst of an extraordinarily difficult external economic environment. As a result, all three groups were probably as aware of, and as informed about, salary issues as at any time in the College's recent history; the archival record makes clear that salary related statements made at the time were *not* made lightly.

"Resolved: The Trustees of Amherst College, in recognition of the importance of Faculty Compensation and of the current competitive position of such compensation resolve that the compensation of the Faculty should have, especially in the next three years, a high priority in the allocation of the resources of the College to meet the objectives outlined in their Statement on Faculty Compensation. Towards this end, the Trustees have approved a budget for fiscal year 1979–80 which will permit implementation of the first step of these objectives.

The Trustees recognize the central importance to Amherst College of a scholarly Faculty devoted to undergraduate liberal education. A learned Faculty dedicated to teaching and to scholarship makes Amherst College a special place. The Trustees recognize the necessity for the College to recruit and to retain superior Faculty and to compensate them competitively.

Therefore, we charge the Administration of the College to increase faculty salaries and compensation, especially among the full professors, so that compensation at Amherst College regains the relative competitive position it held in 1968.⁹ . . .

We have instructed the Administration of the College to eliminate the discrepancy between policy and practice. Salaries and compensation at Amherst College must advance, in the next few years, at the same percentage as at other superior colleges and universities plus an increment to close the gap."

The Board outlined a three-year program (1979–80 through 1981–82) to meet its stated objective: regain Amherst's 1968 compensation ranking within the Traditional Group.

In the same April 1979 "Statement," the Board provided concrete "Compensation Objectives" for Amherst within the Traditional Group, based on 1977–78 AAUP compensation figures, the most recent available at the time. Those *objectives* put Amherst in third place in the Traditional Group for full professors, in third place for associate professors, and in second place for assistant professors. Amherst's *actual* compensation rankings at the time were eighth for full professors, tied for fourth/fifth for associate professors, and tied for second/third for assistant professors. The Trustees' "Compensation Objective" figures as articulated in April 1979 are reported in Table 1, along with Amherst's actual compensation rankings at that time.

⁹ While explicitly committing the institution to regain its 1968 ranking, the Trustees also stated, "we do not accept, as a measure of performance, any single external standard, whether it be the Consumer Price Index (CPI), or the percentage increase in real wages in any one year in the economy as a whole, or a particular schedule of institutional rankings by compensation."

TABLE 1:
April 1979 Amherst College Board of Trustees "Compensation Objectives"
(1977-78 Data, \$1000s)

INSTITUTION	PROFESSOR	INSTITUTION	ASSOCIATE	INSTITUTION	ASSISTANT
Harvard	\$40.9	U. Michigan	\$25.6	U. Michigan	\$20.8
Yale	37.1	U. Virginia	25.1	AC OBJECTIVE	20.3
AC OBJECTIVE	35.5	AC OBJECTIVE	25.0	AC ACTUAL	19.2
U. Michigan	35.0	Wellesley	24.6	Indiana U.	19.2
U. Virginia	35.0	AC ACTUAL	23.9	Harvard	19.1
Dartmouth	34.6	Wesleyan	23.9	Smith	18.6
Wesleyan	34.3	Harvard	23.8	U. Virginia	19.4
Wellesley	32.1	Smith	23.6	Wellesley	18.4
AC ACTUAL	31.9	Indiana U.	23.4	Williams	17.7
Indiana U.	31.6	Yale	23.3	Dartmouth	17.6
Williams	31.5	Williams	23.0	Wesleyan	17.5
Smith	31.0	Smith	22.6	UMass	17.3
Mount Holyoke	28.8	Mount Holyoke	22.5	Yale	17.2
UMass	28.8	UMass	21.7	Mount Holyoke	17.1

AC OBJECTIVE is the Board of Trustees' April 1979 stated compensation *objective* for each seniority level using 1977-78 data.

AC ACTUAL is Amherst's *actual* 1977-78 compensation for each seniority level.

It is important to recognize that the Board acknowledged in 1979 that attaining their stated objectives would not be easy. The Personnel Committee of the Board of Trustees explicitly highlighted the hard choices facing the College when they wrote in January 1979 with their recommendations to the full Board:

"Finally, the Personnel Committee recommends to the Administration and the Trustees that Faculty compensation should have a high priority in the next few years in the allocation of the resources of the College. Whether the source of funding of the additional compensation over a period of time comes from increased tuition, reallocation of resources, or additional capital, the above policy statement requires an explicit recognition that Faculty compensation during the next few years will have a high priority in the allocation of the resources of the College.

The Committee recognizes that its recommendations will require hard choices on the part of the Administration and the College community. These choices, touching as they do, on a wide range of educational programs, space needs, and College services, are beyond the purview of the Personnel Committee.

The Committee believes that this commitment to Faculty compensation requires a strong consensus within the College community as it will directly affect the resources available to the College for other purposes and will depend substantially on the increased support of the College's Alumni and Friends to provide the essential resources."

Despite the 1979–82 program of enhanced salary increases put in motion by the Board's Resolution, the magnitude of the earlier declines meant that faculty compensation at Amherst did not regain its mid-1960s real value until well into the 1990s, after over a decade of incremental real salary increases. *Throughout the 1980s faculty compensation never reached the objective articulated by the Board in 1979, with the exception of compensation for associate professors in 1985–86 which did rank third in the Traditional Group.*

The 1993 *Report of the Priorities Planning Committee*, in its "Financial Framework Statement" (p. 24), reaffirmed the College's commitment to faculty salaries. It stated that the conditions for maintaining "institutional equilibrium" included College policies that

"maintain or increase the quality of its Faculty. Policies that balance budgets or preserve financial and physical assets, but undermine the quality of the College's Faculty, are obviously self-defeating."

By the mid-1990s, after several years of essentially flat real salaries, CPR annual reports again expressed growing concern about the lack of competitiveness of faculty salaries, especially at the full and associate professor levels. Participants in those discussions wondered whether unusual Amherst demographics, in particular perhaps an unusually young full professoriate due to Amherst's promotion policies, might explain the apparent lag in Amherst salaries relative to those of its competitors. Further investigation by the Administration into this issue provided no evidence that such was the case.¹⁰ With empirical evidence in hand that Amherst salaries were, in fact, lagging, then-President Tom Gerety wrote to the Faculty in early 1998:

"At its January [1998] meeting the Board accepted the recommendation of the Administration and the Board's Budget Committee that we embark on a three-year program of increased salaries at the upper associate and full professor level, where the competitive lags seem most salient. The Board voted an addition to the budget, over and above funds allocated for anticipated increases in salary pools, to begin to close these gaps."

This most recent three-year salary enhancement program was implemented during 1998–99 through 2000–01. Since then, the annual CPR reports have noted the important positive development of a multi-year period of significantly positive real salary increases for all ranks but also have continued to raise concerns about Amherst salaries relative to those of our competitors, particularly at the more senior ranks. Amherst salaries, for example, have typically been below both the median and the mean (average) of the Traditional Group. This highlights the competitive environment for faculty in which the College operates. Amherst's frequent ranking below the mean and median of the Traditional Group is especially troubling because, as noted earlier in this report, four of the 12 institutions included in the Traditional Group are not ones that would have made the New Group based on institutional ratings and those four "less competitive" institutions typically appear below Amherst in the salary rankings. Even substantial raises relative to inflation over several years have yielded only modest improvements, if any, in the College's salary standing relative to other institutions. *Through the 1990s and even after the second three-year*

¹⁰ For more information on this question and the Administration's investigation of it, see the CPR's recent "Amherst College Institutional Comparison Group Report" (2005).

salary enhancement program in 1998–2001, Amherst never achieved the objective articulated by the Board in 1979, with the single exception of associate professors in 1994–95 who tied for second/third in the Traditional Group.

IV. OUR APPROACH TO THE DATA

This year's report introduces the newly expanded comparison group recommended by the CPR in its "Amherst College Institutional Comparison Group Report." As noted above, that New Group includes all members of the old Traditional Group along with a set of new comparator institutions. To enhance comparability with previous years' salary and compensation reports, we present here data for both the New Group and the Traditional Group separately. We hope that next year's CPR will do the same, but we anticipate that future committees will gradually shift their reports' emphasis to the New Group and phase out separate reporting for the Traditional Group.

In the following discussion, we focus primarily on three sets of trend data:

Chart A tracks changes in average real compensation for Amherst faculty, by rank, since 1960. Note the effects of the two three-year periods of special salary enhancement programs (1979–82 and 1998–2001).

Charts B1 – B3 plot Amherst mean salaries, by rank, with those of the Traditional Group comparators, along with the Traditional Group mean and median since 1968. Note that these charts reach further back in time than has been the case in past CPR reports. The longer historical perspective provides a context in which to view the Trustees' commitment, made in 1979, to reach and maintain Amherst's 1968 ranking within the Traditional Group.

Charts C1 – C3 plot Amherst mean salaries, by rank, with those of the New Group, along with that group's mean and median since 1989. Within the New Group, we show Traditional Group members in red, newly added research universities in green, and newly added liberal arts colleges in blue.¹¹

Charts D and E supplement Charts B1 – B3 and C1 – C3 by focusing more specifically on the relationship over time between Amherst's salaries and the median salaries within the Traditional and New Groups.

In general, we pay more attention to data on faculty salaries than on total compensation for two reasons. First, total compensation consists mostly of salary and of benefits that are calculated as a percentage of salary (e.g., retirement and Social Security contributions); thus, changes in compensation are driven largely by changes in salary. Second, as discussed at some length in the comparison group report, AAUP benefits data suffer from more problems than do the salary data from the perspective of providing an appropriate base for the types of comparisons we are interested in making. We also focus on data for specific seniority ranks rather than for "all ranks combined" because all-ranks-combined data are affected not only by salary levels but also by the rank composition of the Faculty. Amherst College has a high percentage of full professors compared with many other institutions (see Appendix Table A-8), so all-ranks-combined data,

¹¹ Beginning in 1997, the CPR's annual faculty salary and compensation reports included a group of ten liberal arts colleges in addition to the Traditional Group. For more information on that list and its relationship to the New Group, see the CPR's "Amherst College Institutional Comparison Group Report" (2005).

while they do reflect Amherst's total expenditure on faculty salaries, do not reflect accurately comparative salary levels.

We emphasize multi-year trends rather than yearly ups and downs. Changes in average salary for any faculty group (whether at Amherst or at comparison schools) are affected by alterations in the composition of the group (e.g., those that result from hiring, promotion, and retirement), which can fluctuate significantly from year to year. In particular, the small number of associate professors at Amherst and at some of our competitors makes data for that rank especially volatile; so we emphasize trends reflected in the full and assistant professor ranks.

Finally, this report is intended to compare Amherst's *overall* salary and compensation policies with those of a representative cross-section of our competitor institutions. We discourage our colleagues from using data in this report to evaluate their *individual* percent increases in salary in a particular year. The method used by the AAUP to calculate the reported percent salary increases 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 percent increase in Amherst's 2004–05 average assistant professor salary (5.5%) does not, in fact, match the percent increase in the average salary paid to individuals who held the rank of assistant professor at Amherst during 2004–05, because the AAUP figure includes the salary increases earned by individuals granted tenure in 2003–04 and who, therefore, hold associate professor rank in 2004–05. 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, as is typically the case, the AAUP figures *overstate* the actual average salary increase earned by individuals who continue in rank.

V. ACTUAL SALARY PERFORMANCE

Amherst's rankings within both the Traditional Group and the New Group changed little since 2003–04. We summarize briefly the history of each seniority level's salary performance.

A. Full professors

Chart B1 illustrates Amherst's full professor salary performance relative to that of the Traditional Group institutions since 1968–69.¹² Average salaries for full professors at Amherst fluctuated near the median of the Traditional Group through the 1980s and early 1990s, but then fell to 94 percent of the median. [For more detail since 1989–90, see Chart D.] Since 1996–97, average full professor salary has climbed back closer to the Traditional Group median, just reaching it in 2004–05.

Chart C1 presents the corresponding information for full professors relative to the New Group.¹³ Since 1989–90, Amherst's full professor salary has fluctuated between 99 and 92 percent of the median full professor salary in the New Group. [See also Chart E.] Beginning from a position just below the New Group median in 1989–90 (99 percent), Amherst's salary fell during the early and mid-1990s to a low of less than 93 percent of the New Group median in 1997–98. This decline was halted and reversed—temporarily—by the 1998–2001 salary initiative, which ended with Amherst's average full professor salary equal to almost 97 percent of the New Group median. In

¹² See also Table A-1 for a tabular presentation of the data since 2002–03.

¹³ See also Appendix Table A-2.

the four years since the end of that salary initiative, Amherst's average full professor salary has fallen back to less than 95 percent of the New Group median.

B. Associate professors

Chart B2 illustrates Amherst's associate professor salary performance relative to the individual Traditional Group institutions, 1968–2005.¹⁴ Salaries remained near the Traditional Group median through the 1980s and early 1990s before exhibiting noticeable volatility and falling in some years substantially below the median during the mid-to-late 1990s. [For more detail post-1989–90, see Chart D.] Currently, the Amherst associate professor salary equals less than 97 percent of the median Traditional Group associate professor salary. As always, it is difficult to ascertain the extent to which fluctuations at the associate level represent actual salary phenomena as opposed to compositional changes in a category that is so small and fluid.

Chart C2 summarizes the record of Amherst's associate professor salaries relative to those of the New Group.¹⁵ Since 1989–90, Amherst's associate professor salary has fluctuated between 99 and 92 percent of the median New Group salary. [For more detail, see Chart E.] Amherst ended the period for which we have data (1989–2005) almost exactly where it began: In 1989–90, Amherst's average associate professor salary equaled almost 97 percent of the New Group median; in 2004–05 the corresponding figure was 96.5 percent.

C. Assistant professors

Chart B3 illustrates Amherst's assistant professor salary performance relative to the individual Traditional Group institutions, 1968–2005.¹⁶ Amherst's salaries for assistant professors have tended to remain more competitive with those of other institutions than have Amherst's salaries at more senior ranks. This is not surprising because inter-institution competition for faculty members is most salient at the point of hire which, at Amherst, occurs primarily at the new assistant professor level. Since 1980, Amherst average assistant professor salaries have tracked closely the median of the Traditional Group. [For more detail for 1989–2005, see Chart D.] In 2004–05, Amherst's average salary at the junior level equals almost 102 percent of the Traditional Group median.

Chart C3 reports the corresponding information for assistant professors relative to the members of the New Group.¹⁷ Since 1989–90, Amherst's average assistant professor salary has fluctuated between 101 and 95 percent of the median New Group salary with no clear trend. [For more detail, see Chart E.] Amherst ended the 1989–2005 period in essentially the same position where it began: In 1989–90, Amherst's average assistant professor salary equaled more than 98 percent of the New Group median; in 2004–05 the corresponding figure was almost 99 percent. The information from the New Group confirms that from the Traditional Group; the need to hire well keeps Amherst's entry-level salaries from falling far below those of our competitors in most disciplines.

¹⁴ See also Appendix Table A-1.

¹⁵ See also Appendix Table A-2.

¹⁶ See also Appendix Table A-1.

¹⁷ See also Appendix Table A-2.

VI. PERFORMANCE RELATIVE TO EXISTING INSTITUTIONAL BENCHMARKS

Amherst's overall salary position relative to the stated institutional benchmarks has changed little since those benchmarks were first established 25 years ago, as summarized in Table 2.

TABLE 2:
Amherst Salary Performance Relative to the Traditional Group, Benchmark, Actual 1977–78, and Actual 2004–05

	BENCHMARK RANK (OF 13)	ACTUAL RANK 1977–78 (OF 13)	ACTUAL RANK 2004–05 (OF 13)
Full	3	10	7
Associate	3	7	9
Assistant	2	4	6

During the intervening quarter century, the benchmarks stated in 1979 have rarely been reached and never maintained for more than a single year. Salary-related discussions at the College over the past few years have generated several possible reasons or explanations for the discrepancy between the College's stated salary policy and its salary practice.

VII. POSSIBLE EXPLANATIONS FOR THE SHORTFALL BETWEEN PERFORMANCE AND BENCHMARK

A. The salary-versus-compensation question

One reason sometimes put forward for Amherst's relatively low ranking in salary comparisons is the possibility that Amherst might allocate a relatively larger share of its total compensation expenditure in the form of non-salary benefits. The AAUP compensation data suffer from a number of weaknesses that render them a less than perfect guide to address this issue.¹⁸ However, those data provide no indication that Amherst's non-salary compensation is particularly generous relative to that of our comparators. Historically, Amherst's rankings in the Traditional Group based on total compensation have tracked quite closely the rankings based on salary alone, a not surprising result given that, as noted earlier, many of the largest non-salary benefits (in particular, retirement and Social Security contributions) are calculated primarily as a percent of salary.¹⁹

For 2004–05, Amherst's compensation rankings in either comparator group, the Traditional Group or the New Group, are very close to the College's salary rankings, as reported

¹⁸ For more information, see the CPR's "Amherst College Institutional Comparison Group Report."

¹⁹ Appendix Tables A-3 and A-4 summarize Amherst's total compensation rankings within the Traditional and New Groups for each seniority rank since 2002–03.

in Table 3. Notice that the salary versus compensation comparison highlights Amherst's stronger performance for assistant professors than for more senior ranks. Amherst's assistant professor ranking is *higher* for compensation than for salary, while for associate and full professors Amherst's ranking is *lower* for compensation than for salary.

**TABLE 3:
Amherst's Rankings Within the Traditional and New Groups,
Salary and Total Compensation (2004–05)**

	TRADITIONAL GROUP (OF 13)		NEW GROUP (OF 31)	
	Salary	Compensation	Salary	Compensation
Full professor	7	8	20	21
Associate professor	9	10	24	25
Assistant professor	6	5	18	15

As the CPR discussed at length in the "Amherst College Institutional Comparison Group Report," the AAUP benefits data exclude some important items provided by Amherst to its Faculty. Certainly one of the most important is sabbatic leaves. A recent survey undertaken by the Dean of the Faculty and the Director of Institutional Research gathered information on leave policy for junior faculty at 20 of the institutions in the New Group of comparators.²⁰ That survey found Amherst in mid-pack and in some danger of falling behind unless policy changes instituted for 2004–05 were made permanent. As a result of the survey findings and CPR discussions, Amherst recently enhanced its junior leave benefit to guarantee one fully funded (100 percent of salary) semester of leave for all junior faculty. With that change in place, only two of the 20 institutions surveyed still offer more generous junior leave provisions than does Amherst, 14 offer the same or very similar provisions, and four are less generous. The College is in the process of considering further enhancements of both its junior leave benefit and its leave provisions for tenured faculty.

On the basis of the limited data available, as summarized in Table 3, we have no evidence to suggest that Amherst is particularly generous (or non-generous) in its non-salary compensation; and the weaknesses of the AAUP compensation data cause us to prefer to focus our overall analysis on salary data. Nonetheless, because the 1979 Board objectives were articulated in terms of total compensation and because of the lingering perception that Amherst salaries might lag behind because the College chooses to provide unusually generous non-salary compensation, we report in Table 4 the current state of Amherst total compensation relative to the benchmark compensation objectives stated by the Board in 1979.

²⁰ The survey, conducted while the CPR comparison group report was still being written, included all 24 institutions that were envisioned, at that time, as being included in the new recommended group of comparators. Twenty of the 24 responded to the survey request. The leave-policy survey is in the process of being updated to include the six late additions to the New Group of comparators.

TABLE 4:
April 1979 Amherst College Board of Trustees "Compensation Objectives"
Compared with Actual Compensation Performance
(2004–2005 Data, \$1000s)

INSTITUTION	PROFESSOR	INSTITUTION	ASSOCIATE	INSTITUTION	ASSISTANT
Harvard	\$201.4	Harvard	\$116.6	Harvard	\$101.9
Yale	174.4	Wellesley	113.8	AC OBJECTIVE	
AC OBJECTIVE		AC OBJECTIVE		Wellesley	86.7
Dartmouth	158.9	Dartmouth	111.0	Dartmouth	86.5
Wellesley	158.5	UMass	103.9	Yale	86.0
U. Michigan	145.6	Yale	102.4	AC ACTUAL	85.3
U. Virginia	145.3	U. Michigan	102.2	U. Michigan	85.3
Williams	142.1	Williams	102.1	Williams	82.4
AC ACTUAL	140.6	U. Virginia	99.2	U. Virginia	81.9
Wesleyan	136.6	Mount Holyoke	97.7	UMass	78.8
Smith	134.3	AC ACTUAL	97.4	Indiana U.	78.3
Mount Holyoke	132.6	Smith	93.5	Smith	77.6
Indiana U.	129.7	Wesleyan	93.2	Wesleyan	77.4
UMass	129.1	Indiana U.	91.7	Mount Holyoke	76.2

AC OBJECTIVE is the Board of Trustee's April 1979 stated rank compensation *objective* for each seniority level. No dollar value is reported because the objectives were articulated in 1979 in terms of a ranking within the Traditional Group and the corresponding values of 1977–78 compensation. **AC ACTUAL** is Amherst's *actual* 2004–2005 compensation for each seniority level.

Table 4 indicates a story similar to that revealed by the salary figures: Amherst's total compensation lags that of our competitors when viewed from the perspective of the College's stated goals.

B. The professional-school question

The salary survey used by the AAUP to gather the data for salary and compensation comparisons instructs responding institutions to include all full-time faculty not either in medical/clinical fields or in administrative positions other than the chairing of academic departments. Thus, each institution's reported AAUP average salary may be affected by the presence or absence of faculty groups either more highly or less highly paid than typical arts and sciences faculty. For example, some universities have significant shares of their faculties located in professional schools (e.g., law, business, education, divinity, public policy, nursing), where both duties and salaries may differ from those of arts and sciences faculty even at the same institution. In the case of law and business schools, salary premia can be substantial and, therefore, the AAUP data could support misleading inter-institution salary comparisons.

In recent years, salary discussions at the College have incorporated the possibility that Amherst's apparently poor salary performance relative to our comparator institutions might reflect the fact that some of those institutions include a significant professional school presence. However, because the AAUP does not collect or publish institution-specific arts and sciences only salary data of the type that would ideally be required to address this issue, the question of the

magnitude of the potential salary bias introduced into AAUP salary data by professional schools has gone unanswered.

This year's Committee has attempted to address this lingering question by gathering the best data available to us to adjust the AAUP salary figures in such a way to facilitate an "apples to apples" or "arts and sciences to arts and sciences" salary comparison. The extent of the effect of the presence of a business and/or law school on a given institution's AAUP average salary figures depends on three main factors: (1) The size of the professional schools relative to the arts and sciences portion of the institution. The larger are the professional schools, other things being equal, the greater the potential upward bias in the AAUP reported salaries. (2) The distribution of professional school faculty across academic ranks. If, for example, a given university has recently hired a large number of assistant professors in law or business, then the professional-school bias in that institution's AAUP assistant professor salaries will be larger than the bias in its reported salaries for more senior ranks. (3) The magnitude of the salary premia for law and business school faculty relative to arts and sciences faculty. Professional school salary premia are somewhat higher at more junior academic ranks, so the salary adjustments tend to be larger at those ranks.

The Committee gathered data from many sources ranging from institutional Web sites to published and proprietary academic salary surveys to estimate for each institution in the New Group the percentage by which the inclusion of professional school faculty was likely to bias upward that institution's reported AAUP salaries at each seniority rank. This process has been time consuming and difficult, and it is important not to overstate the precision of the results.

The liberal arts colleges, of course, require no adjustments. Some research universities also require no adjustment because their AAUP salary reports contain only arts and sciences faculty. Most other universities' adjustments fall within a 0 to 10 percent range; in other words, their AAUP average salary figures may be increased by as much as 10 percent due to inclusion of, in particular, business and law school faculties. Only in a few cases do the estimated adjustments exceed 10 percent; and the maximum adjustments are 20 percent. In interpreting the appropriate use of the adjusted figures, it is important to keep in mind that many Amherst faculty members teach and conduct research in areas typically represented in business, law, health sciences, and other professional schools. This renders the appropriate degree of actual adjustment unclear—because to attract and retain eminently qualified faculty in those areas, Amherst must, to some degree, directly or indirectly, compete with business, law, and other professional schools.

Despite the data's imperfections and uncertainties, we do believe, however, that we have been able to make two important findings. *First, inclusion of professional schools does not appear to "explain" Amherst's salary performance. Even when we correct to the best of our ability for the potential upward bias of comparator institutions' reported AAUP salaries because of their professional schools, Amherst salaries still lag seriously behind the College's stated benchmarks. Second, though correcting for the professional school bias does not eliminate the gap between Amherst's salary policy and practice, the adjusted salary data do make meeting the College's salary benchmarks much more financially feasible.*

Appendix Tables A-5 and A-6 report the unadjusted 2004–05 AAUP salary figures as well as salary data adjusted to remove the effects of professional schools for both the Traditional and New Groups. Table 5 below summarizes the two key results: Correcting for professional schools does not close the gap between Amherst's stated salary policy and its salary practice, but the correction does shift Amherst toward its stated goals and significantly reduces the size of the renewed financial commitment that would be required were the Board of Trustees to renew its commitment to the 1979 benchmark and outline a plan for reaching and maintaining that objective.

TABLE 5:
Summary of Effects of Adjusting Comparator Institutions' Reported AAUP
Salaries to Remove the Upward Bias Created by Professional Schools
(2004–05)

	NEW GROUP		TRADITIONAL GROUP		
	Amherst Unadjusted Rank (of 31)	Amherst Adjusted Rank (of 31)	Amherst Unadjusted Rank (of 13)	Amherst Adjusted Rank (of 13)	1979 Benchmark Rank (of 13)
Full	20	18	7	5	3
Associate	23	18	8	6	3
Assistant	18	12	6	5	2

C. The cost-of-living question

The presence of institutions such as Harvard and Wellesley perennially above Amherst in the AAUP salary rankings raises the question of the extent to which local differences in the cost of living may explain Amherst's seemingly poor performance. The Committee considered adjusting all the salary data to account for local differences in cost of living. Ultimately, we chose not to do so for three reasons. First, reliable cost-of-living adjustment factors are available for many but not all of the institutions in our comparison groups. Second, much of the difference in cost of living reflects local differences in housing prices. This particular source of cost-of-living differences raises two difficulties with any attempt to adjust all the salary data. Many institutions in high housing cost areas have complex and generous housing benefits to help their faculty cope with the nature of the local housing market (e.g., Princeton, Stanford, Wellesley, and Columbia to mention just a few). As a result, naïve cost-of-living adjustments to salary figures without taking into account the financial impacts of these complex housing benefits risks rendering the ultimate comparisons less rather than more sound. Questions also arise about the possibility of commuting and its effect on faculty members' true cost of living. Moreover, with the increased prevalence of two-career and even two-academic-career families, the supposition that a faculty member can maintain just one residence—and that one local—seems questionable at best, particularly in the case of schools located in rural locales such as Amherst, where many faculty members must commute to and/or maintain residences in Boston, New Haven, New York, Washington, or even farther away, in order to maintain their family lives.

All these considerations persuaded us that cost-of-living adjustments were unlikely to significantly improve the ultimate quality of the salary comparisons we were able to make. Nonetheless, given the frequency with which the cost-of-living issue comes up in salary discussions, we did conduct a quick investigation just for full professors. Within the Traditional Group, adjusting 2004–05 salaries for differences in local cost of living leaves Amherst's salary ranking at #5 unchanged although the specific institutions ahead of Amherst do change.²¹ *With no cost-of-living adjustment*, once we correct for professional school salaries, Amherst follows Harvard, Yale, Wellesley and Michigan in the Traditional Group. *With the cost-of-living adjustment* as well as the correction for professional schools, Amherst follows Yale, Virginia, Indiana, and Smith instead.

²¹ More precisely, with the cost-of-living adjustment, Amherst's rank could be either fifth or sixth, depending on the cost of living in Williamstown, which was not available in the source used for the COL adjustment factors (Realtor.com's Salary Calculator, which estimates the income required in each locale to provide the same standard of living possible in Amherst with a salary of \$100,000). See Appendix Table A-7.

IX. CONCLUSIONS AND RECOMMENDATIONS

The good news is that Amherst continues its multi-year pattern of real salary increases for faculty at all ranks. Faculty members who have come to the College since the early 1980s have experienced real salary increases in most, if not all, years of their careers, an impressive accomplishment in which the College, its administrators, and its trustees deserve to take pride. Moreover, Amherst's wise financial stewards have managed to avoid the abrupt and unexpected yearly changes in salary trends to which faculty at many colleges and universities have been subjected.

The not so good news is that (1) as of 2004–05, the rate of real salary increases at Amherst is declining, reflecting both lower nominal rates of salary increase and rising rates of inflation, and (2) Amherst salaries continue to lag behind those of its competitors, particularly at the full professor level, and especially when evaluated relative to the institutional objectives articulated by the Board of Trustees.

The Committee recognizes and appreciates Amherst's strong salary and compensation performance relative to the overall population of educational institutions in the United States. However, the Committee's work on the "with whom do we actually compete and with whom do we need to compete" question, summarized in the "Amherst College Institutional Comparison Group Report," indicates that the institutions with which Amherst must compete in order to attract the quality of faculty and students on which the College depends is a very select group and one against which Amherst's salary and compensation performance lags.

The Board of Trustees recognized in 1979 four issues: the unusual confluence of teaching, scholarly research, and institution-specific service demands that Amherst places on its Faculty; the level at which the Amherst Faculty deserved to be compensated; the fact that compensation had not lived up to stated policy; and the need to alter the priorities of the College in order to "eliminate the discrepancy between policy and practice." The April 1979 Board commitments were bold and courageous, especially considering the very difficult external economic environment in which they were made. Unfortunately, in 25 years, despite steady real salary increases in most years, Amherst faculty compensation rarely achieved those bold and courageous objectives established by the Board in April 1979.

The chronic gap between salary policy and practice imposes at least three broad types of costs *on the College*, all of which are palpable but difficult to measure. *First* and most obvious is the effect on the composition and quality of the Amherst College Faculty itself. How many persons of talent has the institution failed to hire or lost because of salary related concerns? To what extent have salary issues interfered with the College's attempts to diversify its Faculty given that, for example, the tenured faculty members who have left the College have come disproportionately from underrepresented groups, that is, women and minorities?²² To what extent may salary issues prevent the College from hiring the outstanding new faculty needed to move the College to the forefront in exciting new areas of inquiry? *Second*, faculty perceptions of a chronic gap between salary commitments and actions affect faculty members' morale, their commitment to the College, and the allocation of their time. *Finally*, and perhaps most important, Amherst College, with its small size and strong tradition of Faculty governance, ultimately depends on the ability of its various constituencies—Faculty, Administration, Trustees, Staff, Students, Alumni and Friends—to work together to safeguard the institution, promote its fundamental mission, and move forward its educational vision. When longstanding resentments over perceived gaps between institutional commitments and actual practice erode the essential confidence and trust between the various constituencies, everyone associated with the College, both now and in the future, suffers.

²² As noted in the comparison group report, seven of the 13 tenured faculty who have left the College since 1987 came from groups underrepresented on the Faculty.

The Committee urges the Administration and the Board of Trustees to reaffirm the bold commitments made to the College's Faculty in 1979 and to work together with the Faculty to meet those goals. Doing so will not be easy; but the written record makes clear that the 1979 Board of Trustees knew that. They clearly acknowledged the difficulty of the task but said that it simply needed to be done if Amherst was to remain Amherst. The Committee hopes that the new information outlined in this report will convince the Administration and the Board of Trustees that the 1979 salary commitments are *deserving* of reaffirmation and, just as important, that those commitments are *attainable* within an overall financial framework that both assures the continued financial health of the College and allows it to move forward governed by an eminently qualified Faculty.

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

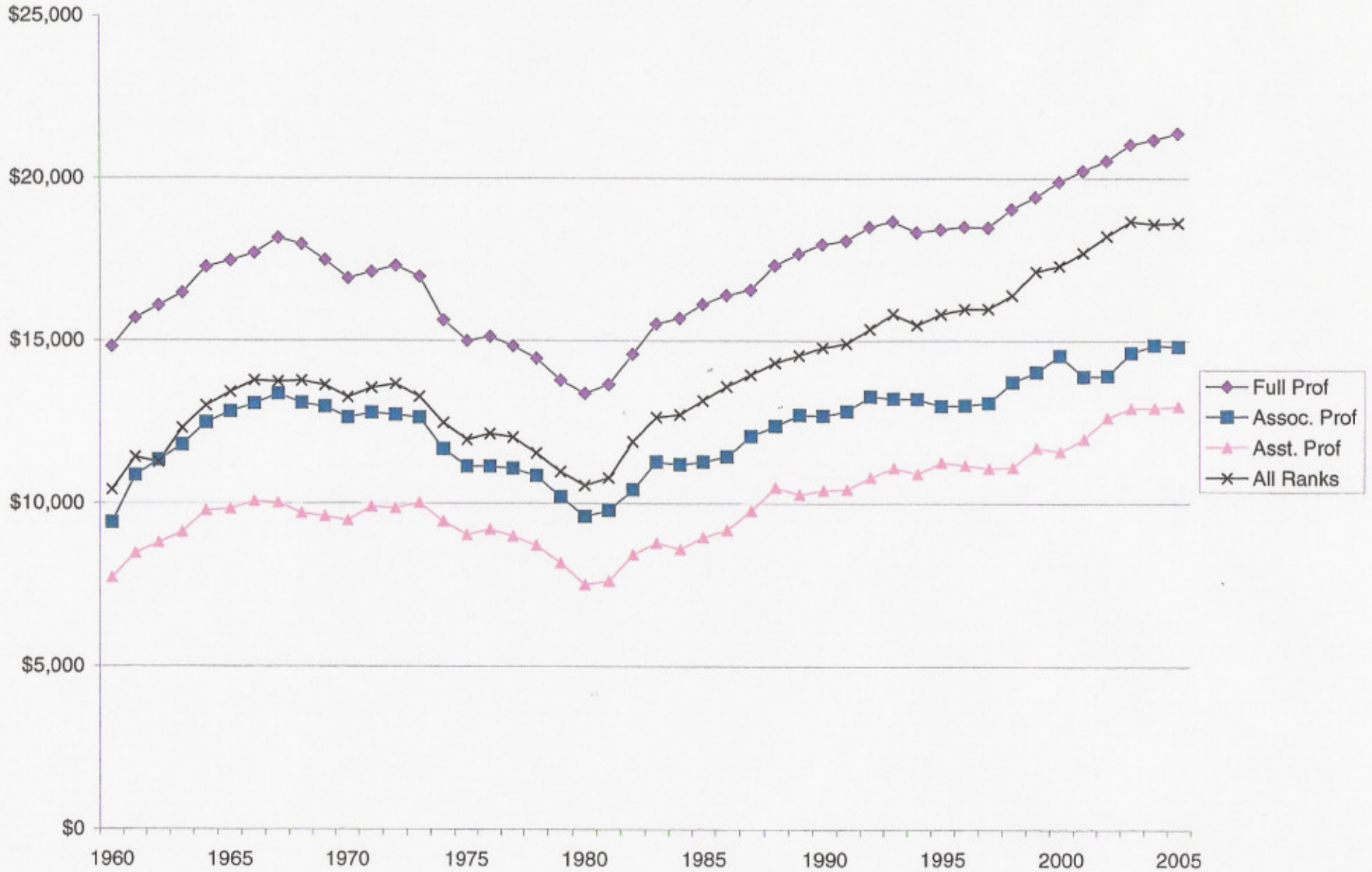


CHART B1
Full Professor Average Salary
Traditional Group (\$1000s)

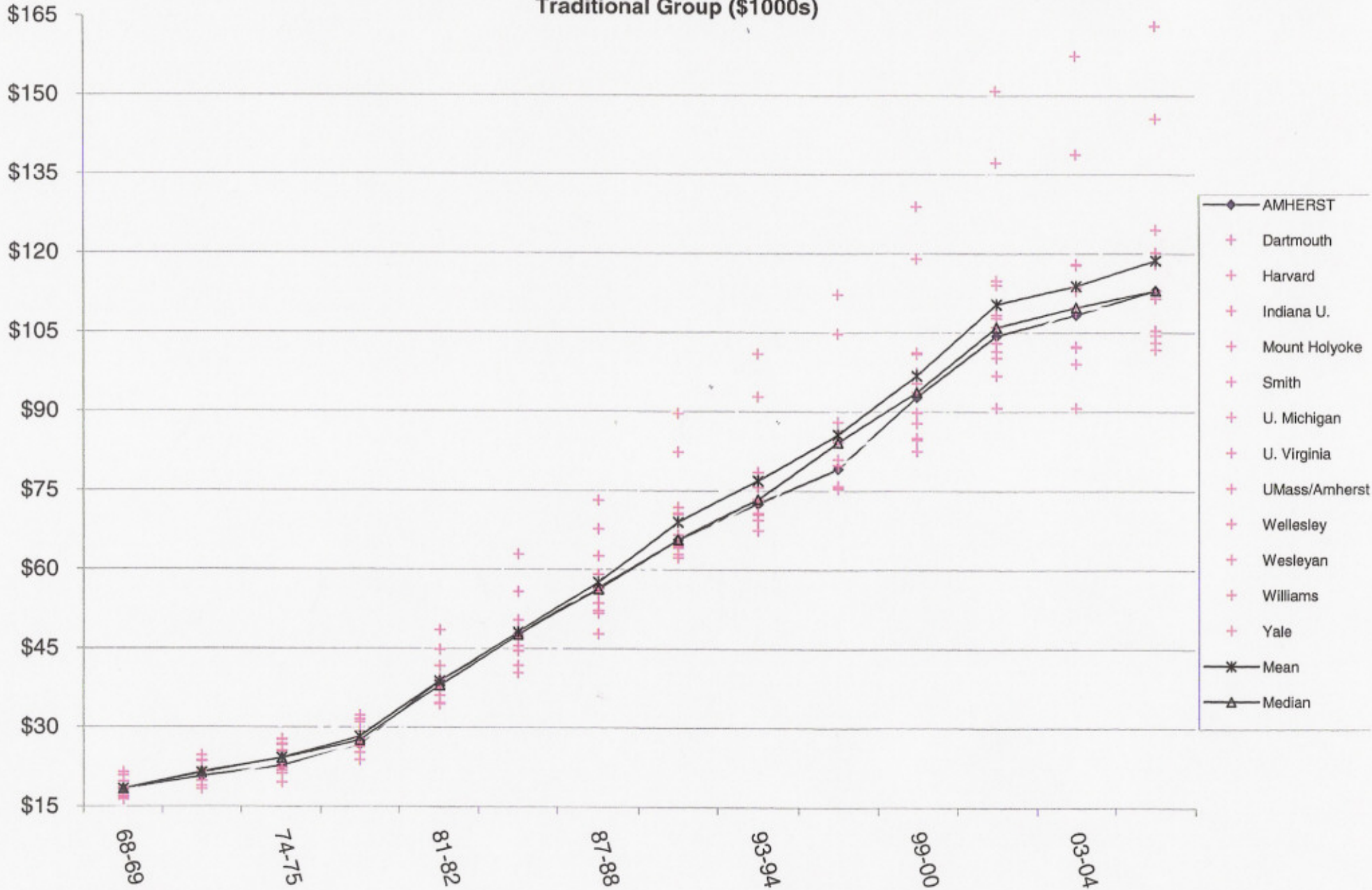


CHART B2
Associate Professor Average Salary
Traditional Group (\$1000s)

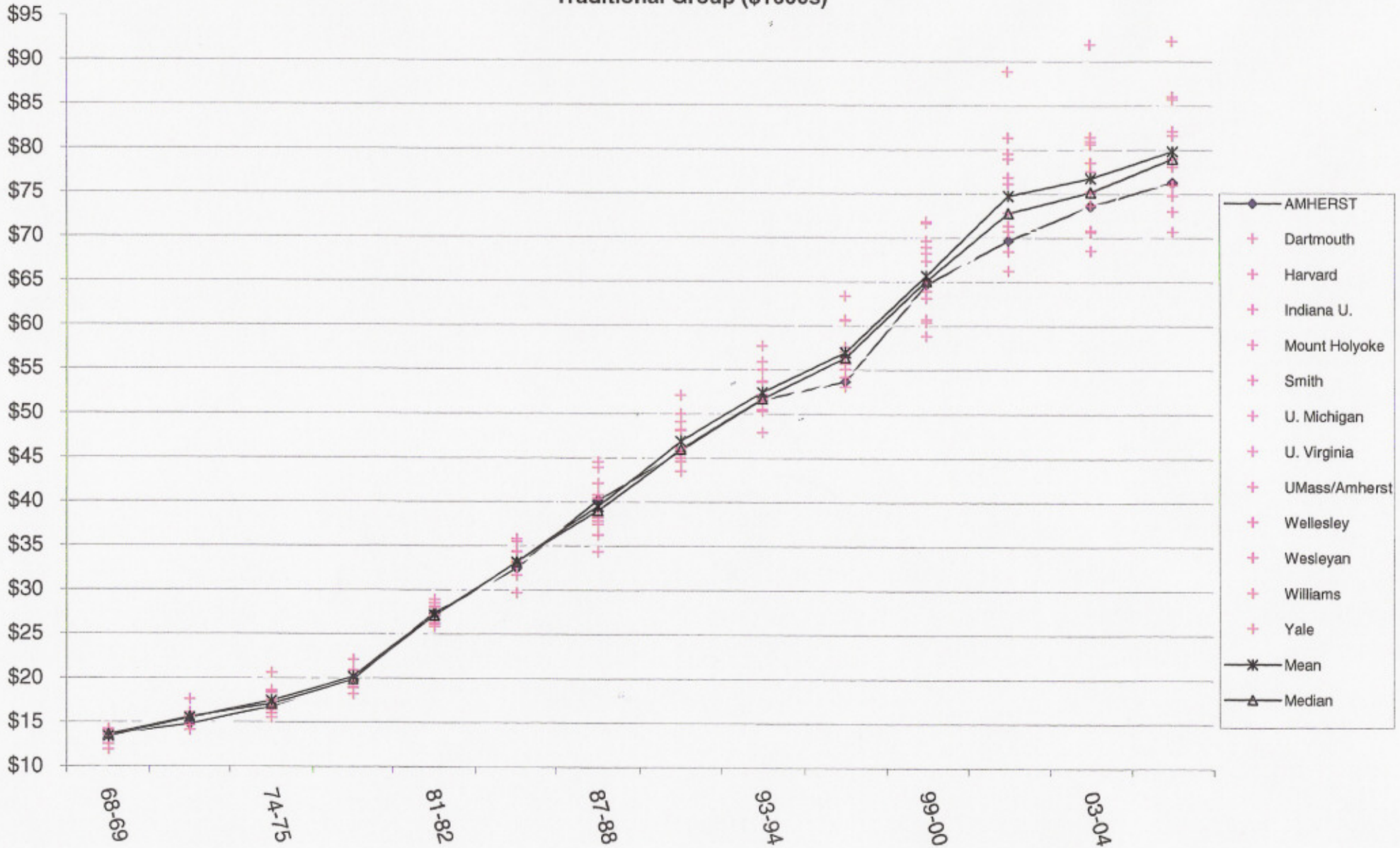


CHART B3
Assistant Professor Average Salary
Traditional Group (\$1000s)

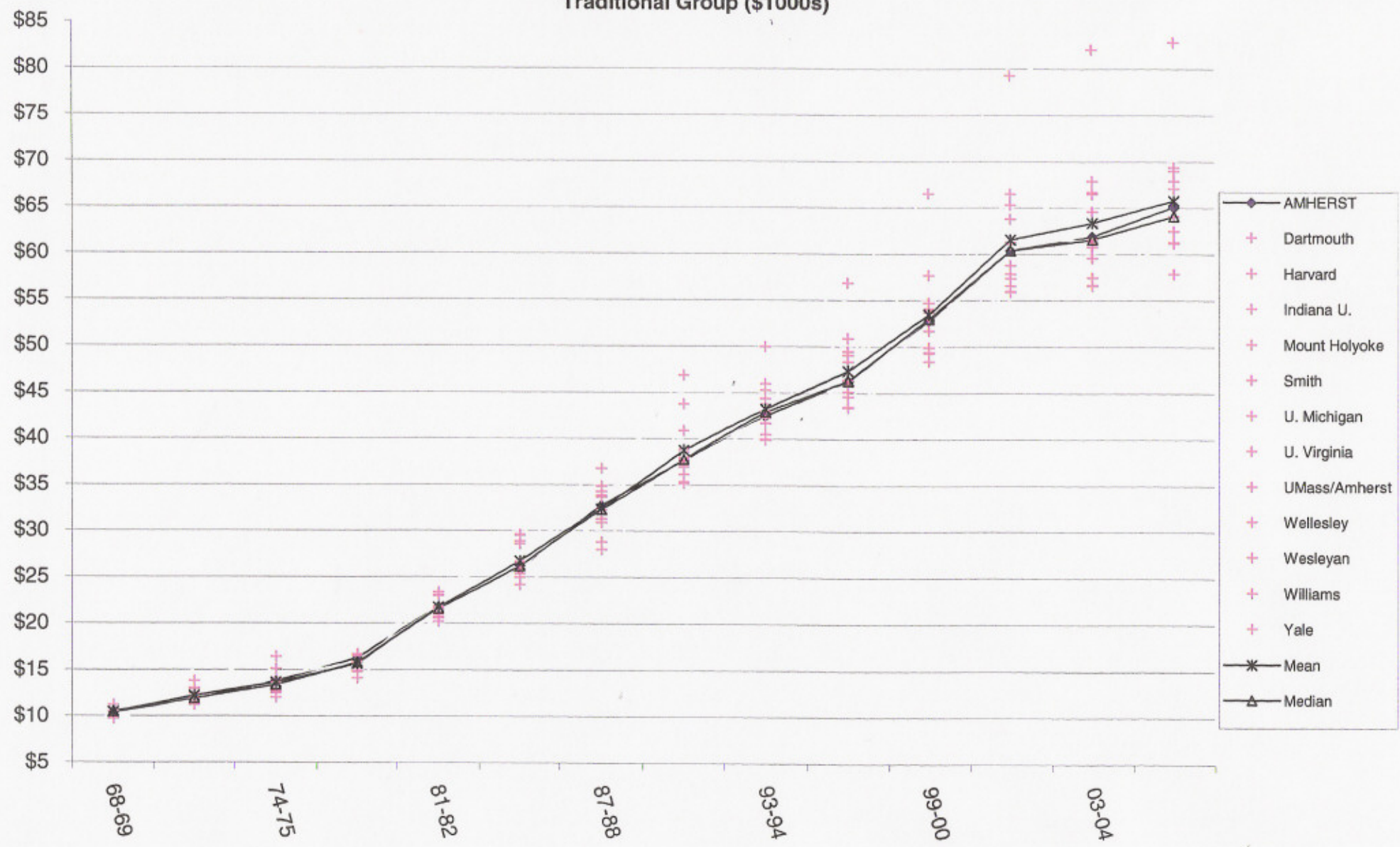


CHART C1
Full Professor Average Salary
New Group (\$1000s)

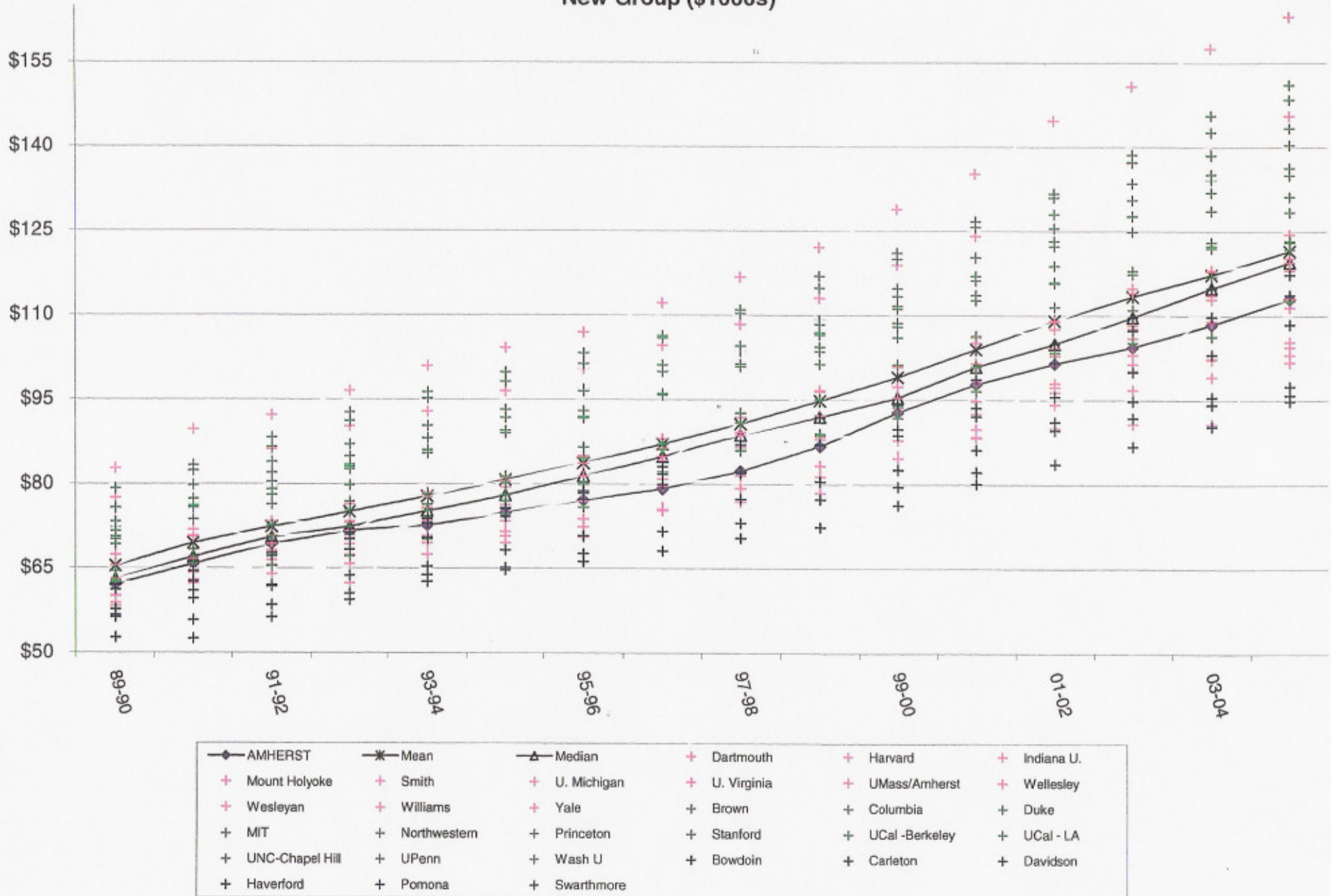


CHART C2
Associate Professor Average Salary
New Group (\$1000s)

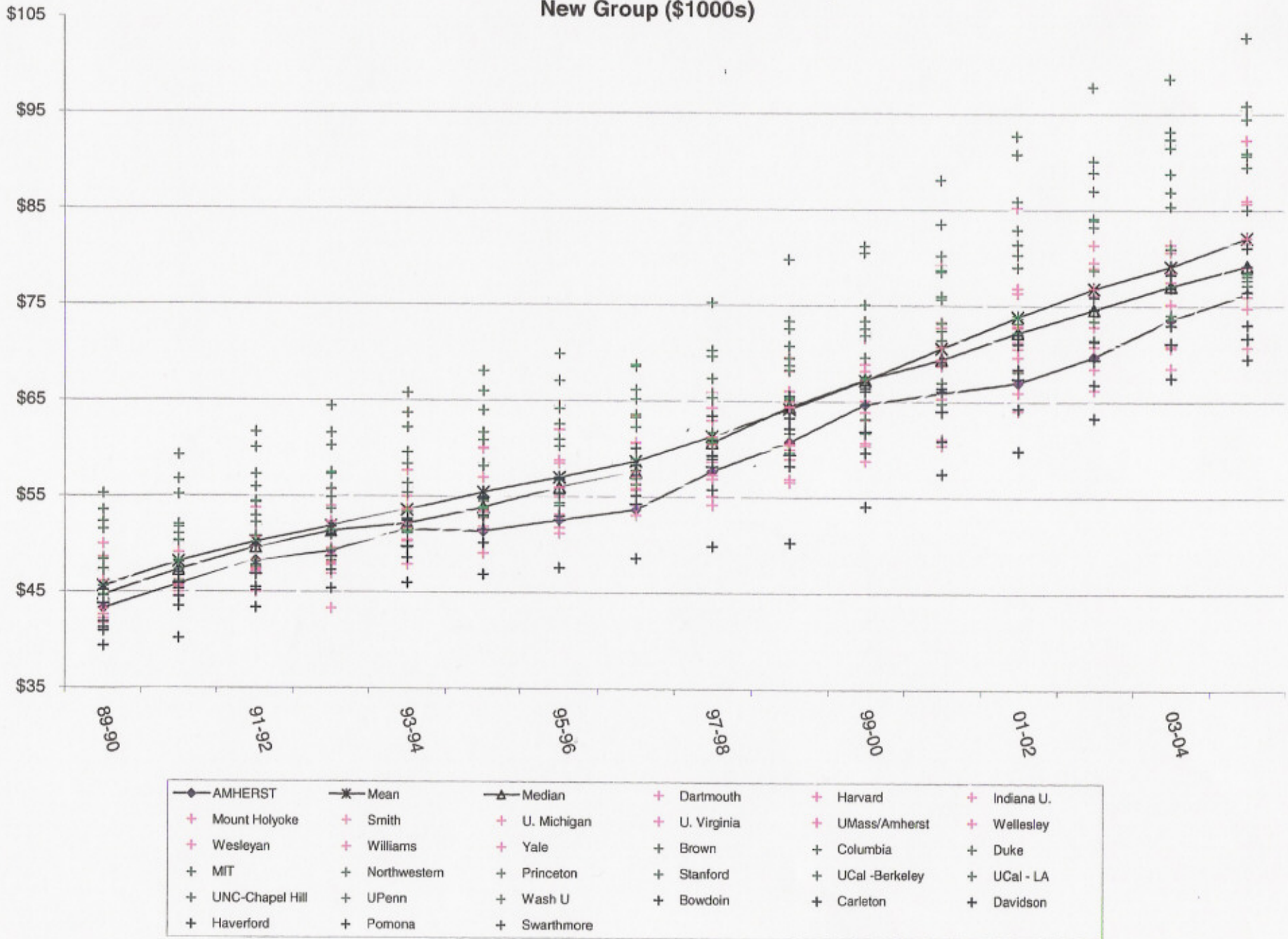


CHART C3
Assistant Professor Average Salary
New Group (\$1000's)

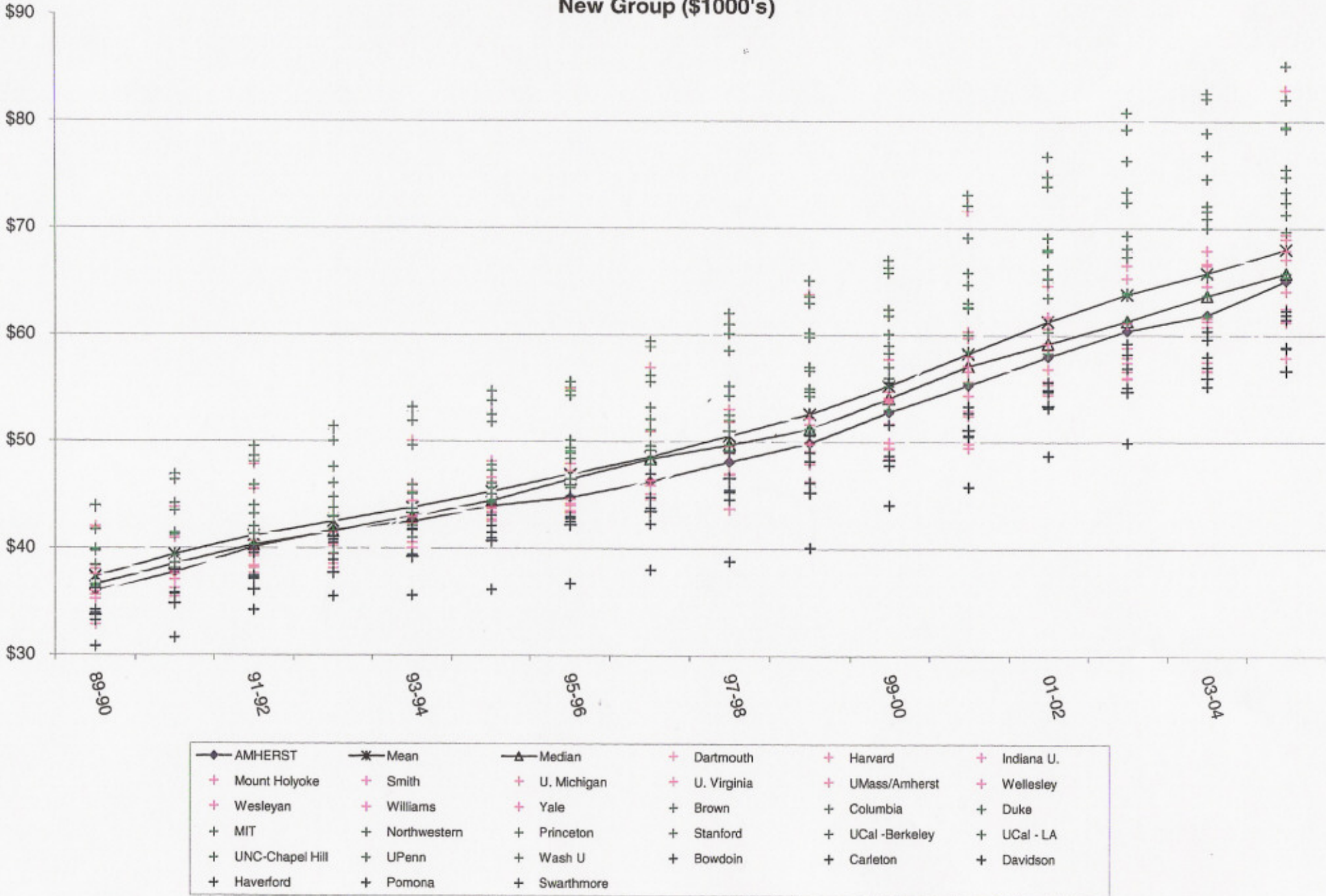


CHART D
Amherst Salary as % of
Traditional Group Median, by Rank

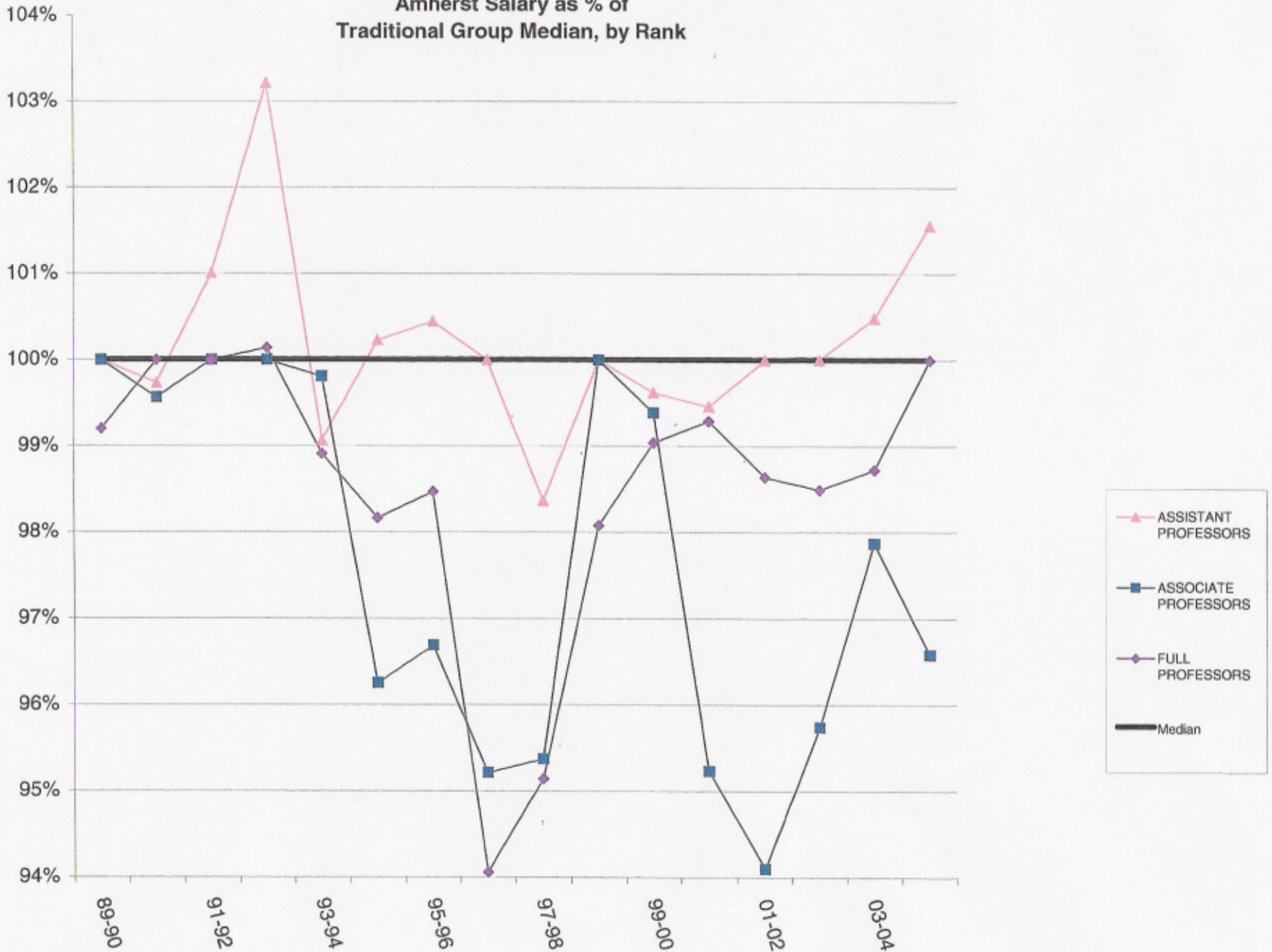
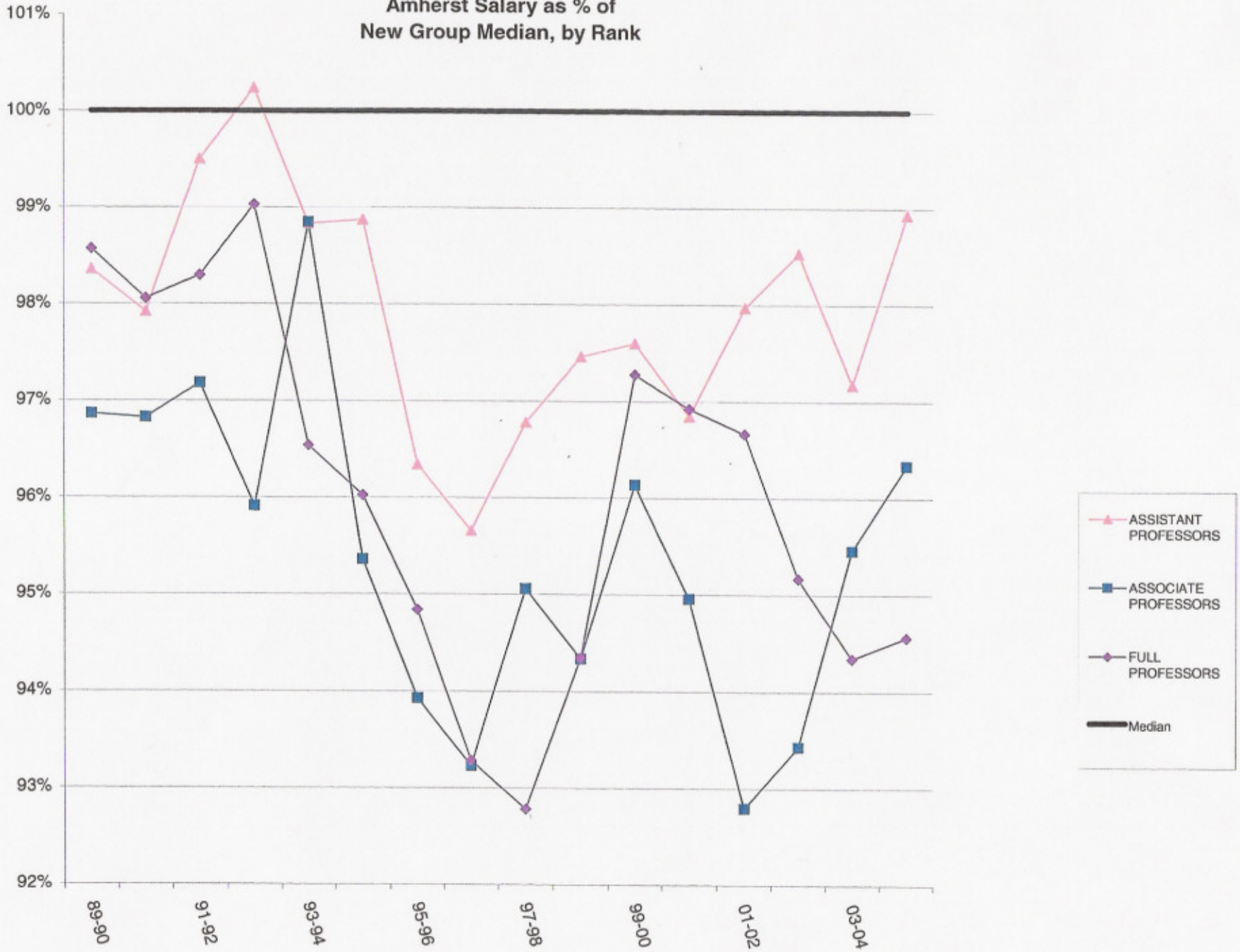


CHART E
Amherst Salary as % of
New Group Median, by Rank



Appendix Table A-1:

COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE TRADITIONAL GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2003-04 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2004-05 SALARY DOLLARS	% INC
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard	150.8	4.7%	Harvard	157.5	4.2%	Harvard	163.2	3.6%
Yale	137.2	5.7%	Yale	138.8	4.3%	Yale	145.6	4.4%
U. Michigan	114.8	4.5%	Dartmouth	118.0	3.0%	Dartmouth	124.5	6.0%
Dartmouth	114.0	5.5%	U. Michigan	117.8	2.6%	U. Michigan	120.2	3.4%
Wellesley	108.3	5.4%	Wellesley	113.6	5.7%	Wellesley	119.5	6.1%
U. Virginia	107.7	0.5%	U. Virginia	112.9	5.0%	U. Virginia	118.1	5.9%
Williams	106.0	6.4%	Wesleyan	109.8	5.9%	AMHERST	113.0	4.9%
AMHERST	104.4	4.7%	Williams	109.0	4.1%	Wesleyan	113.0	3.0%
Smith	103.0	6.2%	AMHERST	108.4	4.2%	Williams	111.5	4.6%
Wesleyan	101.4	5.1%	Smith	102.4	2.8%	Smith	105.4	5.1%
Mount Holyoke	100.2	5.4%	Mount Holyoke	102.2	3.4%	Mount Holyoke	104.5	3.7%
Indiana U.	96.8	4.0%	Indiana U.	99.1	3.2%	UMass/Amherst	103.1	15.0%
UMass/Amherst	90.7	0.2%	UMass/Amherst	90.7	0.3%	Indiana U.	101.8	2.9%
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Harvard	88.8	5.6%	Harvard	91.9	5.1%	Harvard	92.3	3.3%
Dartmouth	81.3	5.8%	Dartmouth	81.4	3.3%	Dartmouth	86.0	6.1%
Yale	79.5	11.8%	U. Michigan	80.9	3.8%	Wellesley	85.7	7.0%
U. Michigan	78.9	5.7%	Wellesley	80.6	8.5%	UMass/Amherst	82.1	18.3%
Wellesley	76.8	8.2%	Yale	78.5	7.6%	Yale	82.1	7.8%
Williams	76.1	8.7%	Williams	77.5	5.2%	U. Michigan	81.6	4.1%
Mount Holyoke	72.8	7.3%	Mount Holyoke	75.2	4.6%	Williams	79.0	5.9%
Smith	71.3	5.8%	U. Virginia	75.1	7.3%	U. Virginia	78.1	6.4%
U. Virginia	71.3	0.5%	Wesleyan	73.7	6.4%	AMHERST	76.3	6.3%
UMass/Amherst	70.7	0.4%	AMHERST	73.6	5.8%	Mount Holyoke	76.0	5.8%
AMHERST	69.7	7.3%	UMass/Amherst	70.8	0.9%	Wesleyan	74.8	3.1%
Wesleyan	68.4	6.5%	Smith	70.6	1.6%	Smith	73.0	5.1%
Indiana U.	66.2	4.8%	Indiana U.	68.5	3.7%	Indiana U.	70.7	4.1%
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
Harvard	79.3	5.4%	Harvard	82.1	4.0%	Harvard	82.9	3.3%
Dartmouth	66.5	6.2%	Dartmouth	67.9	4.7%	Yale	69.4	6.6%
U. Michigan	65.3	4.0%	U. Michigan	66.7	3.5%	Dartmouth	69.0	7.8%
Yale	63.8	5.8%	Yale	66.5	6.4%	Wellesley	67.9	8.7%
Williams	61.3	9.4%	Wellesley	64.6	8.2%	U. Michigan	67.1	3.8%
Wellesley	61.1	7.5%	AMHERST	61.9	4.5%	AMHERST	65.1	5.5%
AMHERST	60.4	5.7%	Williams	61.6	5.6%	U. Virginia	64.1	6.4%
Indiana U.	58.8	5.8%	Wesleyan	61.3	6.7%	Williams	64.1	6.1%
Smith	57.9	6.9%	U. Virginia	60.8	8.1%	UMass/Amherst	62.5	20.0%
U. Virginia	57.4	0.8%	Indiana U.	59.6	4.4%	Wesleyan	62.5	3.8%
Wesleyan	56.6	6.1%	Smith	57.5	1.6%	Indiana U.	61.3	2.8%
Mount Holyoke	56.0	6.0%	UMass/Amherst	56.7	2.4%	Smith	61.2	7.5%
UMass/Amherst	55.9	0.6%	Mount Holyoke	56.6	4.7%	Mount Holyoke	57.9	6.4%

Appendix Table A-2:

COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2003-04 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2004-05 SALARY DOLLARS	% INC
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard	150.8	4.7%	Harvard	157.5	4.2%	Harvard	163.2	3.6%
Princeton U.	138.6	4.5%	Princeton U.	145.6	4.7%	Princeton U.	151.1	3.6%
Stanford U.	137.3	4.6%	Stanford U.	142.6	2.6%	Stanford U.	148.5	5.5%
Yale	137.2	5.7%	Yale	138.8	4.3%	Yale	145.6	4.4%
U. Pennsylvania	133.5	3.5%	U. Pennsylvania	138.5	3.6%	U. Pennsylvania	143.4	2.3%
Columbia U.	130.5	5.7%	Columbia U.	134.2	3.9%	Columbia U.	140.4	4.4%
Northwestern U.	127.7	4.9%	Northwestern U.	131.9	4.0%	Northwestern U.	136.3	3.7%
MIT	127.6	4.0%	MIT	135.1	3.3%	MIT	135.0	2.4%
Duke U.	124.9	4.2%	Duke U.	128.6	3.4%	Duke U.	131.2	2.4%
Washington U.	117.9	no data	UCal - Berkeley	123.0	no data	Washington U.	128.4	no data
UCal -LA	117.9	no data	Washington U.	122.0	no data	Dartmouth	124.5	6.0%
UCal - Berkeley	117.3	no data	UCal -LA	122.4	no data	UCal -LA	123.3	no data
U. Michigan	114.8	4.5%	Dartmouth	118.0	3.0%	Brown U.	123.1	4.9%
Dartmouth	114.0	5.5%	U. Michigan	117.8	2.6%	UCal - Berkeley	121.8	no data
Brown U.	111.0	9.9%	Brown U.	116.9	4.4%	U. Michigan	120.2	3.4%
Pomona	109.7	8.6%	Pomona	114.9	5.7%	Wellesley	119.5	6.1%
Wellesley	108.3	5.4%	Wellesley	113.6	5.7%	U. Virginia	118.1	5.9%
U. Virginia	107.7	0.5%	U. Virginia	112.9	5.0%	Pomona	117.3	4.5%
Swarthmore	107.4	2.4%	Swarthmore	109.8	4.4%	Swarthmore	113.7	5.4%
Williams	106.0	6.4%	Wesleyan	109.8	5.9%	AMHERST	113.0	4.9%
UNC-Chapel Hill	105.2	2.1%	Williams	109.0	4.1%	Wesleyan	113.0	3.0%
AMHERST	104.4	4.7%	AMHERST	108.4	4.2%	UNC-Chapel Hill	112.7	6.1%
Smith	103.0	6.2%	UNC-Chapel Hill	106.3	1.4%	Williams	111.5	4.6%
Wesleyan	101.4	5.1%	Bowdoin	103.1	3.3%	Bowdoin	108.5	5.6%
Mount Holyoke	100.2	5.4%	Smith	102.4	2.8%	Smith	105.4	5.1%
Bowdoin	100.0	7.5%	Mount Holyoke	102.2	3.4%	Mount Holyoke	104.5	3.7%
Indiana U.	96.8	4.0%	Indiana U.	99.1	3.2%	UMass/Amherst	103.1	15.0%
Carleton	94.8	5.9%	Carleton	95.5	1.6%	Indiana U.	101.8	2.9%
Haverford	91.8	3.9%	Haverford	94.2	3.4%	Carleton	97.5	4.4%
UMass/Amherst	90.7	0.2%	UMass/Amherst	90.7	0.3%	Haverford	95.9	2.9%
Davidson	86.7	5.6%	Davidson	90.3	6.8%	Davidson	94.9	6.8%

Appendix Table A-2 (continued)

COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2003-04 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2004-05 SALARY DOLLARS	% INC
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Stanford U.	97.8	7.4%	Stanford U.	98.7	4.0%	Stanford U.	103.0	7.6%
U. Pennsylvania	90.1	4.3%	U. Pennsylvania	93.2	3.2%	U. Pennsylvania	95.9	3.3%
Princeton U.	88.9	7.5%	Princeton U.	92.4	8.7%	Princeton U.	95.5	7.5%
Harvard	88.8	5.6%	Harvard	91.9	5.1%	Columbia U.	94.5	7.5%
MIT	87.0	7.0%	MIT	91.5	5.5%	Harvard	92.3	3.3%
Duke U.	84.1	6.1%	Columbia U.	88.8	6.1%	MIT	91.0	3.8%
Northwestern U.	83.9	6.5%	Northwestern U.	86.9	4.8%	Northwestern U.	90.7	5.8%
Columbia U.	83.2	6.2%	Duke U.	85.4	4.8%	Duke U.	89.5	4.5%
Dartmouth	81.3	5.8%	Dartmouth	81.4	3.3%	Dartmouth	86.0	6.1%
Yale	79.5	11.8%	Washington U.	81.0	no data	Wellesley	85.7	7.0%
U. Michigan	78.9	5.7%	U. Michigan	80.9	3.8%	Washington U.	85.1	no data
Washington U.	78.7	no data	Wellesley	80.6	8.5%	UMass/Amherst	82.1	18.3%
Wellesley	76.8	8.2%	Yale	78.5	7.6%	Yale	82.1	7.8%
Williams	76.1	8.7%	Pomona	78.3	5.9%	U. Michigan	81.6	4.1%
Pomona	75.9	10.9%	Williams	77.5	5.2%	Pomona	81.1	5.4%
Swarthmore	74.6	6.6%	UCal - Berkeley	77.1	no data	Swarthmore	79.2	5.8%
UCal -LA	74.6	no data	UCal -LA	77.0	no data	Williams	79.0	5.9%
UCal - Berkeley	74.6	no data	Swarthmore	76.9	5.6%	Brown U.	78.4	5.9%
UNC-Chapel Hill	73.4	3.0%	Mount Holyoke	75.2	4.6%	UCal -LA	78.1	no data
Mount Holyoke	72.8	7.3%	U. Virginia	75.1	7.3%	U. Virginia	78.1	6.4%
Brown U.	71.4	8.9%	UNC-Chapel Hill	74.1	1.6%	UCal - Berkeley	77.7	no data
Bowdoin	71.3	5.5%	Wesleyan	73.7	6.4%	UNC-Chapel Hill	77.2	6.7%
Smith	71.3	5.8%	Brown U.	73.7	4.5%	AMHERST	76.5	6.5%
U. Virginia	71.3	0.5%	AMHERST	73.6	5.8%	AMHERST	76.3	6.3%
UMass/Amherst	70.7	0.4%	Bowdoin	73.0	3.9%	Mount Holyoke	76.0	5.8%
AMHERST	69.7	7.3%	Haverford	71.1	5.9%	Wesleyan	74.8	3.1%
Haverford	69.4	4.4%	UMass/Amherst	70.8	0.9%	Davidson	73.1	8.8%
Wesleyan	68.4	6.5%	Smith	70.6	1.6%	Smith	73.0	5.1%
Carleton	66.8	8.5%	Indiana U.	68.5	3.7%	Haverford	71.7	3.0%
Indiana U.	66.2	4.8%	Carleton	67.5	3.3%	Indiana U.	70.7	4.1%
Davidson	63.3	7.9%	Davidson	67.5	8.8%	Carleton	69.5	7.4%

Appendix Table A-2 (continued)

COMPARISON OF SALARIES, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2003-04 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2004-05 SALARY DOLLARS	% INC
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
U. Pennsylvania	80.8	5.7%	MIT	82.6	4.8%	U. Pennsylvania	85.2	3.6%
Harvard	79.3	5.4%	U. Pennsylvania	82.1	5.7%	Harvard	82.9	3.3%
MIT	79.2	6.8%	Harvard	82.1	4.0%	Stanford U.	82.0	6.7%
Stanford U.	76.3	2.1%	Stanford U.	78.9	2.1%	MIT	79.5	3.1%
Northwestern U.	73.4	5.3%	Northwestern U.	76.8	5.3%	Northwestern U.	79.3	4.9%
Duke U.	72.4	3.4%	Duke U.	74.6	3.4%	Duke U.	75.5	4.5%
Washington U.	69.3	no data	Washington U.	72.1	no data	Columbia U.	74.8	5.5%
Princeton U.	68.1	5.3%	Columbia U.	71.6	4.7%	Princeton U.	73.4	4.5%
Columbia U.	67.8	4.7%	Princeton U.	70.9	5.3%	Washington U.	72.4	no data
UCal - Berkeley	67.3	no data	UCal - Berkeley	70.0	no data	UCal - Berkeley	71.3	no data
Dartmouth	66.5	6.2%	Dartmouth	67.9	4.7%	Brown U.	69.7	6.9%
U. Michigan	65.3	4.0%	U. Michigan	66.7	3.5%	Yale	69.4	6.6%
Brown U.	64.0	4.7%	Yale	66.5	6.4%	Dartmouth	69.0	7.8%
UCal -LA	63.8	no data	Brown U.	65.5	4.7%	Wellesley	67.9	8.7%
Yale	63.8	5.8%	Wellesley	64.6	8.2%	U. Michigan	67.1	3.8%
Williams	61.3	9.4%	UCal -LA	63.7	no data	UNC-Chapel Hill	65.8	6.8%
UNC-Chapel Hill	61.3	2.4%	AMHERST	61.9	4.5%	UCal -LA	65.5	no data
Wellesley	61.1	7.5%	UNC-Chapel Hill	61.8	2.4%	AMHERST	65.1	5.5%
AMHERST	60.4	5.7%	Williams	61.6	5.6%	U. Virginia	64.1	6.4%
Carleton	59.2	9.2%	Wesleyan	61.3	6.7%	Williams	64.1	6.1%
Indiana U.	58.8	5.8%	U. Virginia	60.8	8.1%	UMass/Amherst	62.5	20.0%
Swarthmore	58.2	7.2%	Swarthmore	60.4	4.9%	Wesleyan	62.5	3.8%
Smith	57.9	6.9%	Carleton	59.6	2.3%	Swarthmore	62.3	4.8%
U. Virginia	57.4	0.8%	Indiana U.	59.6	4.4%	Bowdoin	61.9	7.1%
Pomona	56.9	9.2%	Pomona	58.0	7.8%	Carleton	61.5	5.1%
Wesleyan	56.6	6.1%	Smith	57.5	1.6%	Indiana U.	61.3	2.8%
Mount Holyoke	56.0	6.0%	Bowdoin	57.0	4.8%	Smith	61.2	7.5%
UMass/Amherst	55.9	0.6%	UMass/Amherst	56.7	2.4%	Davidson	58.9	9.8%
Bowdoin	55.1	6.6%	Mount Holyoke	56.6	4.7%	Pomona	58.8	5.6%
Haverford	54.7	6.2%	Haverford	56.0	4.0%	Mount Holyoke	57.9	6.4%
Davidson	49.9	7.7%	Davidson	55.2	12.0%	Haverford	56.7	4.0%

Appendix Table A-3:

COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE TRADITIONAL GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2003-04 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2004-05 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	179.4	Harvard	193.0	Harvard	201.4
Yale	164.9	Yale	166.3	Yale	174.4
Dartmouth	145.8	Dartmouth	150.8	Dartmouth	158.9
Wellesley	142.9	Wellesley	150.8	Wellesley	158.5
U. Michigan	138.1	U. Michigan	142.4	U. Michigan	145.6
Williams	134.8	U. Virginia	138.9	U. Virginia	145.3
Smith	131.5	Williams	138.8	Williams	142.1
AMHERST	130.6	AMHERST	135.8	AMHERST	140.6
U. Virginia	130.1	Smith	131.8	Wesleyan	136.6
Mount Holyoke	126.0	Wesleyan	130.4	Smith	134.3
Wesleyan	124.3	Mount Holyoke	129.2	Mount Holyoke	132.6
Indiana U.	123.1	Indiana U.	126.5	Indiana U.	129.7
UMass/Amherst	114.6	UMass/Amherst	114.0	UMass/Amherst	129.1
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Harvard	105.3	Harvard	114.6	Harvard	116.6
Dartmouth	104.9	Wellesley	106.5	Wellesley	113.8
Wellesley	100.1	Dartmouth	105.1	Dartmouth	111.0
Williams	99.0	U. Michigan	100.8	UMass/Amherst	103.9
Yale	98.5	Williams	100.2	Yale	102.4
U. Michigan	97.7	Yale	98.5	U. Michigan	102.2
Mount Holyoke	92.3	Mount Holyoke	96.0	Williams	102.1
Smith	91.2	AMHERST	95.3	U. Virginia	99.2
AMHERST	90.8	U. Virginia	95.0	Mount Holyoke	97.7
UMass/Amherst	90.7	UMass/Amherst	90.5	AMHERST	97.4
U. Virginia	88.3	Smith	90.2	Smith	93.5
Wesleyan	85.7	Wesleyan	90.2	Wesleyan	93.2
Indiana U.	85.6	Indiana U.	89.0	Indiana U.	91.7
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard	93.0	Harvard	101.0	Harvard	101.9
Dartmouth	83.4	Dartmouth	84.9	Wellesley	86.7
U. Michigan	81.7	U. Michigan	84.3	Dartmouth	86.5
AMHERST	80.2	AMHERST	82.9	Yale	86.0
Williams	79.4	Yale	81.5	AMHERST	85.3
Yale	78.6	Wellesley	80.6	U. Michigan	85.3
Wellesley	77.5	Williams	79.5	Williams	82.5
Indiana U.	74.6	U. Virginia	77.4	U. Virginia	81.9
Mount Holyoke	72.8	Indiana U.	76.4	UMass/Amherst	78.8
Smith	71.9	Wesleyan	75.1	Indiana U.	78.3
UMass/Amherst	71.4	Mount Holyoke	74.1	Smith	77.6
Wesleyan	71.4	UMass/Amherst	72.3	Wesleyan	77.4
U. Virginia	71.2	Smith	69.7	Mount Holyoke	76.2

Appendix Table A-4:

COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2003-04 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2004-05 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	179.4	Harvard	193.0	Harvard	201.4
U. Pennsylvania	174.0	U. Pennsylvania	183.8	U. Pennsylvania	191.4
Stanford U.	172.1	Stanford U.	182.9	Stanford U.	189.7
Princeton U.	168.9	Princeton U.	177.6	Princeton U.	184.3
Yale	164.9	MIT	167.6	Yale	174.4
MIT	158.1	Yale	166.3	MIT	168.5
UCal -LA	157.6	Columbia U.	162.3	Northwestern U.	165.1
UCal - Berkeley	157.0	Duke U.	160.3	Duke U.	164.3
Duke U.	156.1	Northwestern U.	159.8	Columbia U.	162.9
Northwestern U.	153.7	UCal - Berkeley	158.2	UCal -LA	159.6
Columbia U.	150.5	UCal -LA	157.5	Dartmouth	158.9
Dartmouth	145.8	Dartmouth	150.8	Brown U.	158.8
Washington U.	144.1	Wellesley	150.8	Washington U.	158.5
Wellesley	142.9	Washington U.	149.9	Wellesley	158.5
U. Michigan	138.1	Brown U.	142.8	UCal - Berkeley	157.7
Brown U.	135.8	U. Michigan	142.4	U. Michigan	145.6
Pomona	135.1	Pomona	140.1	U. Virginia	145.3
Williams	134.8	U. Virginia	138.9	Pomona	145.0
Swarthmore	132.6	Williams	138.8	Williams	142.1
Smith	131.5	Swarthmore	136.3	Swarthmore	141.0
AMHERST	130.6	AMHERST	135.8	AMHERST	140.6
U. Virginia	130.1	Bowdoin	133.4	Bowdoin	140.4
Bowdoin	127.3	Smith	131.8	Wesleyan	136.6
Mount Holyoke	126.0	Wesleyan	130.4	Smith	134.3
Haverford	125.3	Haverford	129.6	UNC-Chapel Hill	134.2
Wesleyan	124.3	Mount Holyoke	129.2	Mount Holyoke	132.6
UNC-Chapel Hill	123.7	Indiana U.	126.5	Haverford	132.1
Indiana U.	123.1	UNC-Chapel Hill	126.4	Indiana U.	129.7
Carleton	122.5	Carleton	124.9	UMass/Amherst	129.1
UMass/Amherst	114.6	Davidson	116.0	Carleton	127.9
Davidson	111.3	UMass/Amherst	114.0	Davidson	122.8

Appendix Table A-4 (continued)

COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2003-04 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2004-05 COMPENSATION
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
U. Pennsylvania	122.1	Stanford U.	132.6	Stanford U.	132.5
Stanford U.	122.0	U. Pennsylvania	125.9	U. Pennsylvania	130.5
MIT	110.7	MIT	116.7	Princeton U.	118.2
Princeton U.	109.4	Harvard	114.6	Columbia U.	117.0
Duke U.	106.2	Princeton U.	114.2	Harvard	116.6
Harvard	105.3	Columbia U.	113.7	MIT	115.6
Dartmouth	104.9	Duke U.	107.5	Duke U.	113.8
Columbia U.	103.7	Wellesley	106.5	Wellesley	113.8
Northwestern U.	102.5	Northwestern U.	106.5	Northwestern U.	111.6
UCal - Berkeley	102.0	Dartmouth	105.1	Dartmouth	111.0
UCal -LA	101.8	U. Michigan	100.8	UMass/Amherst	103.9
Wellesley	100.1	UCal -LA	100.5	Washington U.	103.7
Williams	99.0	UCal - Berkeley	100.5	Swarthmore	102.9
Yale	98.5	Williams	100.2	Yale	102.4
U. Michigan	97.7	Washington U.	99.2	UCal -LA	102.3
Haverford	96.8	Swarthmore	98.9	U. Michigan	102.2
Swarthmore	95.8	Haverford	98.6	Williams	102.1
Washington U.	95.7	Yale	98.5	UCal - Berkeley	102.0
Pomona	94.1	Pomona	97.3	Pomona	100.8
Mount Holyoke	92.3	Mount Holyoke	96.0	Brown U.	100.5
Bowdoin	91.3	Bowdoin	95.3	Haverford	99.7
Smith	91.2	<u>AMHERST</u>	<u>95.3</u>	Bowdoin	99.3
<u>AMHERST</u>	<u>90.8</u>	U. Virginia	95.0	U. Virginia	99.2
UMass/Amherst	90.7	Brown U.	91.5	Mount Holyoke	97.7
Brown U.	88.7	Carleton	91.2	<u>AMHERST</u>	<u>97.4</u>
Carleton	88.6	UMass/Amherst	90.5	Davidson	95.2
UNC-Chapel Hill	88.4	UNC-Chapel Hill	90.4	UNC-Chapel Hill	94.2
U. Virginia	88.3	Smith	90.2	Smith	93.5
Wesleyan	85.7	Wesleyan	90.2	Wesleyan	93.2
Indiana U.	85.6	Indiana U.	89.0	Carleton	92.4
Davidson	82.4	Davidson	88.5	Indiana U.	91.7

Appendix Table A-4 (continued)

COMPARISON OF COMPENSATION, BY RANK - AMHERST COLLEGE AND THE NEW GROUP (\$1000s)

RANK/ INSTITUTION	ACTUAL FY2002-03 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2003-04 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2004-05 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	110.9	U. Pennsylvania	111.7	U. Pennsylvania	116.8
Stanford U.	101.6	MIT	105.9	Stanford U.	108.3
MIT	101.0	Stanford U.	104.0	MIT	102.1
Harvard	93.0	Harvard	101.0	Harvard	101.9
UCal - Berkeley	92.5	Columbia U.	92.8	Columbia U.	97.3
UCal -LA	87.9	Northwestern U.	92.0	Northwestern U.	96.6
Northwestern U.	87.6	UCal - Berkeley	91.3	UCal - Berkeley	93.6
Columbia U.	87.2	Duke U.	90.2	Duke U.	91.8
Duke U.	87.2	Princeton U.	88.1	Princeton U.	91.6
Princeton U.	84.3	Washington U.	85.7	Brown U.	88.9
Dartmouth	83.4	Dartmouth	84.9	Washington U.	87.0
U. Michigan	81.7	U. Michigan	84.3	Wellesley	86.7
Washington U.	81.5	UCal -LA	83.3	Dartmouth	86.5
<u>AMHERST</u>	<u>80.2</u>	<u>AMHERST</u>	<u>82.9</u>	Yale	86.0
Brown U.	79.6	Yale	81.5	UCal -LA	85.7
Williams	79.4	Brown U.	81.5	<u>AMHERST</u>	<u>85.3</u>
Carleton	79.0	Carleton	80.6	U. Michigan	85.3
Yale	78.6	Wellesley	80.6	Carleton	82.7
Wellesley	77.5	Williams	79.5	Williams	82.5
Haverford	76.0	Haverford	79.4	U. Virginia	81.9
UNC-Chapel Hill	74.7	Swarthmore	78.1	Swarthmore	81.3
Indiana U.	74.6	U. Virginia	77.4	Haverford	81.2
Swarthmore	74.6	Indiana U.	76.4	UNC-Chapel Hill	80.8
Mount Holyoke	72.8	UNC-Chapel Hill	76.2	Bowdoin	80.4
Smith	71.9	Wesleyan	75.1	Davidson	79.4
UMass/Amherst	71.4	Davidson	74.7	UMass/Amherst	78.8
Wesleyan	71.4	Mount Holyoke	74.1	Indiana U.	78.3
U. Virginia	71.2	Bowdoin	74.1	Smith	77.6
Bowdoin	70.3	Pomona	72.8	Wesleyan	77.4
Pomona	70.0	UMass/Amherst	72.3	Mount Holyoke	76.2
Davidson	69.4	Smith	69.7	Pomona	74.5

Appendix Table A-5:

AAUP and Professional School (PS) Adjusted Salary in the Traditional Group,
By Rank, 2004-05 (\$1,000s)

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
FULLS				
Harvard	162.3	Harvard	10	146.1
Yale	145.6	Yale	10	131.0
Dartmouth	124.5	Wellesley	0	119.5
U. of Michigan	120.2	U. of Michigan	5	114.2
Wellesley	119.5	<u>AMHERST</u>	0	<u>113.0</u>
U. of Virginia	118.1	Wesleyan	0	113.0
<u>AMHERST</u>	<u>113.0</u>	U. of Virginia	5	112.5
Wesleyan	113.0	Dartmouth	10	112.1
Williams	111.5	Williams	0	111.5
Smith	105.4	Smith	0	105.4
Mount Holyoke	104.5	Mount Holyoke	0	104.5
Umass	103.1	Umass	0	103.1
Indiana U.	101.8	Indiana U.	5	96.7
Median	113.0	Median	0	112.5
Mean	118.7	Mean	3	114.0

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
ASSOCS				
Harvard	92.3	Wellesley	0	85.7
Dartmouth	86.0	Williams	0	79.0
Wellesley	85.7	Yale	5	78.0
Yale	82.1	U. of Michigan	5	77.5
Umass	82.1	Dartmouth	10	77.4
U. of Michigan	81.6	<u>AMHERST</u>	0	<u>76.3</u>
Williams	79.0	Mount Holyoke	0	76.0
<u>AMHERST</u>	<u>76.3</u>	Wesleyan	0	74.8
Mount Holyoke	76.0	Umass	10	73.9
U. of Virginia	75.1	Harvard	20	73.8
Wesleyan	74.8	Smith	0	73.0
Smith	73.0	U. of Virginia	5	71.3
Indiana U.	70.7	Indiana U.	5	67.3
Median	79.0	Median	0	76.0
Mean	79.6	Mean	5	75.7

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
ASSTS				
Harvard	82.9	Wellesley	0	67.9
Yale	69.4	Harvard	20	66.3
Dartmouth	69.0	Yale	5	66.1
Wellesley	67.9	Dartmouth	5	65.6
U. of Michigan	67.1	<u>AMHERST</u>	0	<u>65.1</u>
<u>AMHERST</u>	<u>65.1</u>	Williams	0	64.1
U. of Virginia	64.1	U. of Michigan	5	63.9
Williams	64.1	Wesleyan	0	62.5
Umass	62.5	Umass	0	62.5
Wesleyan	62.5	Smith	0	61.2
Indiana U.	61.3	U. of Virginia	5	60.9
Smith	61.2	Indiana U.	5	58.2
Mount Holyoke	57.9	Mount Holyoke	0	57.9
Median	64.1	Median	0	63.9
Mean	65.8	Mean	3	63.2

* Estimate of the percent by which AAUP reported salary is increased by professional schools.

The estimated adjustments are grouped into ranges as follows:

< 2.5% = 0%; 2.5% - 7.5% = 5%; 7.5% - 12.5% = 10%; 12.5% - 17.5% = 15%; > 17.5% = 20%.

** AAUP salary reduced by the PS adjustment percentage.

Italics = institutions dropped below AC by the PS adjustment

Appendix Table A-5:

AAUP and Professional School (PS) Adjusted Salary in the Traditional Group,
By Rank, 2004-05 (\$1,000s)

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
FULLS				
Harvard	162.3	Harvard	10	146.1
Yale	145.6	Yale	10	131.0
<i>Dartmouth</i>	<i>124.5</i>	Wellesley	0	119.5
U. of Michigan	120.2	U. of Michigan	5	114.2
Wellesley	119.5	<u>AMHERST</u>	0	<u>113.0</u>
<i>U. of Virginia</i>	<i>118.1</i>	Wesleyan	0	113.0
<u>AMHERST</u>	<u>113.0</u>	<i>U. of Virginia</i>	5	<i>112.5</i>
Wesleyan	113.0	<i>Dartmouth</i>	10	<i>112.1</i>
Williams	111.5	Williams	0	111.5
Smith	105.4	Smith	0	105.4
Mount Holyoke	104.5	Mount Holyoke	0	104.5
Umass	103.1	Umass	0	103.1
Indiana U.	101.8	Indiana U.	5	96.7
Median	113.0	Median	0	112.5
Mean	118.7	Mean	3	114.0
ASSOCS				
	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
Harvard	92.3	Wellesley	0	85.7
Dartmouth	86.0	Williams	0	79.0
Wellesley	85.7	Yale	5	78.0
Yale	82.1	U. of Michigan	5	77.5
<i>Umass</i>	<i>82.1</i>	Dartmouth	10	77.4
U. of Michigan	81.6	<u>AMHERST</u>	0	<u>76.3</u>
Williams	79.0	Mount Holyoke	0	76.0
<u>AMHERST</u>	<u>76.3</u>	Wesleyan	0	74.8
Mount Holyoke	76.0	<i>Umass</i>	10	<i>73.9</i>
U. of Virginia	75.1	<i>Harvard</i>	20	<i>73.8</i>
Wesleyan	74.8	Smith	0	73.0
Smith	73.0	U. of Virginia	5	71.3
Indiana U.	70.7	Indiana U.	5	67.3
Median	79.0	Median	0	76.0
Mean	79.6	Mean	5	75.7
ASSTS				
	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
Harvard	82.9	Wellesley	0	67.9
Yale	69.4	Harvard	20	66.3
Dartmouth	69.0	Yale	5	66.1
Wellesley	67.9	Dartmouth	5	65.6
<i>U. of Michigan</i>	<i>67.1</i>	<u>AMHERST</u>	0	<u>65.1</u>
<u>AMHERST</u>	<u>65.1</u>	Williams	0	64.1
U. of Virginia	64.1	<i>U. of Michigan</i>	5	<i>63.9</i>
Williams	64.1	Wesleyan	0	62.5
Umass	62.5	Umass	0	62.5
Wesleyan	62.5	Smith	0	61.2
Indiana U.	61.3	U. of Virginia	5	60.9
Smith	61.2	Indiana U.	5	58.2
Mount Holyoke	57.9	Mount Holyoke	0	57.9
Median	64.1	Median	0	63.9
Mean	65.8	Mean	3	63.2

* Estimate of the percent by which AAUP reported salary is increased by professional schools.

The estimated adjustments are grouped into ranges as follows:

< 2.5% = 0%; 2.5% - 7.5% = 5%; 7.5% - 12.5% = 10%; 12.5% - 17.5% = 15%; > 17.5% = 20%.

** AAUP salary reduced by the PS adjustment percentage.

Italics = institutions dropped below AC by the PS adjustment

Appendix Table A-6:

AAUP and Professional School (PS) Adjusted Salary in the New Group, by Rank, 2004-05 (\$1000s)

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
FULLS				
Harvard	162.3	Princeton	0	151.1
Princeton	151.1	Harvard	10	146.1
Stanford	148.5	Stanford	5	141.1
Yale	145.6	Yale	10	131.0
U. of Pennsylvania	143.4	U. of Pennsylvania	10	129.1
Columbia	140.4	Columbia	10	126.4
Northwestern	136.3	Duke	5	124.6
MIT	135.0	Brown	0	123.1
Duke	131.2	Northwestern	10	122.7
Washington U.	128.4	MIT	10	121.5
<i>Dartmouth</i>	<i>124.5</i>	Wellesley	0	119.5
UCLA	123.3	Pomona	0	117.3
Brown	123.1	UCLA	5	117.1
UC-Berkeley	121.8	UC-Berkeley	5	115.7
U. of Michigan	120.2	Washington U.	10	115.6
Wellesley	119.5	U. of Michigan	5	114.2
<i>U. of Virginia</i>	<i>118.1</i>	Swarthmore	0	113.7
Pomona	117.3	<u>AMHERST</u>	<u>0</u>	<u>113.0</u>
Swarthmore	113.7	Wesleyan	0	113.0
<u>AMHERST</u>	<u>113.0</u>	<i>U. of Virginia</i>	<i>5</i>	<i>112.5</i>
Wesleyan	113.0	<i>Dartmouth</i>	<i>10</i>	<i>112.1</i>
UNC-Chapel Hill	112.7	Williams	0	111.5
Williams	111.5	Bowdoin	0	108.5
Bowdoin	108.5	Smith	0	105.4
Smith	105.4	Mount Holyoke	0	104.5
Mount Holyoke	104.5	Umass	0	103.1
Umass	103.1	UNC-Chapel Hill	10	101.4
Indiana U.	101.8	Carleton	0	97.5
Carleton	97.5	Indiana U.	5	96.7
Haverford	95.9	Haverford	0	95.9
Davidson	94.9	Davidson	0	94.9
Median	119.5	Median	5	114.2
Mean	121.5	Mean	4	116.1

* Estimate of the percent by which AAUP reported salary is increased by professional schools.

The estimated adjustments are grouped into ranges as follows:

< 2.5% = 0%; 2.5% - 7.5% = 5%; 7.5% - 12.5% = 10%; 12.5% - 17.5% = 15%; > 17.5% = 20%.

** AAUP salary reduced by the PS adjustment percentage.

Italics = institutions dropped below AC by the PS adjustment

Continued

Appendix Table A-6 continued

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
ASSOCS				
Stanford	103.0	Princeton	5	90.7
U. of Pennsylvania	95.9	Stanford	15	87.6
Princeton	95.5	Wellesley	0	85.7
Columbia	94.5	MIT	10	81.9
<i>Harvard</i>	92.3	Northwestern	10	81.6
MIT	91.0	U. of Pennsylvania	15	81.5
Northwestern	90.7	Pomona	0	81.1
<i>Duke</i>	89.5	Columbia	15	80.3
Dartmouth	86.0	Swarthmore	0	79.2
Wellesley	85.7	Williams	0	79.0
Washington U.	85.1	Brown	0	78.4
Yale	82.1	Yale	5	78.0
<i>Umass</i>	82.1	UC-Berkeley	0	77.7
U. of Michigan	81.6	U. of Michigan	5	77.5
Pomona	81.1	Dartmouth	10	77.4
Swarthmore	79.2	Washington U.	10	76.6
Williams	79.0	Bowdoin	0	76.5
Brown	78.4	<u>AMHERST</u>	0	<u>76.3</u>
<i>UCLA</i>	78.1	<i>Duke</i>	15	76.1
UC-Berkeley	77.7	Mount Holyoke	0	76.0
<i>UNC-Chapel Hill</i>	77.2	Wesleyan	0	74.8
Bowdoin	76.5	<i>UCLA</i>	5	74.2
<u>AMHERST</u>	<u>76.3</u>	<i>Umass</i>	10	73.9
Mount Holyoke	76.0	<i>Harvard</i>	20	73.8
U. of Virginia	75.1	Davidson	0	73.1
Wesleyan	74.8	Smith	0	73.0
Davidson	73.1	Haverford	0	71.7
Smith	73.0	U. of Virginia	5	71.3
Haverford	71.7	Carleton	0	69.5
Indiana U.	70.7	<i>UNC-Chapel Hill</i>	10	69.5
Carleton	69.5	Indiana U.	5	67.3
Median	79.2	Median	5	76.6
Mean	82.0	Mean	5	77.1

* Estimate of the percent by which AAUP reported salary is increased by professional schools.

The estimated adjustments are grouped into ranges as follows:

< 2.5% = 0%; 2.5% - 7.5% = 5%; 7.5% - 12.5% = 10%; 12.5% - 17.5% = 15%; > 17.5% = 20%.

** AAUP salary reduced by the PS adjustment percentage.

Italics = institutions dropped below AC by the PS adjustment

Appendix Table A-6 continued

	AAUP Salary		PS Adjustment %*	PS Adjusted Salary**
ASSTS				
U. of Pennsylvania	85.2	MIT	10	71.6
Harvard	82.9	Princeton	5	69.7
Stanford	82.0	Stanford	15	69.7
MIT	79.5	Brown	0	69.7
<i>Northwestern</i>	79.3	U. of Pennsylvania	20	68.2
<i>Duke</i>	75.5	Wellesley	0	67.9
<i>Columbia</i>	74.8	UC-Berkeley	5	67.7
Princeton	73.4	Harvard	20	66.3
Washington U.	72.4	Yale	5	66.1
UC-Berkeley	71.3	Dartmouth	5	65.6
Brown	69.7	Washington U.	10	65.2
Yale	69.4	<u>AMHERST</u>	0	<u>65.1</u>
Dartmouth	69.0	<i>Duke</i>	15	64.2
Wellesley	67.9	Williams	0	64.1
<i>U. of Michigan</i>	67.1	<i>U. of Michigan</i>	5	63.9
<i>UNC-Chapel Hill</i>	65.8	<i>Northwestern</i>	20	63.4
<i>UCLA</i>	65.5	Wesleyan	0	62.5
<u>AMHERST</u>	<u>65.1</u>	Umass	0	62.5
U. of Virginia	64.1	Swarthmore	0	62.3
Williams	64.1	<i>UCLA</i>	5	62.2
Umass	62.5	Bowdoin	0	61.9
Wesleyan	62.5	Carleton	0	61.5
Swarthmore	62.3	Smith	0	61.2
Bowdoin	61.9	U. of Virginia	5	60.9
Carleton	61.5	<i>Columbia</i>	20	59.8
Indiana U.	61.3	<i>UNC-Chapel Hill</i>	10	59.4
Smith	61.2	Davidson	0	58.9
Davidson	58.9	Pomona	0	58.8
Pomona	58.8	Indiana U.	5	58.2
Mount Holyoke	57.9	Mount Holyoke	0	57.9
Haverford	56.7	Haverford	0	56.7
Median	65.8	Median	5	63.4
Mean	68.0	Mean	6	63.6

* Estimate of the percent by which AAUP reported salary is increased by professional schools.

The estimated adjustments are grouped into ranges as follows:

< 2.5% = 0%; 2.5% - 7.5% = 5%; 7.5% - 12.5% = 10%; 12.5% - 17.5% = 15%; > 17.5% = 20%.

** AAUP salary reduced by the PS adjustment percentage.

Italics = institutions dropped below AC by the PS adjustment

Appendix Table A-7:**Cost-of-Living (COL) Adjusted Full Professor Salaries for the Traditional Group,
2004-05 (\$1,000s)**

	PS Adjusted Salary*	COL adjustment**	PS Adjusted Salary/COL Adjustment
FULLS			
Yale	131.0	0.94	139.4
U. of Virginia	112.5	0.82	137.2
Indiana U.	96.7	0.78	124.0
Smith	105.4	0.93	113.3
<u>AMHERST</u>	<u>113.0</u>	<u>1.00</u>	<u>113.0</u>
Wesleyan	113.0	1.00	113.0
U. of Michigan	114.2	1.09	104.8
Umass	103.1	1.00	103.1
Harvard	146.1	1.45	100.8
Mount Holyoke	104.5	1.10	95.0
Wellesley	119.5	1.54	77.6
Dartmouth	112.1	1.52	73.8
Williams	111.5	na	na

* Salaries adjusted to remove effects of professional schools (from App. Table 5).

** Source: Realtor.com Salary Calculator.

Divide school's salary by this adjustment to obtain the Amherst equivalent salary. For example, given the COL difference between New Haven and Amherst, Amherst would need to pay an average full professor salary of \$139,400 to provide the same standard of living as a Yale salary of \$131,000.

Appendix Table A-8:

DISTRIBUTION OF FACULTY BY RANK, AMHERST AND THE NEW GROUP, 2004-05

INSTITUTION	#	% OF TOTAL	INSTITUTION	#	% OF TOTAL	INSTITUTION	#	% OF TOTAL
PROFESSORS			ASSOCIATE PROFESSORS			ASSISTANT PROFESSORS		
Princeton U.	461	66.3%	Haverford	40	37.4%	Bowdoin	54	36.2%
AMHERST	101	65.6%	Pomona	53	33.3%	Williams	78	32.8%
Harvard	777	64.1%	Dartmouth	131	31.7%	Haverford	32	29.9%
UCal - Berkeley	867	62.9%	Swarthmore	51	29.8%	U. Michigan	595	29.4%
MIT	582	62.0%	UMass/Amherst	278	29.6%	Washington U.	172	29.1%
UCal -LA	1050	61.4%	Bowdoin	44	29.5%	Carleton	51	28.8%
Stanford U.	558	60.7%	U. Virginia	292	28.7%	Davidson	40	27.8%
Yale	527	60.6%	Indiana U.	393	28.3%	Yale	238	27.4%
Columbia U.	589	57.4%	Duke U.	220	27.1%	AMHERST	42	27.3%
Brown U.	324	56.5%	Davidson	39	27.1%	Wesleyan	66	27.0%
Mount Holyoke	101	55.5%	Smith	76	26.5%	Smith	76	26.5%
Wesleyan	132	54.1%	UNC-Chapel Hill	267	25.6%	Princeton U.	178	25.6%
Carleton	95	53.7%	Brown U.	145	25.3%	U. Pennsylvania	269	25.5%
U. Pennsylvania	562	53.3%	Wellesley	50	24.9%	Indiana U.	351	25.3%
Northwestern U.	490	52.5%	U. Michigan	495	24.5%	Columbia U.	253	24.6%
Wellesley	104	51.7%	Mount Holyoke	44	24.2%	Stanford U.	219	23.8%
UNC-Chapel Hill	530	50.9%	Northwestern U.	224	24.0%	Duke U.	192	23.7%
Williams	120	50.4%	Washington U.	133	22.5%	Northwestern U.	219	23.5%
U. Virginia	506	49.7%	U. Pennsylvania	224	21.2%	UNC-Chapel Hill	244	23.4%
Duke U.	399	49.2%	UCal - Berkeley	269	19.5%	Wellesley	47	23.4%
UMass/Amherst	459	48.9%	Wesleyan	46	18.9%	Dartmouth	95	23.0%
Swarthmore	83	48.5%	MIT	176	18.8%	Harvard	267	22.0%
Washington U.	287	48.5%	Columbia U.	185	18.0%	Pomona	35	22.0%
Smith	135	47.0%	UCal -LA	308	18.0%	Swarthmore	37	21.6%
Indiana U.	646	46.5%	Carleton	31	17.5%	U. Virginia	220	21.6%
U. Michigan	931	46.1%	Williams	40	16.8%	UMass/Amherst	202	21.5%
Dartmouth	187	45.3%	Stanford U.	142	15.5%	UCal -LA	352	20.6%
Davidson	65	45.1%	Harvard	168	13.9%	Mount Holyoke	37	20.3%
Pomona	71	44.7%	Yale	104	12.0%	MIT	180	19.2%
Bowdoin	51	34.2%	Princeton U.	56	8.1%	Brown U.	104	18.2%
Haverford	35	32.7%	AMHERST	11	7.1%	UCal - Berkeley	242	17.6%